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BUSINESS JET TRAVELLER[®]



CRAIG & KATHRYN HALL

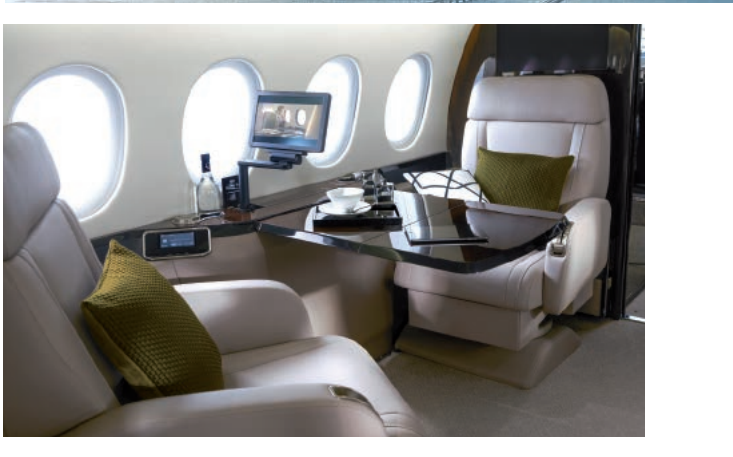
Acclaimed vintners discuss
the art of winemaking and the
pleasures of flying privately

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INSIDE **BJT**

AUGUST/SEPTEMBER 2017

FLYING

12 ON THE ROAD

Our columnist has experienced Airbnb, but he's still not equipped to **call an Uber**.

14 READY FOR TAKEOFF

Noteworthy **for-sale aircraft** that are more than a dozen years old.

28 NEW AIRCRAFT PREVIEW

Want to go off the beaten path? The **Viking 400** is the airplane for you.

32 TAXES, LAWS, AND FINANCE

Leasing a business jet offers some advantages, but easy early termination of the deal isn't one of them.

34 USED AIRCRAFT REVIEW

Declining sales ended production of Cessna's **Citation Mustang**, but good reasons remain to buy a used one.

37 PREOWNED

While the long-awaited **market turnaround** may not be upon us yet, new data suggests that it could happen soon.

38 CABIN FEVER

A look at the hottest new passenger-focused **technology and furnishings** for business jets.

42 INSIDE CHARTERS

Have a **medical condition**? Here's what you need to know before boarding a flight.

60 MY MOST MEMORABLE FLIGHT

Business jet travelers recall **unforgettable trips**.

64 EXIT

Is **European bizav** set to soar?



PEOPLE

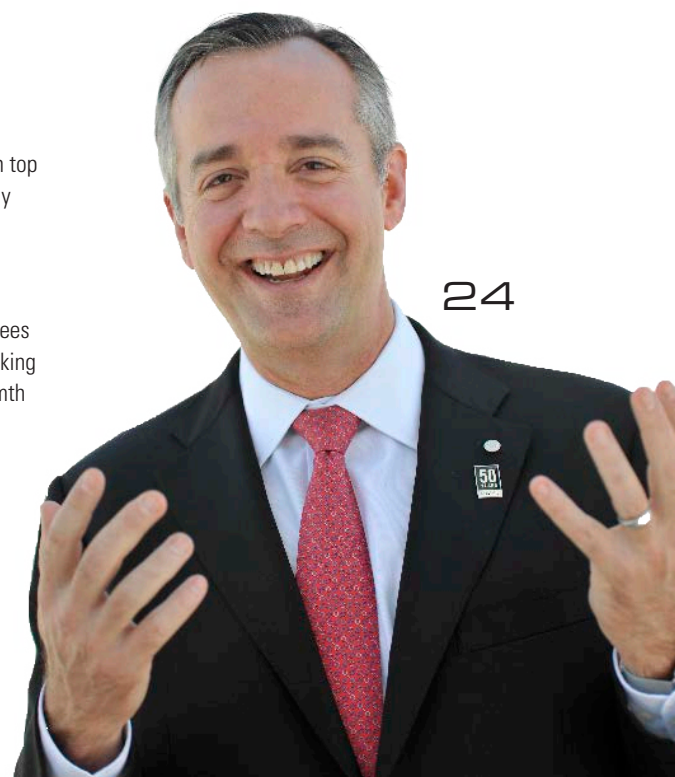
16 CRAIG AND KATHRYN HALL

The **vintners**, whose wines earn top ratings, have been flying privately since the 1970s.

24 ROB SMITH

Jet Aviation's president oversees vast global operations while seeking to maintain small-company warmth and spirit.

On the Cover: Craig and Kathryn Hall, photographed for **BJT** at their Napa Valley winery by Clark James Mishler.



PHENOM[®] 100

BY EMBRAER



A six-time winner of Robb Report's Best of the Best award in the entry-level segment, the Phenom 100 comfortably carries up to 8 occupants. Its avionics suite - the Prodigy[®] Touch, based on the Garmin G3000 - features the first-ever touchscreen glass flight deck designed for light turbine aircraft. With its exclusive OvalLite[™] cabin, the Phenom 100 delivers the roomiest-in-class cabin, a modern, sophisticated design with abundant leg and head room, plus the largest windows and baggage capacity in its class. The aircraft's private lavatory is the only one in its category with windows, for plenty of natural light. Showcasing an enviable ramp presence, the signature air stair leads to the largest entrance door in its class. Delivering exceptional jet performance with operating costs similar to a turboprop, the Phenom 100 truly stands out among entry-level business jets.



PHENOM 100: IT STANDS NUMBER ONE

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The design of the aircraft cabin is a big deal to people who sit back there. The people who are on trips with us for business love it. It's bigger, it's taller, the windows are better, so it's comfortable for the guys in the back. This is a clean-sheet design aircraft. It's incredible. And if you're up front, the design of the cockpit is very pilot-friendly. The way the avionics suite works is user-friendly and it reduces the workload. The Phenom 100 has met or exceeded the performance or design criteria completely.

There are other companies out there that make jets. There are no other companies out there that make jets of this quality, doing this mission as designed. For 45 years I've owned products from other companies, and service is not always equal. I've had the best experience in 45 years with Embraer. And you know, it's not that others don't do good things, it's just that Embraer has figured out how to do it better."



Keith Christensen, Owner, Christensen Industries
Watch Keith's story and request more information at
EmbraerExecutiveJets.com/Keith

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INSIDE **BJT**

AUGUST/SEPTEMBER 2017

TIME OFF

44 GREAT GOLF

Iowa's **Cedar Rapids Country Club** includes an updated, century-old Donald Ross course.

46 A VERY FREQUENT TRAVELER LOOKS BACK

A longtime **BJT** contributor recalls highlights from more than **two decades of globetrotting**.

50 OUTDOOR ADVENTURES

Join the hunt for valuable, fast-moving **Atlantic Bluefin tuna**, some of which weigh half a ton.

52 GETAWAYS

Once considered a perfect place to send criminals, **Australia's island state of Tasmania** now offers opportunities for memorable off-the-beaten-path vacations.



Coming Soon in BJT

- ▶ Readers' Choice survey results
- ▶ Gulfstream G650ER preview
- ▶ Acura NSX review



FEATURED CONTRIBUTOR

LAUREN FITZPATRICK

Fitzpatrick, whose article on Tasmania begins on page 52, counts the Australian island state as one of her favorite places. "It's small but incredibly versatile," she says. "You can climb a mountain during the day but still sit down to a gourmet meal with world-class local wine the same night. I'm already tempted to return."

The Indiana native became hooked on travel after spending three months waitressing in Galway, Ireland. For the next decade, she worked her way around the world as a carny, teacher, and movie extra, but what she did most was write about travel.

Fitzpatrick received a master's degree in travel writing from Kingston University in London, where she contributed online content to the BBC and launched a blog with Busabout Europe. She has written about working abroad and travel for *USA Today College*, *Transitions Abroad*, *Go Overseas*, and *A Practical Wedding*. She lives in Australia with her husband and is writing a book about building a career through working abroad.



DEPARTMENTS

6 UP FRONT

Must-read features in this issue.

8 ON THE FLY

High-end boots and a Q&A with chef **Francis Mallman**.

22 MONEY MATTERS

Index funds, which cost less than **actively managed** funds, generally perform better—but not always.

62 CALENDAR

A day to **fight poverty**.





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Up Front

"I'm on this private plane and I wake up and see [Robert] De Niro there sleeping."

That's a line from one of my favorite features in this issue: Margie Goldsmith's "My Most Memorable Business Jet Flight" (page 60), which includes stories that will make you smile (about a group excursion to a *Star Trek* convention) as well as ones that involve life-and-death situations (such as race-car driver Brad Keselowski's flight to the Mayo Clinic for surgery for his infant daughter).

Goldsmith, a longtime contributor to these pages, is also our most experienced globetrotter. Her adventures have taken her to nearly 120 countries, from Rwanda to Tibet, and she recalls some of her most unforgettable journeys in "A Very Frequent Traveler Looks Back" (page 46).

BJT columnist Thomas Pero, meanwhile, looks forward to fall in "Giant Tuna on the September Menu" (page 50), which vividly describes the experience of deep-sea fishing for the valuable

Atlantic Bluefin tuna. How valuable? "A single bite-sized piece would sell to diners for \$85," Pero reports.

Another highlight of this issue is James Wynbrandt's Inside Charters column, which explains what you need to know if you or a family member will be flying with a medical condition. We have become so accustomed to hopping on aircraft that considering whether it's safe to fly with, say, a heart condition, may not be top of mind. But you can never be too prepared, as Wynbrandt explains in "An Rx for Onboard Health Concerns" (page 42).

Speaking of health concerns, drinking wine can be good for you—and that brings me to our cover story on Kathryn and Craig Hall (page 16). The couple spend their days making award-winning wines in Northern California and, as Craig told **BJT**'s Matt Thurber, "You can take great grapes and mess them up and not make great wine. But you have to start with great grapes."

The Halls are as enthusiastic about business jet travel as they are about their wine making because flying privately saves them time and, as Kathryn notes, "time is the most important asset that any of us have."

We'll drink to that.



Jennifer Leach English
Editorial Director
jenglish@bjtonline.com

P.S. We are thrilled to announce that at the Aerospace Media Awards banquet in Paris June 18, **Business Jet Traveler** was named Best International Publication (from a field of six finalists). In addition, Mark Huber's article on the Aeron as2, which appeared in the magazine's October/November 2016 issue, was named Best Business Aviation Submission (also from a field of six finalists). This brings to 52 the number of editorial and design awards that **BJT** and our contributors have received.

EDITORIAL

Editor-in-Chief Matt Thurber

Editorial Director Jennifer Leach English

Editor Jeff Burger

Group Production Manager Tom Hurley

Production Editor Lysbeth McAleer

Associate Production Editor Marthia Jercinovich

Art Director John A. Manfredi

Contributors Chris Allsop, Chris Caswell, Mary Ann DeSantis, Bob Ecker, Mark Eveleigh, Marion Flanagan, Margie Goldsmith, Mark Huber, Bradley S. Klein, Debi Lander, Nigel Moll, Thomas R. Pero, Mark Phelps, Kim Rosenlof, Chana R. Schoenberger, Joe Sharkey, Matt Thurber, Helen Ann Travis, Jeff Wieand, James Wynbrandt

Graphic Designers Mona L. Brown, John T. Lewis, Grzegorz Rzekos

Lead Web Developer Michael Giaimo

Web Developer Evan Williams

Video Producer Ian Whelan

Editorial Assistant Samantha Cartaino

EDITORIAL CONTACTS

214 Franklin Ave., Midland Park, NJ 07432
(201) 444-5075 • editor@bjtonline.com

BUSINESS

Managing Director Wilson S. Leach

Group Publisher David M. Leach

Publisher Anthony T. Romano

Associate Publisher Nancy O'Brien

Advertising Sales

Melissa Murphy-Midwest, (830) 608-9888

Nancy O'Brien-West, (530) 241-3534

Anthony T. Romano-East/International,
(203) 798-2400

Joe Rosone-East/International/Middle East,
(301) 834-5251

Diana Scogna-Italy, (33) 6 62 52 25 47

Daniel Solnica-Paris, (33) 1 42 46 95 71

Victoria Tod-Great Lakes/UK, (203) 798-2400

Marketing Manager Zach O'Brien

Audience Development Manager Jeff Hartford

Onsite Logistics Manager Philip Scarano III

Sales Assistant Nadine Timpanaro

Advertising/Sales Secretarial Staff Cindy Nesline

Director of Finance & Human Resources

Michele Hubert

Accounting Manager Marylou Moravec

Accounting/Administration Staff

Mary Avella, Bobbie Bing

ADVERTISING CONTACTS

81 Kenosia Ave., Danbury, CT 06810

(203) 798-2400 fax: (203) 790-8044

adsales@bjtonline.com

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Subscription inquiries and address changes:
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Bespoke Boots That Dazzle

Pull on a pair of bespoke cowboy boots and the swagger comes naturally. Icons of America's Old West, the boots, like the wranglers who once roped wild stallions, evoke a sense of rugged individualism. You select the leathers and personalize the design. After multiple measurements of your feet and calves, craftspeople build the boots by hand, stretching the leather, stitching inlays, creating overlays, and hammering wooden pegs—not nails—into the soles, because pegs expand and contract with the leather. Prices depend on the leather chosen and the design's intricacies. Three recommendations:

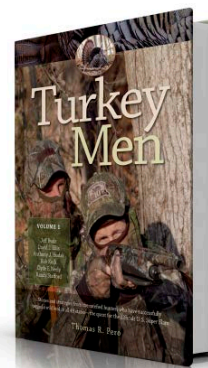
Sorrell Custom Boots. "To me cowboy boots are about art," says Lisa Sorrell, who is based in Guthrie, Oklahoma. "I see the tops of the boots as a canvas." For Arnold Schwarzenegger, she created one boot with the American flag and the eagle from the U.S. seal and the matching boot with the Austrian flag and the eagle from the Austrian coat of arms. Since Sorrell insists on measuring her customers' feet herself, Schwarzenegger flew her to his movie set. "You do not have to be a cowboy to wear cowboy boots," says Sorrell. "It's about personality and style. I tell my customers that cowboy boots allow men to wear high heels and bright colors." Sorrell also makes boots for women. *Delivery time:* 12 months. *Prices:* \$10,000 and up. *Info:* customboots.net

Little's Boot Company. A family business begun in 1915 when Lucien Little swung open the doors to his boot shop in San Antonio, Little's is now operated by sister and brother Sharon and Duane Little, Lucien's great-grandchildren. "Sharon buys the leather. I make the



boots," says Duane. Known for their traditional western lines and distinctive wildflower and leaf designs, Little's boots have added to the well-heeled looks of Reba McEntyre, Tommy Lee Jones, and Alex Haley. *Delivery time:* about eight months. *Prices:* \$1,300 and up. *Info:* littleboots.com

McGuffin Custom Boots. A third-generation bootmaker, the Albuquerque-based Deana McGuffin learned from her father who learned from his father who opened a shop in 1915. Among her signature designs are her Day of the Dead boots, which pop with guitar-playing and dancing skeletons. McGuffin also teaches bootmaking. *Delivery time:* four months. *Prices:* \$3,000 and up. *Info:* mcguffinboots.com —Candace H. Stapen



BJT Contributor Talks Turkey

Turkey Men, a new book by **Business Jet Traveler** Outdoor Adventures columnist Thomas R. Pero, profiles six extraordinary hunters who have killed a wild turkey in all 49 states where they thrive. The species' abundance is one of the great wildlife restoration success stories of our time, says Pero, whose book employs interviews and photos of the turkey hunters to document their quest for the U.S. Wild Turkey Super Slam. "This is a rarified handful of obsessed outdoorsmen," Pero notes. "I did the calculation and discovered that 235 times as many people have reached the top of Mount Everest." —Ed.



THOMAS R. PERO

QUOTE UNQUOTE

"The guy never talks. He never says a word. But he liked the tea sandwiches so much that he actually spoke to tell me how pleased he was."

—unidentified bizjet charter operator reporting to inflight caterer Harry Purut on reaction to his English tea sandwiches from the Rolling Stones' Keith Richards

SOURCE: THE RECORD (BERGEN, NEW JERSEY)



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Peripatetic South American chef, restaurateur, and cookbook coauthor Francis Mallmann, who has been featured in Netflix's *Chef's Table* series, has been running restaurants since 1977. Now 61, he has no intention of slowing down: he launched Los Fuegos in Miami Beach, Florida, last year and Cava de Fuegos at Montes Winery in Chile in February; an eponymous eatery at Chateau La Coste in southern France will open in June. We spoke with Mallman in Uruguay, where he oversees the restaurant at Alejandro Bulgheroni's winery [see April/May *BJT*].

What are your favorite restaurants?

Certainly the River Café in London for its intellectual democracy—the thoughts about cooking and work [are shared and agreed upon by the staff]. I think that's the best phrase for it. I would use the same phrase for Chez Panisse in Berkeley [California]. They are the only restaurants that inspire me in that way. In New York I love Prune and the restaurant of the Gramercy Hotel, Maialino. In Buenos Aires, a restaurant called Carlitos. In Italy, Da Cesare near Alba, Albaretto della torre.

What do you order?

The River Café has a changeable menu but I love their meats, desserts, and pastas. I like Da Cesare for its fires and the lamb. I like to eat many small plates at Prune in New York, and I think Maialino's pastas are the best in the city.

What makes a restaurant great?

The heart of the owner that extends to the staff. It's a matter of thought, of romance, of care. Good service is related to...what you [as chef] show the staff. Then the care for the guests happens naturally.

—Gemma Z. Price

A South African Showcase for Cutting-Edge Art



Africa's first major museum dedicated to contemporary art opens September 23 in Cape Town, South Africa. Called the Zeitz Museum of Contemporary Art Africa, it occupies an historic grain-silo complex at the

Victoria & Alfred Waterfront, which attracts more than 20 million visitors annually. The complex has been ambitiously reimaged by designer Thomas

Heatherwick to include 80 galleries and a cathedral-like, glass-roofed central atrium.

In 2013, the V&A Waterfront partnered with German businessman and art collector Jochen Zeitz to create the nine-story museum, which includes 65,000 square feet of exhibition space plus a sculpture garden, bookshop, restaurant, research labs, reading rooms, a Costume Institute, and centers for photography, film, and art education.

Info: zeitzmocaa.museum —Margie Goldsmith



PHOTOS: HEATHERWICK STUDIOS



Exposing Institutional Abuses

The nonpartisan, nonprofit Center for Public Integrity—which won Pulitzer Prizes in 2014 and 2017—produces investigative reports for broadcast, print, and online media. Its mission is to reveal abuses of power and corruption by public and private institutions.

Founded in 1989, the Center is one of the oldest and largest organizations of its kind in the U.S. It covers such topics as money and politics, the environment, healthcare reform, national security, and state government transparency. In addition to the Pulitzer Prizes, the Center has won more than 50 major journalism awards, including the George Polk Award and honors from Investigative Reporters and Editors, the Online News Association, the Overseas Press Club, the Society of Environmental Journalists, and the Society of Professional Journalists.

—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 spotlight deserving organizations in every 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.



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The flip-phone factor

Our columnist isn't always a Luddite, but he's still not equipped to call an Uber.

by Joe Sharkey

I am not known as an early adopter. Not long ago, while I was teaching a journalism class at the University of Arizona, my Motorola flip-phone buzzed, and titters ensued when I took it out. The class wag piped up.

“Where do you put the crank for that thing?” he asked.

I'm not always a Luddite, mind you. I've written six books and more than 900 newspaper columns on a computer, and each of my classes publishes websites showcasing their digital multimedia work. And I intend to get an iPhone one of these days—as soon as I master typing on a keyboard that has the dimensions of a Snickers bar.

I'm also becoming a bit more familiar with Airbnb and its ilk. In recent years, many travelers I know have been raving about that company and its competitors, like Tripping and HomeAway. I'm getting the idea.

Actually, I used a distant antecedent of Airbnb back when Jimmy Carter was president, on a trip to Italy where I rented villas in Taormina, Sicily and Lake Bracciano, northwest of Rome. Both were resort properties with extra room for guests, and both were less expensive and more convenient than good hotels in the same area.

Then last fall, on a business and leisure trip my wife and I made

to Rome, I finally tried Airbnb. Encouraged by glowing reports from friends who had often been eschewing hotels for home and apartment rentals abroad, we'd searched online and (warily, I'll admit) found an apartment for a week on a cobblestoned street near Santa Maria Maggiore, an easy walk to the Colosseum, the



I intend to get an iPhone one of these days—as soon as I master typing on a keyboard that has the dimensions of a Snickers bar.

Forum, and the Termini train station.

The spacious one-bedroom included a modern kitchen and a second-floor terrace that overlooked a quiet courtyard. The Wi-Fi was fast, there was a supermarket right across the street, and the kitchen had an espresso maker.

Airbnb, founded in 2007 and now valued by some analysts at \$30 billion as the company contemplates an IPO, is the behemoth in these kinds of rentals, with 52 million nights booked in 2016, more than double its 2015 total, according to UBS. While some cities in the U.S. are increasing regulations on “home-sharing” rentals, Airbnb is also making major inroads

abroad. “Half of our business is now in Europe,” says the company's cofounder and chief strategy officer, Nathan Blecharczyk.

In the U.S., incidentally, the hotel industry's trade group, the American Hotel and Lodging Association, is trying to trim the sails of Airbnb and its like. The association's internal strategy plan, reported in April by the *New York*

Freitag, vice president at the industry research firm STR.

Nevertheless, a survey by Morgan Stanley Research earlier this year found that “adoption” of Airbnb among travelers is growing steadily, both in the U.S. and abroad—though the company still accounts for less than 5 percent of total lodging demand. In the survey of more than 4,000 travelers in the U.S. and Europe, 49 percent said they had replaced at least one traditional hotel stay with an Airbnb booking in 2016.

That's me—but I still haven't tried Airbnb-type accommodations in the U.S. Last March, on a five-day business trip to New York, I stayed at an excellent Hilton Garden Inn near Times Square. It didn't give me much incentive to switch.

However, I have had incentives to embrace ride-sharing services like Uber and Lyft, which have wreaked havoc with traditional taxi businesses in major cities around the world.

On one of the mornings I was in New York, there wasn't a yellow cab to be seen when I had to get from Rockefeller Center over to 10th Avenue on short notice, as snow swirled in a biting wind.

“Get an Uber,” a doorman at 30 Rock advised me.

I was too embarrassed to tell him that I was one of the few people in New York City who could not do that.

The flip-phone, you see. **BJT**

Times, talks of lobbying for more state and local restrictions and promoting a “national narrative” on “the need for common-sense regulations on short-term rentals.”

Not that the hotel industry is languishing, by the way. Marriott International, the largest global hotel chain, reported \$365 million in profit for the first quarter of 2017, an increase of 67 percent over last year's first quarter. (That was before Marriott bought Starwood Hotels later in the year.) Revenue per available room, a key hotel metric, “exceeded our expectations in North America and Europe,” Arne Sorenson, the chief executive, told Wall Street analysts in May.

“The overall message is that the U.S. hotel industry continues to break demand records,” says Jan

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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This recurring editorial feature spotlights aircraft that are for sale at press time. In this issue, we focus on jets that are more than a dozen years old and that are noteworthy due to excellent condition, low mileage, or recent upgrades. **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. —Ed.

Oldies but Goodies



↓ 2004 Bombardier Challenger 300

Despite its age, this aircraft has amassed only 2,730 hours of flight time. The nine-passenger cabin was updated in 2010, and the jet includes a forward galley and an aft full-service lav. Equipment includes dual Collins Pro Line 21 avionics, an Airshow 400 entertainment system, and additional cabin sound-proofing. The airframe is enrolled in SmartParts Plus and the APU in MSP Gold.

Asking price: \$6.95 million

Broker: The Jet Business



1997 Dassault Falcon 50EX →

This nine-passenger Falcon is a 20-year-old model, but numerous updates belie that fact: the interior was redone in 2015, the aircraft was repainted in 2017, and equipment includes Inmarsat Swift Broadband high-speed data, Wi-Fi, Airshow 500 with 3D moving map, and USB charging ports throughout the cabin. Total airtime is 7,775 hours.

Asking price: \$3.495 million

Broker: Guardian Jet



← 1996 Bombardier Challenger 604

This aircraft, operated under FAR Part 135, has had only one owner and was completely refurbished in 2010. The engines are enrolled in GE OnPoint, the airframe is enrolled in Smart Parts Plus, and the APU is on a MSP. Features include domestic and international Wi-Fi systems, Collins ProLine 4 avionics, an Aircell Iridium phone system and high-speed internet. The 10-passenger interior incorporates a forward galley and aft lavatory and a main cabin that includes a forward four-chair double club grouping and an aft two-chair club opposite a four-place divan.

Asking price: \$3.495 million

Broker: Leading Edge



↑ 2001 Airbus Corporate Jets ACJ319

Though delivered in 2001, this 22-passenger bizliner didn't enter service until two years later. It features a mid-cabin bedroom, a crew rest area, two galleys, and three lavs. The Saudi Arabia-based aircraft, which has three additional center fuel tanks, offers SwiftBroadband high-speed data with Wi-Fi.

Asking price: \$39 million

Broker: Mesinger Jet Sales

Correction

Photos of a Global Express XRS and a Global 6000 were transposed in this feature in our last issue. We regret the error.

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Craig & Kathryn HALL

The vintners, who rely on private jets for frequent travel, talk about the approach that has helped them to produce top-rated wines.

by Matt Thurber

As you turn into the driveway at the Hall winery in St. Helena at the northern end of California's verdant Napa Valley, an extraordinary sight pops into view: an exuberantly leaping, 35-foot-tall rabbit sculpted in shiny stainless steel. The rabbit, by artist Lawrence Argent, not only highlights the personalities of vintners Craig and Kathryn Hall but is the opening salvo in a cornucopia of interesting art that graces the public and private spaces of their properties. (The rabbit is also a subtle dig at wine-making conventions. Kathryn, who grew up loving Little Bunny Foo Foo stories, loathes the practice of killing grapevine-grubbing rabbits and put a halt to that.)

Both Craig and Kathryn are active in the business, which now includes Hall wineries in St. Helena and Rutherford, California, and Walt wineries, with vineyards throughout much of the West Coast. Kathryn, an attorney who spent four years as the U.S. ambassador to Austria, grew up in a winemaking family. Craig, who owns an investment firm and admits to having known little about the vintner's trade

before meeting his wife, has since studied the subject deeply and now specializes in the property angle.

The couple's wines consistently earn high marks from publications like *Wine Spectator* and *Wine Enthusiast*. And three of their vintages have received a rare perfect 100 rating from Robert Parker's *Wine Advocate*.

The Halls credit much of their success in the field to taking risks and not being afraid to experiment. As they put it in their *New York Times* bestseller, *A Perfect Score: The Art, Soul, and Business of a 21st-Century Winery*, "If you keep trying new things and keep high standards, you put yourself in a position to get lucky."

We met with the couple at their Hall winery in St. Helena, just before the gates opened for one of their signature charity events, the 8th Annual Cabernet Cookoff, which raised money for 14 local charities, with employees volunteering their time and food provided by 14 area restaurants and bakeries. Of course, Hall wines complemented the delicacies.

Craig & Kathryn HALL



You've said that not knowing things can be an advantage.

Craig: It's the story of my life. We start out as children being inquisitive, and as we learn we become constrained by our fears and experiences. In an entrepreneurial sense, I'm serious when I say that it's good to jump off a cliff and go into the great unknown and experiment, because a lot of times the conventional wisdom is not the best wisdom.

Kathryn: I think we both love the idea of trying something new, and if it doesn't work, pivoting, and then trying something new again. Because neither of us knew this business, we were able to do something that has held us in good stead, and that is we oriented our business to direct-to-consumer. Our focus is how do we connect with the customer, so we could not only sell the wines directly to them, but we can tell our story. I think that the public enjoys knowing the story behind a wine and the people that make it just as much as they do drinking the wine.



And you clearly enjoy running the winery.

Kathryn: Life is too short not to be doing something you love. Throughout this valley there are people who probably could be making more money someplace else, but we're joined by this gratitude and enjoyment of the lifestyle that comes with being in the wine country. What we can offer our employees is an ability to be playful about the wine. It sparks creativity within the team.

Speaking of creativity, artwork is a big part of your lives.

Craig: My mother was an artist and an art teacher, and I started collecting art when I was a teenager. Kathryn and I do it together now. This turned out to be good for business, but that was happenstance; it wasn't by design. We own hotels and office buildings, and we build and develop properties [in Hall Financial Group], and we have art throughout all of them. It's a trademark of everything we do.

Kathryn: Every great wine is a piece of art, and you want people to be expressive. We work in an environment that's full of art, that encourages that creative spirit. A lot of the art that we have here, the public will never see. We have art in the tank room, in our offices, all around. There's something about art that is inspiring and uplifts the soul. It makes you think and see in different ways, so at a subliminal level art affects how we operate as a business.

Did other Napa vintners come to appreciate your creative approach?

Craig: There are always people who appreciate newcomers and mavericks, and people who don't. When we got started, [the late] Bob and Margrit Mondavi were just terrific to us.

Kathryn: They were the king and queen of Napa Valley.

Craig: We've had issues with projects, and there's a group in Napa that resents the wineries and wishes Napa had never developed beyond what they believe it was when their great-grandparents were here. That group has been impacted by traffic congestion, and so there's sort of a love-

FASTFACTS

	Craig Hall	Kathryn Hall
BORN:	April 11, 1950	January 9, 1947
EDUCATION:	Attended Eastern Michigan University and University of Michigan	B.A., University of California Berkeley; J.D., Hastings College of Law
CAREER:	Proprietor, Hall Wines and Walt Wines; founder and chairman, Hall Group investment firm; former part owner, Dallas Cowboys	Proprietor, Hall Wines and Walt Wines; attorney; former ambassador to Austria
TRANSPORTATION:	Jet Linx charters. Planning to try Sentient Jet charters and considering jet purchase.	
PERSONAL:	Reside primarily in Dallas; also have homes in Rutherford (Napa Valley), California; Maui, Hawaii; and Paris. Art collectors. Married since 1993. Four grown children between them.	



hate relationship with the success of Napa. It's understandable, and we don't want to see the pristine nature of Napa hurt, and we don't believe that Napa should be developed without a lot of thought and reason.

Kathryn: Resistance to change is part of human nature, but collectively it could be destructive to a community.

How much of your wines are made with your own grapes?

Kathryn: We started with the idea that we would make wine only from our own grapes. The advantage is you have total control over the vineyards. But we learned if you want to make

wine from the best vineyards in the world, some of those are owned by people who have just as much pride in how they grow the grapes as you do. Those great grape vineyards are never going to come on the market, and the only way to access those grapes is if you partner with the owners. So we have expanded our program to bring in these owners of fabulous vineyards, not just here but from Santa Barbara to Oregon. We have 130 vineyards that we buy from just domestically, and that accounts for about 50 percent of our production.

Craig: We'd buy three vineyards tomorrow if the right three came up. On the other hand, we're always in the market to enter into relationships with the right vineyards.

Kathryn: Wine is so about the vineyard.

Craig: You can take great grapes and mess them up and not make great wine. But you have to start with great grapes.

Do you see advantages to being a family business rather than a big conglomerate?

Kathryn: We can think about a return over a 10- or even 20-year period because this is a long-term business.

Craig: We don't have to justify any decision. The big companies will buy successful family businesses and try to take what that family has developed and more or less keep it going. To build from the ground up with nothing as your starting point is a different deal than most public or bigger companies are really suited for.

Kathryn: It's hard for me to understand in the long term how even a great wine from family vineyards, [when they] are bought by the big companies, will be able to sustain the quality.

How long have you flown privately?

Craig: Our first plane was a Lear 35 in the late '70s. For years, Kathy and I had a Falcon 50, which we loved.

How has your business aviation flying changed over the years?

Craig: Our experience with private aviation is reflective of our ups and downs in business. In the mid-'80s, we got out of the Learjet and were struggling for a number of years to get back to zero from financial setbacks. Then in 2008-'09, it was not as bad, but we sold our Falcon 50



A photograph of a man and a woman, Craig and Kathryn Hall, standing behind a bar in a wine cellar. The man is wearing a red sweater with the 'HALL' logo. The woman is wearing a grey cardigan. They are both smiling and holding wine glasses. In the background, there are shelves filled with wine bottles. The text 'Craig & Kathryn HALL' is overlaid on the top left of the image.

Craig & Kathryn HALL

and then we went with NetJets, and now we're with Jet Linx out of Dallas. We're about to try Sentient Jet, and we're considering buying a plane.

Kathryn: We love private aviation!

Craig: We've been in and out of it. The benefit to the shared system is that we both can be on a [different] plane...although I really like owning a plane too, so we're not sure.

Weren't you involved in an aviation business?

Craig: When Kathryn was the ambassador in Austria, I started a company with some others called Skyjet.com—it was all about the dead legs [on charter flights]. I realized that to put together a bunch of charter companies and to do what in a sense Uber does today or what now is pretty common in aviation would have been a big financial commitment. We had the software, so we sold to Bombardier and it's used now for Flexjet.

Do you relax or work when you're traveling on a business jet?

Craig: Mostly work.

Kathryn: It is so relaxing to be able to travel that way.

Craig: It's worth a lot to get home to your own bed.

Kathryn: Oh, my goodness, yes.

You appreciate the way it makes time—

Craig: Time is irreplaceable.

Kathryn: Time is the most important asset that any of us have.

What do most people not know about winemaking? It seems like a complex dance of many factors.

Kathryn: It is so a dance. It's musical. You're like a conductor and there are so many flavors, smells, and textures that you put into this creation. What most people don't know is that there is a reason why some wines are more expensive. You can plant your vines 10 feet apart, six feet apart, or three feet apart. You can prune so that you have four pounds or one pound of fruit coming off. And every time you take steps that reduce the quantity of

grapes coming off that vineyard, you increase the cost.

But if you're going to make it great, you've got to start in the vineyard. Or you can age your wine in a barrel that has been used years before or one that's fresh. You can age it in a barrel that's been naturally aged out in the field like we do. We buy our barrels from a place in France that we love where everything is natural. Or you can buy one where the time effect is simulated, and that's more expensive. There are so many opportunities to cut a corner when you make wine but if you're going to do it the best way that you possibly can, that's going to affect the cost.

Craig: There's a myth that winemaking in a natural old-fashioned way is the best way. It's romantic, and I think there's a romance to winemaking. But the truth is not nearly as romantic. Technology is changing so dramatically, and we're not far away from having satellites or drones telling us not which row but which vine needs a bit more water right now. A machine will turn the water on just the perfect amount for that vine. What it will end up doing is improving the quality even more, and for those of us who want to be at the forefront, it's a very exciting time.

Which of your wines, using your grapes, would you recommend?

Kathryn: If a person likes a big, flavorful cabernet, then something from our own property. Get on the list for our platinum wine collection, which is hard to get on. These are fabulous wines, wines that are tasty now but you lay them down and they're just going to get better and better. That's a wonderful vineyard and it also happens to be our backyard. **BJT**

Matt Thurber (mthurber@bjtonline.com) spent many years as a senior editor at BJT sister publication *Aviation International News*. In June, he became editor-in-chief of AIN Publications, which produces both magazines as well as a variety of other aviation trade publications. This interview has been edited and condensed.

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The case for actively managed mutual funds

Index funds, which cost less, generally also perform better—but not always.

by Chana R. Schoenberger

In some quarters, the case against actively managed stock and bond funds seems settled. Warren Buffett, for example, has often flatly stated that they're not your best bet, most recently in his 2016 year-end letter to Berkshire Hathaway shareholders.

"When trillions of dollars are managed by Wall Streeters charging high fees, it will usually be the managers who reap outsized profits, not the clients," he wrote. "Both large and small investors should stick with low-cost index funds."

Although actively managed U.S. stock funds, with some \$10.1 trillion under management,

hold nearly twice as much money as mutual and exchange-traded funds (ETFs) whose portfolios simply mirror an index, investors have been heeding advice from folks like Buffett. Over the last three years, \$600 billion has moved out of active management in U.S. equities, and \$1.5 trillion has moved into passive management, Morningstar data shows. That's a mark of how much mutual funds have evolved since Vanguard founder John C. "Jack" Bogle launched the first index fund, the Vanguard 500, in 1976.

"Gone are the days where you had active managers for all

components of your portfolio," says Heather Loomis Tighe, a managing director at BlackRock who heads its Institutional Endowments, Foundations, and Family Office business for the West Coast U.S. and western Canada. BlackRock sells both actively managed and index funds.

Passive management especially wins out in the U.S. stock market, notes Loomis Tighe, who adds that "for core U.S. exposure, we recommend ETFs." For the 15-year period ended in December 2016, more than 90 percent of actively managed funds in all sectors of the equity market—focusing on large-,

mid-, and small-cap stocks—failed to beat their benchmarks. The same was true for the past year and five years, she says.

The quirks of the bond market can make ETFs a good choice there as well. Many BlackRock clients choose fixed-income ETFs because putting together a bond portfolio on their own is expensive and time-consuming, Loomis Tighe says.

And as Buffett suggested, index funds cost less to own. Active funds charged an average expense ratio of 1.2 percent in 2016, while passive funds charged 0.66 percent, according to fund-research firm Morningstar.

Where active management makes the most sense is with international stocks, for instance in Europe and Asia, says one analyst.

“There is no more reliable predictor of future relative performance than fees,” says Ben Johnson, director of global ETF research at Morningstar. “That’s because, with low fees, a fund’s performance has a lower bar to clear before it turns into the black,” he says. A fund that charges 1 percent more in fees than another fund in the same category has to return 1 percent more before it can begin to justify its expense ratio, Johnson notes.

But there’s a place for active management, market analysts say, because in some sectors, managers have a shot at outperforming indexes. Where active management makes the most sense is with international stocks, for instance in Europe and Asia, Loomis Tighe says. Developing countries’ stock markets can also reward investors in actively managed funds.

“Overseas, active managers have more success because they can move away from troubled economies in emerging markets,” says David Snowball, publisher of the *Mutual Fund Observer*. One reason why is that emerging-market funds often have broad mandates

that include many nations or regions, linked only by their developing-country status. If one country experiences a downturn, managers can pull money into other countries’ stocks.

Fixed income is another area where active management can pay off, Loomis Tighe says. Morningstar has found that managers of bond funds have better results than managers of stock funds. That’s because bond funds have different characteristics, like restrictions on the ownership of sub-investment-grade bonds, which certain funds can’t buy under their agreements with investors. When an issuer is downgraded, those funds may have to sell bonds that are now rated too low.

“Active managers who can invest in junk bonds can swoop in and buy them on the cheap,” Johnson says.

Absolute-value funds are one segment of the actively managed mutual fund spectrum where Snowball feels investors can get their money’s worth. These funds require managers to hold cash instead of stocks when their rubrics say that stocks are too expensive.

Adhering to an absolute-value plan takes patience. Managers can spend months or years waiting for the stock market to fall, in the hope of buying at the bottom. “After the market crashes, there’s this violent upturn that might last 12 to 18 months, and that’s where they make all their money,” Snowball says. One manager and his family voted to suspend Christmas in the depths of the global financial crisis, and instead spent “every penny they had” on undervalued stocks—a gamble that paid off when the market shot up after its 2009 low, Snowball says.

One problem with index funds and ETFs, Snowball cautions, is that they don’t hold cash or make decisions on which securities to own based on valuation; they simply replicate the benchmark. That’s good news when

markets rise, but obviously not when they crash.

“You may find it difficult to sell ETFs in a downturn if they invest in illiquid securities,” Snowball says. “You have no downside protection.”

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Chana R. Schoenberger (cschoenberger@bjtonline.com) has been an editor at *Forbes*, a reporter for *Dow Jones* and the *Wall Street Journal*, and a news editor at Bloomberg News.

Rob Smith

The president of Jet Aviation oversees vast global operations while seeking to maintain small-company warmth and spirit.

by Jennifer Leach English

As president of Switzerland-based Jet Aviation, Rob Smith spends half his time on the road, overseeing a vast international business aviation services enterprise that includes everything from aircraft management, maintenance, and completions to FBOs and jet charter and sales. General Dynamics owns the company, which started as a family business in 1967 and now employs 4,500 people in 30 locations.

A Florida native who today calls Basel, Switzerland home, Smith has been with General Dynamics since 1989 and in charge of Jet Aviation since 2014. He has a calm, self-effacing, conservative exterior, but as you get to know him, you discover his witty humor, fierce intellect, and diverse interests. (Years ago, we spent much of our first meeting discussing Mike Tyson's autobiography.) He is unshakable in his commitment to ethical behavior and hard work.

Jet Aviation is a complex operation. Is it challenging to keep track of all your divisions and locations?

Jet Aviation is complicated because we are so broadly focused. We touch much of the business aviation traffic everywhere in one way or another. The goal is to bring all of our services together so that customers see us as one integrated company.

Are there plans to expand to more locations?

Basel is our largest location by far, then Teterboro, and major hubs in Singapore and Dubai, so that kind of touches the full spectrum of business aviation. But there are some dark spots on the map, so we're looking to grow. We want to find locations that help us stay connected with our prime customer base.

How has Jet Aviation evolved from the days of being family-owned?

The family-owned business was decentralized. Today, we have an opportunity to bring the organization together and make sure our employees feel like they work for one organization. I like to think that from an operational standpoint we act more like a larger company but we keep the spirit and warmth of the family business throughout our network. I want to make sure our customers still feel they get the same level of service and dedication from our employees.

How do you stay in touch with so many employees in so many places?

We've started a video chat series at least once a month from either myself or one of the other leaders of the company to try and get messages out consistently. I also travel quite a bit to the locations to make sure we are passing on the same messages.

When we were very decentralized, it was difficult [to communicate company-wide]. We had separate systems for things like crew resource management, maintenance service, FBO services, aircraft management. Now we have more of a matrix organization. This allows us to think more globally and have more consistent support operations and sales, marketing, human resources, and IT across the entire company.

Have there been any growing pains?

Change is always a challenge for those who see it as a threat. We have to make sure that the communication is there.

I assume communication doesn't just mean more meetings.

No. It's really about understanding when a stakeholder [for any particular project] needs to be consulted. We want to push accountability down

as low as we can in the organization. But if people are going to take the responsibility for making a decision, they need to consult with the folks who may be impacted by that decision. It doesn't mean they have to always make the decision that everybody agrees with, because then we will have a paralyzed organization that can't make any decisions. But if you take into account the needs and opinions of the folks who are going to be impacted, you can make a good decision. When people don't feel they've had their chance to be heard, the process breaks down from lack of trust.

How do you react when someone makes a huge mistake?

The most important thing is acknowledging that a mistake happened and not trying to hide it or do something that ends up making the mistake worse. Mistakes happen—we are all human—but making the same mistake twice is unacceptable. If you make a mistake on an aircraft, there are lives at stake. We are not forgiving of folks who cover up or sign for work having been done that hasn't been done. We can always recover from an honest mistake, but we have much less tolerance for dishonest mistakes.

What's a typical day in the office?

The best part of my job is that there isn't really a typical day. I travel 50 percent of the time. [At home] there are some things that are constant, like trying to get to the gym in the morning. And I always order the same chopped salad from my favorite salad place—Escasano in Basel.

What's in the salad?

Chicken, blue cheese, apple, walnut, cranberries, spinach, lettuce, jalapenos, Dijon vinaigrette, and Tabasco.

What was the path that brought you to General Dynamics?

Junior year [at South Carolina's Clemson University], I decided I didn't really want to be an electrical engineer, but I couldn't afford to change majors, so I finished school. Then a friend of my dad's got me an interview at Electric Boat [General Dynamics' submarine division]. I got the job and moved to Connecticut, got my M.B.A. at night, and have been working for General Dynamics ever since.

How did you meet your wife?

She was an engineer at Electric Boat and I was in finance. We were on the same softball team. We had our first child in August of 2005, and then four months later I started a job as CFO of a [General Dynamics] shipyard in San Diego. My wife drove



PHOTOS: MARK WAGNER

“When people don't feel they've had their chance to be heard, the process breaks down from lack of trust.”





RÉSUMÉ:

NAME: Robert E. Smith

BORN: August 16, 1967 in DeLand, Florida

POSITION: President, Jet Aviation, since January 2014, and vice president, General Dynamics, since September 2016.

FORMER POSITION: Vice president and CFO, Jet Aviation and General Dynamics NASSCO.

EDUCATION: B.S., Electrical Engineering, Clemson University (Clemson, South Carolina), 1989. M.B.A., Finance, Rensselaer Polytechnic Institute (Groton, Connecticut), 1993.

BOARDS: European Aviation Association's Board of Governors, since 2015.

PERSONAL: Lives in Basel, Switzerland, with wife, Robyn, and daughters Amber (age 10) and Danielle (age 11). Enjoys hiking and traveling.

from Connecticut to San Diego with a baby, two dogs, and two rabbits, picking up her parents in Pittsburgh to help with the driving.

Then six years later you moved to Switzerland?

When I told my wife about the opportunity at Jet Aviation [where Smith began as vice president and CFO], she said yes immediately. She was 100 percent up for the adventure. She and our girls have now traveled extensively through Europe.

How do your kids like living in Switzerland?

They are doing great. They probably don't understand sometimes why they have to go see all these cities and museums, but it certainly is going to leave a lasting impression. They are only a year apart [10 and 11], so they bicker a lot with each other. I don't worry about it, because growing up, I used to fight like crazy with my little sister. But then I went off to college, and soon after I got a letter from her. I opened it and a \$20 bill fell out. She had saved up her waitressing money for me, and \$20 was a lot back then. I will never forget it. We have been extremely close ever since.

What are your hopes for your daughters?

My parents were always very, very ethical. I want my kids to see my wife and me act in a way that we expect them to act. We try hard to instill ethical value, work ethic, and [our feelings about] how to treat people. My wife is an active animal-rights person, and she is instilling those values as well.

What animals do you have now?

Because of the travel we have only a cat and some fish. The dogs we had in the States were not going to be able to make it into Switzerland because they were pit bulls. One passed just before we moved, and the other was an older lab/pit mix and she wouldn't be terribly welcome in Switzerland. She stayed with my in-laws until she passed last year. Someday we will certainly have a dog or multiple dogs again.

Getting back to Jet Aviation, how do you hire?

By the time I see a candidate, the qualification box has been checked, so I already know that the individual should be able to do the job. At that point, for me

Jennifer Leach English (jenglish@bjtonline.com), BJT's editorial director, interviewed aircraft broker Jay Mesinger for our April/May 2017 issue. This interview has been edited and condensed.

it's a question of fit. Is there a connection with the team, a connection with me personally? How will this individual interact with our leadership team and the overall organization?

Was it hard for you to adjust to doing business in cultures radically different from your own?

It was. I'd been to Europe only once before I accepted this job. Every culture is just a little different, and it's a process of trying to figure out where you have things in common and making sure you don't offend in any way. I would never intentionally offend another culture but sometimes you can do so by accident. I try and get a little bit of coaching. If I go talk to a Chinese businessperson versus a Saudi sheik or whoever it may be—I get some [advance intelligence] on their existing relationship with Jet Aviation as well as on any local customs that I need to watch out for.

How would you describe your leadership philosophy?

I don't believe anybody who works for me has any questions about whether I am going to make the ethical choice. They may not like every decision I make, but we are always going to be on the side of right. I push to make the business better, but we are going to do it in an ethical manner. Certain values are consistent with the values of our parent company: trust, honesty, and transparency. Those are the values that I want to exemplify and to make sure that all of our employees are demonstrating. **BJT**

"My parents were always very, very ethical. I want my kids to see my wife and me act in a way that we expect them to act."





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Want to go off the
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by Mark Huber



An airplane that can go virtually anywhere, do anything, and operate in the most extreme weather—and that could sell for twice what you paid for it after 30 years—might sound like a fantasy. But the iconic DHC-6 Twin Otter, which de Havilland Canada produced, fits that description. It helped launch the commuter and regional airline industry in North America, remains the backbone of maritime coastal patrols for many navies, and serves the mining and oil industries worldwide. It lands on wheels, big tundra tires, straight floats, amphibious floats, and skis. Runways are optional. Nice flat surfaces of any kind are kid stuff. When it's 60 below in Antarctica and some scientist needs to be medevaced, this is the airplane they send.

Of the 844 of these rugged twin turboprops that were built between 1965 and 1988, when production ended, 430 are still flying. The basic unrestored airframe is good for 66,000 hours or 132,000 cycles (one

takeoff and one landing). The Twin Otter will basically live as long as you do—maybe longer.

In 2005, Viking Air of British Columbia purchased the assets of Bombardier's Commercial Service Center, including the product-support and spare-parts business for the Twin Otter, allowing Viking to work directly with operators. In 2006 it acquired the aircraft type certificate from Bombardier; and it restarted production in 2010, rechristening the Twin Otter the "Viking 400" and incorporating more than 800 changes and improvements.

Some 115 Viking 400s have been delivered to date. They include more powerful 750 shaft horsepower Pratt & Whitney Canada PT6A-34 engines, robust Honeywell Primus Apex glass-panel avionics, and a modernized electrical system; air-conditioning and full de-icing systems are options. The base airplane is \$7 million, but this is just the start.



NEW AIRCRAFT PREVIEW

“We look at this aircraft almost like an RV because we can go to so many environments—snow, water, sand, gravel, desert, or paved runways—and we can actually fit the interior to those environments,” says Rob Mauracher, Viking’s vice president. The 400 can pop off a runway and clear a 50-foot obstacle in less than 1,500 feet, and with auxiliary fuel tanks can stay in the air for nine hours; maximum cruise speed is 182 knots at 10,000 feet.

The cabin isn’t pressurized, but the airplane will climb to 25,000 feet, and supplemental oxygen is available for passengers and crew. The main cabin entry measures 50 by 56 inches, and the cabin dimensions are generous: more than 18 feet long, nearly five feet high, and more than five feet wide. (A Beechcraft King Air 350 cabin is nine inches longer but two inches shorter and 15 inches narrower.)

Standard utility seating in the 400 is for 19, but the wide cabin gives Viking and its completion-center partners enormous flexibility in fashioning solutions to meet customer requirements, including modular plug and play, mix and match, and quick-change





“We look at this aircraft almost like an RV because we can go to so many environments—snow, water, sand, gravel, desert, or paved runways,” says a Viking executive.



interiors. For example, you can combine executive seats in the forward cabin with utility seats in the rear cabin or convert the rear cabin to haul cargo or motorcycles or serve as a medevac suite. Several seat styles are available with either rounded or squared backs and you can generally order the same furniture and fixtures you can buy for business jets, including sidewall tables and side-facing divans.

You can outfit the 400 with an airline-style forward or aft electrically flushing lav with an option for external service. A generously sized galley can be installed with microwave, hot jugs, hot and cold food stowage, and ample cabinetry. You can choose from two styles of air conditioning: the traditional type, which

blows from overhead gaspers; or, for extreme climates, a system that cools the cabin more rapidly. Optional four-blade propellers can be combined with sound-dampening blankets to further quiet the cabin.

The standard cabin windows are tinted but shades can be optioned with VIP interiors. Because the 400 is a high-wing aircraft, however, shades are a relatively minor issue. Larger bubble windows can be ordered. LED lighting is standard throughout the cabin.

The Honeywell glass-panel avionics are virtually identical to what you’d find in a heavy business jet and are extremely capable. Mauracher explains that, given the 400’s long life expectancy, Viking wanted a supplier that would support and upgrade the system for 20 years and beyond. The avionics can be enhanced with XM weather, synthetic vision, a second radar altimeter, a high-frequency radio (suitable for long-distance communications), and a satellite communications/tracking system. For water operations, a float-mounted depth sounder with integrated cockpit display and a VHF-FM marine radio is available.

Beginning this year, Viking is offering a \$5.995 million model 400S on straight floats (no wheels) with Honeywell VFR avionics, less-powerful PT6A-27 engines (620 shaft horsepower each), and a 17-place interior. The 400S will have special maritime use anti-corrosion features, including drains, seals, and protective coatings. Amphibious floats are available on

the 400 and add slightly more than \$500,000 to its base price.

Mauracher says the 400 has been extremely reliable, with a dispatch rate of 99.4 to 99.8 percent. Pratt & Whitney Canada supports the engines with a maintenance program that costs \$91 per engine operated hour while Viking will cover brakes, tires, hydraulics, propellers, and just about anything else on the airframe for \$300 to \$400 per hour.

“This airplane basically is a truck,” Mauracher says. He’s right, but the 400 is so much more. It will take you to those rugged places few other airplanes can with a level of comfort and safety they are unlikely to match. **BJT**

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

2017 Viking 400 At a Glance

Base price	\$7 million
Crew	1–2
Passengers	8–19
Cruise speed	170–182 kt
Ceiling	25,000 ft
Range (standard tanks)	775 nm
Range (long-range tanks)	980 nm
Maximum takeoff weight	12,500 lb
Interior	Length: 18 ft, 5 in
	Height: 4 ft, 11 in
	Width: 5 ft, 9 in

Source: Viking Air



Exit strategies

Leasing a business jet offers some advantages, but easy early termination of the deal isn't one of them.

by Jeff Wicand

Operating leases are a popular business jet financing tool. In a lease, instead of lending you the money to buy the aircraft, the financial institution purchases it and leases it back to you, typically for five to 10 years.

Traditionally, leases have appealed to public companies that desire to avoid disclosing ownership of business jets, buyers who are leery of the residual risk of owning a jet, and taxpayers who don't use a jet enough for a trade or business to allow them to write off related expenses. When a bank or finance company owns the jet, it can usually write off depreciation expense on the aircraft for tax purposes in its leasing business, and to the extent that it passes that benefit on to you, it will lower your financing cost. In these days of "bonus" tax depreciation (which is

beginning to seem less like a bonus and more like standard policy), the value of writing off the aircraft (and thus leasing it if you can't write it off yourself) can be considerable.

Another supposed benefit of leasing instead of buying or borrowing is avoidance of residual risk. This can be especially helpful when you're dealing with a bank that has little business jet experience and makes suicidal residual assumptions, but the opposite is probably the case: like you, the novice bank is scared to death of winding up with an aircraft worth less than expected, and it prices the lease accordingly. On the other hand, many big players in business jet leasing suffered third-degree burns when aircraft values fell precipitously in 2008–09 and again in 2015–16 and, assuming they are still writing the leases,

are being extra careful to protect themselves from value meltdown.

A big drawback of a jet lease is that you can't just terminate it when you want to. Nothing is more painful for business jet brokers and acquisition consultants than encountering a jet lessee who desperately wants to get out of his lease and acquire a different aircraft but is basically trapped.

A graceful exit from a jet lease can be provided by a so-called early-buyout option (EBO), an opportunity for the lessee to acquire the aircraft at a set price. Many leases have two EBOs, say in years five and seven of a 10-year term. But adding EBOs to a jet lease can hike up the lease rate, since the bank must plan for the possibility of forfeiting lease revenue if you exercise the EBO. Then, too, pricing in EBOs often

seems designed more to ensure you stay in the lease than to offer an enticing opportunity to get out early. Besides, the chance that your desired exit occurs within one of two short windows provided by an EBO is remote. And of course, exercising the EBO means you wind up owning the aircraft, the very thing the lease was designed to prevent.

Suppose you just want out? If you're lucky, your lease contains a schedule of "termination values," offering a chance to buy your way out at a set price. If you think the EBO price is unappealing, however, wait until you look up your current termination value. The last one I checked offered the lessee an opportunity to wave goodbye by paying over \$8 million in the case of an aircraft that was then basically worth nothing.

But the pain doesn't necessarily end there. You may have to comply with wallet-emptying return conditions and maintenance requirements, and the lease may even say that the termination isn't effective unless the lessor can quickly sell the aircraft "to the highest bidder." In short, aircraft lease termination provisions can be so onerous that you aren't missing much by not having the opportunity.

Another option is to sublet the aircraft to someone. Unfortunately, you'll almost certainly need the lessor's approval, but depending on the sublessee you have in mind, this may not be an insurmountable obstacle. Of course, if the reason you want out of the lease now is that it represents a bad deal, finding an appropriate sublessee who thinks it's a good deal may be difficult, but there's no reason you can't reduce the lease payments

to the sublessee so long as you make up the difference under the head lease. In any case, you should be able to lay off all fixed and variable operating costs on the sublessee.

Note, however, that the sublessee may expect you to pay your fair share of any significant scheduled maintenance cost coming due. In fact, you might have the same expectation about a sublessee. Let's say you sublet the aircraft for the final 24 months of the lease, during which a 96-month inspection is due. The sublessee won't want to pay for that but should arguably cover 25 percent of it (24 of 96 months). On the other hand, if the 96-month inspection comes due after the two-year sublease expires, you might require the sublessee to chip in 25 percent of the estimated cost of that as well.

Lessees having trouble getting out of a lease often consider parking

the aircraft for the remainder of the term, which may conjure up an image of a jet packed in mothballs and not costing anything. In fact, while parking an aircraft does avoid operating expenses, it won't relieve you of lease payments or obligations like hangar, insurance, and calendar maintenance, so parking is a desperation measure only.

As problematic as it can be, trying to cut a deal with your bank is better than subleasing or parking. The lessor may be willing to let you go if you make all the remaining lease payments up front (maybe you could even negotiate paying their net present value), plus allowances for scheduled maintenance. You'll also probably have to comply with the return conditions in the lease, but that might be negotiable.

This strategy works particularly well if you plan to replace the

leased aircraft. Suppose, for example, you're leasing a Challenger 605 and want to terminate the arrangement so you can acquire a Global 6000. Your bank might be delighted to let you out of the lease for the Challenger if it is awarded the one for the Global. (Better yet, maybe consider debt financing this time around!) But there's an obvious downside to this strategy: asking the bank for a major concession on the Challenger lease is hardly the best way to get an unbeatable financing deal on the Global. Still, all in all, it may be worth it.

The best way to escape a jet lease? Never get into one in the first place. **BJT**

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.

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Cessna Citation Mustang

Declining sales dropped the ax on production, but good reasons remain to buy a used one.

by Mark Huber

After years of speculation and dismal delivery numbers, Cessna has finally put the entry-level 340-knot, 1,150-nautical-mile-range, six-seat Citation Mustang jet out to pasture. In May, the company announced that the last Mustang had rolled off the assembly line in Independence, Kansas after a production run of 475 aircraft over the last 12 years.

Certainly, the model had an auspicious start. As other very light jet manufacturers struggled to finish development and get to market, Cessna smoothly shepherded the Mustang through the process from announcement in 2003 to certification in 2006; and by 2009 the company was delivering an astonishing 125 aircraft per year.

But that number tapered off precipitously in ensuing years, with just 75 delivered since 2012,

including a mere 10 last year and only two in the first quarter of this year. At Textron Aviation in Wichita, where each model must sink or swim on its own profitability, they really do shoot horses. And with the low-margin \$3.2 million Mustang, there just wasn't enough "get" left in the pony to justify the continued cost of feed.

The decision to stop Mustang production had apparently been in the works for some time. Unlike its competitors, most notably Embraer and Eclipse, Cessna had eschewed notable upgrades for the Mustang.

The latest version of Embraer's competing Phenom 100, the \$4.5 million EV, features touchscreen avionics, engines with more thrust that deliver better short-runway performance and payload, and an upgraded interior. And Eclipse is

working on a \$3.6 million version, code-named "Canada," that promises a range of 1,400 nautical miles and touchscreen avionics.

Meanwhile, the most significant upgrade for the Mustang came along back in 2011 with the (then) \$75,000 "High Sierra" option. It included a two-tone exterior paint job, a choice of three new interior finishes with upgraded leathers and carpets and, in the cockpit, electronic charts and synthetic vision. The package also featured locking fuel caps and two-year enrollment in Cessna's ProTech and ProParts maintenance programs. Cessna's real solution for customers who want more—be it speed, range, payload, or better avionics—is to move them up to a more expensive airplane, such as the \$4.6 million Citation M2, which cruises at

400 knots, has a range of 1,300 nautical miles, and features the latest touchscreen avionics.

Apparently the strategy is working: Since deliveries of the M2 began in 2013, more than 150 have been sold, even in this notoriously soft light jet market, while Mustang sales have dropped off a cliff.

But let's not be quick about shipping the Mustang off to the aviation glue factory. The yardstick to assess this airplane shouldn't be other jets, but rather turboprops. Because if you match up used Mustangs against used T-props like Piper Meridians and TBM singles and the twin-engine King Air 90 series, you'll find that in many cases and across many mission profiles the Mustangs offer a comfortable and cost-effective alternative.

According to the online pricing service Vref, a 2010 Mustang retails for an average of \$1.85 million, cheaper than either year of the TBM or King Air 90, but it is faster (20 or 65 knots faster, respectively). It also flies higher than those other models over rotten

weather (41,000 feet), has a more comfortable cabin than the TBM, and offers only slightly less range than the King Air. In addition, the twinjet Mustang burns only about nine gallons of fuel per hour more at cruise power than the single-engine TBM.

Now, granted, you can't stuff it to the roof and take off the way you can in the King Air; with full fuel, available payload is just 600 pounds. However, most Mustang operators fly average missions of just over an hour, and with a single pilot up front there's plenty of margin for two to three passengers in back and a fair amount of gear. Short-field performance is excellent and a 3,500-foot-long runway (sea level) is more than ample under most conditions.

The Mustang's cabin is nearly 10 feet long and more than four and a half feet wide with a trenched center aisle that yields 54 inches of headroom. The oval windows have pleated manual shades and hark back to Cessna's successful line of piston twin 300 and 400 series cabin-class airplanes. They provide ample natural light that is supplemented by LEDs.

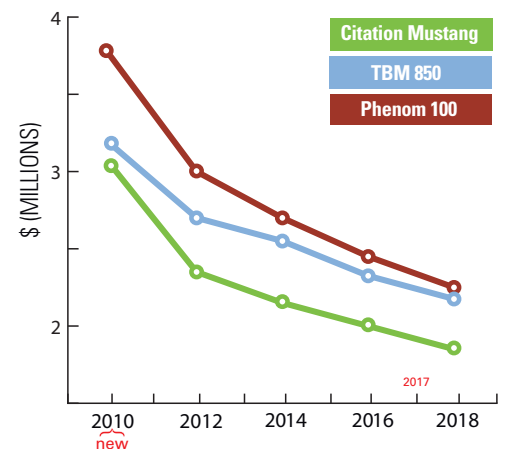
In many cases and across many mission profiles, the Mustangs offer a comfortable and cost-effective alternative.



DAVID MCINTOSH



FAIR MARKET VALUE price comparison of competitive aircraft



Source: Vref Publications (vrefonline.com)

Economics

Total variable flight cost/hour	\$1,600
Total fixed cost/year	\$346,191

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.

The passenger seats, while small, make extensive use of sculpted foam to maximize lumbar support. Headrests are adjustable. The outer armrests on the rear-facing single seats fold up and out of the way while the two-seat rear bench incorporates a center console with fold-down center armrest, storage drawer and compartment, cup holders, and a power outlet. The rear-facing seats have limited recline—about 25 degrees. Tasteful automotive-style graphics substitute for actual veneer finishes. The subtly curved side ledges feature cup holders and fold-out tables (one on each side). The four main passenger seats are aft of the cabin door.

Across from the entry door you'll find small beverage and storage drawers and the cabinet that houses the chemical, non-flushing toilet. With the lid closed, the toilet cabinet makes a good storage ledge for small briefcases. Baggage space is generous: 63 cubic feet in the nose, tail cone, and interior storage areas for a theoretical total capacity of 718 pounds.



Like all the Cessna Citation CJs and the M2, the Mustang is certified for single-pilot operation. The avionics are modern glass panel, but are a variation of the now-ancient but upgradable Garmin 1000 system that the company has been flying since 2005, beginning with its piston airplanes. While the system on the prop airplanes features two screens, the one on the Mustang has

three: one primary flight display for each pilot plus a multifunction display that shows maps, weather, engine data and systems, traffic and terrain, and checklists.

Aside from the Garmin panel, the Mustang's Pratt & Whitney Canada engines are the aircraft's most significant new technology. (Variants of the engine power competing VLJs from Eclipse and Embraer.) The engines, which Pratt started developing in the late 1990s, incorporate a host of proprietary technologies that enable them to be smaller yet deliver impressive thrust and good fuel economy. Cessna claims that on a typical 500-nautical-mile trip, the Mustang will burn a miserly 95 gallons of fuel per hour. Near the aircraft's maximum operating altitude of 41,000 feet, fuel burns as low as 60 gallons per hour have been observed.

Besides being used for personal and executive transport, the Mustang has been successfully employed as an air ambulance and as a primary jet trainer for civil and airline flight schools, a clientele that puts its rugged, mostly metal construction and Cessna's product support to the test. The aircraft's range and operating economics make it particularly popular with European air-taxi operators.

Even though the Mustang has been discontinued, Textron Aviation reaffirmed its commitment to supporting it in May. That support continues to receive respectable marks from customers as reflected in the annual product support survey of our sister publication, *Aviation International News*, and should help used Mustangs retain their value. **BJT**

Industry veteran Mark Huber (mhuber@bjtonline.com) has reviewed aircraft for BJT since 2005.



Cessna Citation Mustang compared with other aircraft

Model	First year produced	Variable cost/hour	Seats exec/max	Range (nm)	Normal cruise (kt)	Max takeoff weight (lb)
Citation Mustang	2007	\$1,035	4/5	743	340	8,645
TBM 850	2007	\$761	5/6	1,171	320	7,394
Phenom 100	2007	\$1,037	5/7	1,045	390	10,472

Assumptions: Aircraft are 2010 models. Jet fuel \$4.17/gal; variable cost: fuel plus maintenance reserves; four passengers; NBAA IFR 200 nm reserve fuel; passenger weight 200 lb includes baggage; two pilots.

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

Bottoming out

The long-awaited market turnaround may not be upon us yet, but new data suggests that it could happen soon.

by James Wynbrandt

Preowned-aircraft market watchers, eyeing a downward spiral and wondering when we'll reach bottom, keep asking the same question you hear from kids in the backseat on a long car trip: "Are we there yet?" The answer is no, says JetNet IQ managing director Rolland Vincent, but the destination is in sight, with the "beginning of an uptick" probably coming in 2019.

Vincent presented supporting data for this forecast at the European Business Aviation Conference and Exhibition (EBACE) in Geneva in May. He noted then that a relatively large pool of available preowned aircraft is eroding residual values, as are historically low utilization rates of the current fleet.

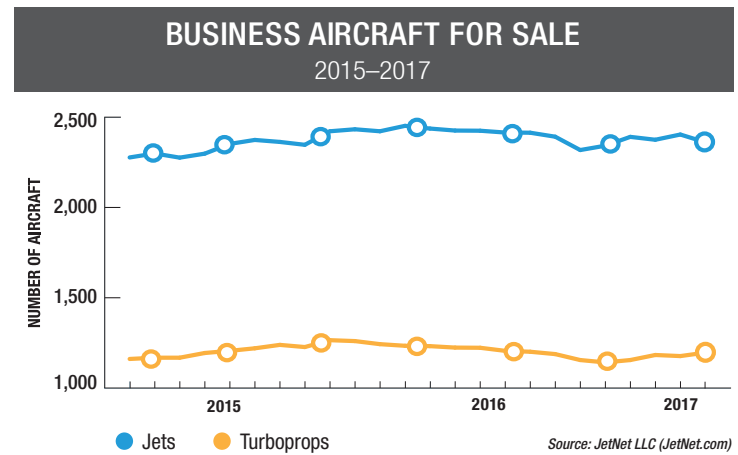
The average business jet flies 352 hours per year, with half flying fewer than 300 hours. That's the same utilization rate as in 2003, though corporate profits have almost doubled since then, and usage rates, based on historical trends, should have reflected that increase. Meanwhile, 11.1 percent of the world's 21,817 in-service business jets are currently for sale, according to JetNet, a figure above the 10 percent considered

the high end of a balanced transaction sphere.

"It is clearly still a buyer's market," says Paul Cardarelli, JetNet's vice president of sales, but many owners hesitate to take advantage of opportunities because of the hit they'd face on the sale price of their jets. "The gap between aircraft trade-in values and new aircraft [prices] keeps getting wider," a symptom of cratering residual values, Cardarelli adds.

The forecasts in JetNet IQ, one of JetNet's data offerings, are based on quarterly surveys of 500 bizav users, and in the latest quarter, "about half of the owner/operators we've surveyed told us that low residual values caused them to delay purchase of either a new or preowned aircraft over the past two years," Cardarelli says. But the aging fleet, mandates for new equipage, next-generation cabin comforts and capabilities, and cyclical demand will revive sales, indicators suggest.

Vincent believes the recovery will be led by Europe, where buyer sentiment has turned increasingly positive, with 61.8 percent of survey respondents now saying the market is past its low point. The



percentages of respondents who see a turnaround are only slightly lower in North America and Latin America, at 57 and 59.1 percent, respectively. Sentiment in the rest of the world, dominated by emerging markets, is much more negative. More respondents (32.7 percent) believe the market has yet to hit bottom than believe it is past the nadir (28.6 percent), while the rest (38.7 percent) think it has now reached its depths.

Last year, 2,442 preowned aircraft sales and leases, and 661 new

jet sales were recorded. JetNet expects new business jet sales to fall 5 percent this year, Vincent says, but the company believes that once the recovery takes hold, purchases will rise steadily. It forecasts 7,489 new business jet sales between now and 2026 and, if similar trends apply to preowned aircraft, we'd see just shy of 30,000 preowned jet transactions (29,931) over the next decade.

We may not be there yet, but this report offers hope that we soon will be. **BJT**

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

SOME POPULAR PREOWNED MODELS 2015-2017

	CHALLENGER 350	CITATION CJ1	CITATION X	PHENOM 100	FALCON 900	BOMBARDIER GLOBAL 6000	GULFSTREAM G200	GULFSTREAM G650	HAWKER 800XP	LEARJET 60
No. in Operation	177	195	309	340	175	227	246	174	420	306
No. for Sale	3	25	40	38	20	11	32	9	50	47
Avg. Price 2015 (millions)	N/A	\$1.644	\$6.593	N/A	\$6.114	\$41.500	\$6.028	\$71.225	\$2.630	\$2.385
Avg. Price 2016 (millions)	\$18.200	\$1.647	\$5.027	\$2.843	\$4.616	\$41.500	\$5.841	\$62.944	\$2.104	\$1.918
Avg. Price 2017 (millions)	\$17.000	\$1.548	\$4.704	\$2.204	\$4.215	\$31.875	\$4.798	\$53.550	\$1.901	\$1.934

Note: dollar figures are average asking prices as of May in each year. Source: JetNet LLC (JetNet.com)



CABIN *Fever*

A look at the hottest new passenger-focused technology and furnishings for business jets.

by Mark Huber

Corporate and private jet cabins continue to add style, features, and functionality designed to disabuse you of the notion that you're hurtling through the sky at 600 miles an hour in a winged tube. The goal is to make you as comfortable on board as you would be in your own house.

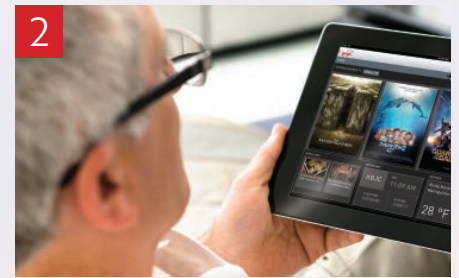
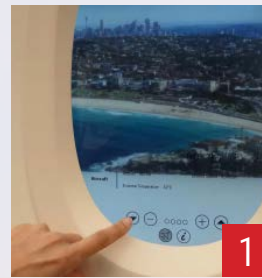
Let's start with your feet. Like the feeling you get at home when you step out of the shower onto a heated floor? Well, now you can get it in the lav, the galley, or just about anywhere in the aircraft that will accept a hard-surfaced floor. Austria's F.List makes wood and stone lightweight cabin flooring with integrated heating.

Want to make that cramped cabin look a little bigger? Try the mirror trick. AviationGlass & Technology recently received approval for its ultra-thin glass mirror panels in a Falcon 900. If you prefer a big view that isn't an illusion, you can have that now, too. Fokker Services and GKN Aerospace have developed SkyView panoramic windows that measure almost five feet wide and more than one and a half feet tall. The windows could be available as early as next year for new and legacy Boeing Business Jets.

If you demand even more of an unobstructed view and money is no big deal, try a SkyDeck from Windspeed Technologies. This is basically a glass bubble affixed to the top of the aircraft that you can sit in. Who needs virtual reality when you can have this? Put on a cape and a pair of tights and you're Superman. Windspeed estimates SkyDeck's price at \$8 million to \$25 million, depending on aircraft size.

For those with smaller budgets, a variety of electrically dimmable windows are coming to market, as are windows that also serve as data screens. Gentex's electrically dimmable window uses an electrochromic gel sandwiched between two sheets of conductive glass and a thin film coating that eliminates IR and UV light that can damage interior fabrics. The system can be activated via Bluetooth wireless controls on personal electronic devices or through a cabin-management system.

Vision Systems' dimmable windows, meanwhile, can be set to instantly respond to changing external light and can be controlled by a seat-side wired or wireless interface or through the cabin-management system. The



AT LEFT & PAGE 38: SKYDECK. ABOVE: 1. ACTI-VISION 2. GOGO VISION 3. PHENOM SERIES SEATS

company's new Nuance V2 windows can dim to block 99.6 percent of light. Vision Systems has also developed the Acti-Vision cabin window, which employs a touchscreen and displays maps, information, menus, and food and drink orders. Cabin attendants can use the system's control panel to send announcements and messages to a specific window. Passengers can adjust a window's contrast and brightness to improve readability.

Other new products aim to improve the air in business jets, which can be bone dry, with humidity as low as 5 percent. CTT Systems' Cair technology for long-range business jets brings the figure back up to a more comfortable 20 to 25 percent. The Cair humidification system incorporates safeguards to prevent the formation of bacteria from water leakage, standing water, or saturation and to minimize condensation with a zonal drying system with automatic switching.

Of course, onboard comfort also depends on your cabin seats. The ones in the new Gulfstream G500 and G600 large-cabin jets, which the airframer designed in collaboration with RCO Engineering, are lighter than most business jet seats and make greater use of composites, including in the load-bearing structures. The controls are relocated to the inboard armrests. Sculpted pockets in the interior arms allow for more hip room. Taking a page from the automotive trade, RCO has begun to use poured seat foam as opposed to the traditional layered approach to deliver a more sculpted, contoured, and comfortable result. Polyurethane is poured directly into the mold to create a finished seat pad in less than 10 minutes and then computerized machines cut the pads to multiple shapes of varying hardness.

Embraer, meanwhile, has teamed with United Technologies Aerospace Systems to develop seats for its refurbishment program for Phenom series

aircraft that are lighter than the original ones, have larger cushions, and employ polished aluminum and high-contrast upholstery stitching. The hip look will make you think you're strapping into an expensive race car, but the feel is much more comfortable.

Lufthansa Technik's new VIP seat design has received European Technical Standard Order approval. The seat family features a core skeleton with a highly customizable structure and pedestal and can be fitted with a multitude of options, including footrests and headrests. The structure is scalable and can trim as much as 40 pounds from the weight of a finished seat, according to Lufthansa Technik. That's because it employs a carbon-fiber-reinforced polymer pillar that attaches to the floor and thinner, ergonomically tailored foam. The ribbed backrests attach to a spine-like structure that helps absorb and diffuse passenger loads in an accident.

While you're seated, you'll want your wireless smartphone, tablet, or laptop to be powered up. Late last year, Pentastar Aviation introduced a wireless charging solution for business aircraft cabins from Cobalt Aerospace that can be integrated into the drink rail next to the passenger's seat.

Of course, power won't do you much good if you don't also have connectivity, and companies are working hard to deliver faster speed, global coverage, more compact systems, and more content. The Inmarsat Ka-band, for example, got switched on last November and provides seamless global internet access at speeds up to 50 Mbps, depending on the antenna you install. That's about 100 times faster than the SwiftBroadband service that has been the staple of bizjet connectivity for years. Bombardier makes the equipment available to its customers via the Wave (Wireless Access Virtually Everywhere) package using the Inmarsat JetConneX broadband



CABIN *Fever*

service with Honeywell's JetWave satcom hardware. Inmarsat predicts that up to 40 aircraft platforms will be approved for JetConneX by the end of the year. To distribute its service, Inmarsat partners with such companies as Honeywell, ARINC Direct, and Gogo Biz.

If you have a large aircraft like a BBJ or an ACJ, you can get even faster connectivity. Gogo Business Aviation's dual-antenna 2Ku satellite communications system offers speeds up to 70 Mbps with the potential for 200 Mbps at some point.

Need less capacity and a less costly solution? Gogo recently received FAA approval for its 4G air-to-ground connectivity system, which is three times faster than its current service. The system will deliver speeds of up to 9.8 Mbps and allow streaming video and audio, email and attachments, web browsing, voice calling, and VPN support along with flight tracker, real-time weather, and Gogo Text & Talk, which allows you to make calls and text using your own smartphone and phone number. Gogo's 4G system will be upgradeable to its LTE-based Next Gen system, which is slated to debut in 2018 and offer speeds up to 100 Mbps.

The demand for better connectivity is marching in lockstep with the appetite for more content. Rockwell Collins is bringing its Stage cloud-based content service to market, enabling operators to load up to two terabytes of information and entertainment onto an onboard server and letting up to 70 passengers stream, store, or access it through their individual devices via the cabin's Wi-Fi system or a USB port. Flight departments can customize the information they want to preload. While the initial service works through a dedicated server, Rockwell Collins expects to tie it into its



4. SKYVIEW WINDOW 5. SMARTBOX ALLOWS PROGRAM VIEWING ON PERSONAL DEVICES

existing Venue cabin-management system by the end of this year.

Satcom Direct has a new carry-on "SmartBox" that allows access to Lufthansa Technik nicemedia premium content on all inflight entertainment/cabin-management systems. Nicemedia delivers up to 450 of the latest movies and television shows per year in English, German, and Spanish. Multiple programs can be viewed simultaneously on cabin monitors and personal devices. The compact, lightweight box connects via Ethernet to the onboard router.

So kick back in that big comfy seat next to the automatically dimming window with the messages in it. Warm your feet on the heated floor and breathe in the humidified air. Access the web superfast and watch whatever movie or TV show you want. You may not be in your living room, but the bizjet cabin sure is starting to feel like home, sweet home. **BJT**

Mark Huber (mhuber@bjtonline.com), an aviation industry veteran who also contributes to *Barron's*, has written regularly for **BJT** since 2005.

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An Rx for onboard health concerns

Have a medical condition? Here's what you need to know before booking a flight.

by James Wynbrandt

We've previously examined emergency medical charter flights in this space. But say that instead of handling an unforeseen health crisis, you simply want to bring an infirm relative to a family function, or you recently underwent surgery, experienced a flare-up of a chronic condition, or face some other non-emergency medical issue. How do these situations affect charter plans?

That depends not only on the traveler's medical condition and history but on the aircraft, the charter provider, the flight's duration, and many other factors, says Dr. Paulo Alves, global medical director of aviation health at MedAire, which provides consulting services to business jet operators. Yet experts agree that one bit of advice applies universally: you should talk to a doctor who's knowledgeable about aviation medicine, which "not every physician knows about," says Alves.

A main concern for these specialists—and you—should be the effect of lower atmospheric and oxygen pressure within the cabin. The typical business jet is pressurized to about 8,000 feet. At that equivalent altitude, "you never know how someone's physiology is going to respond," says Dr. Robert Quigley, senior vice president and regional medical director for

International SOS (ISOS), which assists in some 20,000 transport cases annually.

For example, surgeries and even microscopic procedures leave gas inside body cavities that, until absorbed into tissue, can expand up to 25 percent at this cabin altitude. Also, a compromised circulatory, respiratory, or pulmonary system that performs normally at sea level may decompensate, or functionally deteriorate, precipitating consequences that can include death, says Quigley. And while a medically compromised individual might be able to handle an 8,000-foot altitude, "you can have cabin depressurization in the airplane at 40,000 feet," notes Scott Delaney, director of managed aircraft services at Mayo Aviation (no relation to the Mayo Clinic). That's a possibility that operators like Mayo, which provides both air ambulance and standard charters, need to consider.

Involve your primary caregiver (or that of your prospective guest) in the decision process. The physician can review the travel considerations listed on the websites of the Aerospace Medical Association and the major airlines. These sites explain policies on carrying passengers with medical needs and provide primers on health conditions affected by air travel.

Concurrently, discuss the situation with your charter provider. Says Quigley of ISOS, MedAire's parent company: "One would hope that when presented with [certain] circumstances, the charter company will say, 'We don't feel comfortable putting Grandma or Grandpa on the plane. Have your physician tell us whether that person is fit to fly, and if so, under what conditions.' [But depending on the provider] they may say, 'We'll meet you at the FBO. Let's go.'"

The charter company may have a relationship with a medical advisory service. If not, consider locating candidates on your own—for example, via the NBAA's website (see Medical and Human Factors Services in the site's Products and Services Directory). Either way, the specialist will use the primary physician's information to recommend any necessary en route accommodations. Depending on the evaluation, you could be cleared to fly without restriction; advised to have additional support, such as supplemental oxygen, extra medication, or healthcare assistants onboard; to travel via air ambulance; or told not to fly. Alternatively, some operational adaptation may be made, as in cases where "the hypoxia of higher altitude can be so deleterious, the flight has to go at sea level [meaning maintain a sea-level-altitude equivalent in the cabin]," says Quigley.

Satisfy yourself that the charter company has experience organizing the level of medically assisted flight you require. The Commission on Air Medical Transportation Systems (CAMTS) is the primary accreditation agency for air ambulance and medical flight operators in the U.S., and some states mandate that its standards be followed. Ensure that any air ambulance provider you work with has this or an equivalent accreditation.

Size and configuration of the aircraft also play a role, and bigger isn't always better. If the traveler has limited mobility, "from a charter standpoint, it's easier to get them on a smaller airplane that's low to the ground," notes Delaney. "When you get to super-mid to large-cabin airplanes, it can be quite a job to get up the airstairs." Kelli Roth, MedAire's nurse manager, notes that she has "had pilots take pictures of how many steps" must be climbed to get into the airplane, to confirm accessibility with travelers.

Slings and belts are available to lift immobile travelers aboard aircraft, as are narrow wheelchairs for navigating their aisles. For the ultimate in ease, charter operator Oak Air

has a Challenger 604 with a lift system that can hoist a passenger in a wheelchair into the large-cabin jet.

If the traveler has to be carried aboard supine, "to get in and out [of the cabin] on a stretcher is next to impossible," says Quigley, even on large jets. (The Pilatus PC-12 turbo-prop and forthcoming PC-24 twinjet with their pallet-sized cargo doors are exceptions.) Standard air ambulances like the Learjet 31 and 36 can do the job but don't have enough room for you to bring other travelers along comfortably. Air ambulance operator Phoenix Air's fleet includes the world's only two Gulfstream GIIIs that can handle a supine traveler (via cargo doors) as well as multiple companions. One of the GIIIs is outfitted in VIP configuration.

Both the NetJets and Flexjet fractional programs subscribe to MedAire, which covers members when they're in the air or on the ground during a trip, but the assistance doesn't extend

to providing medical advisory services when planning a flight, according to the companies. Flexjet finds that "typically if an owner needs assistance, they already travel with an aide," who "assists them in climbing the airstairs and seating them in the aircraft," says Megan Wolf, vice president of owner experience. "If needed, we can help an owner source an air ambulance as well," she adds.

The price of medically assisted flights depends on the number and type of onboard healthcare providers required. "That's where the cost starts going up: paying for the medical expertise," says Quigley. The final bill can vary widely, but expect it to fall somewhere between \$20,000 and \$200,000. A basic London-U.S. flight could cost up to \$150,000.

Given the potential consequences, consider your current state of health before every flight. "Anything that is new—fever, shortness of breath, [seemingly] trivial chest discomfort that happens only when walking fast—needs to be carefully evaluated," says Alves. **BJT**

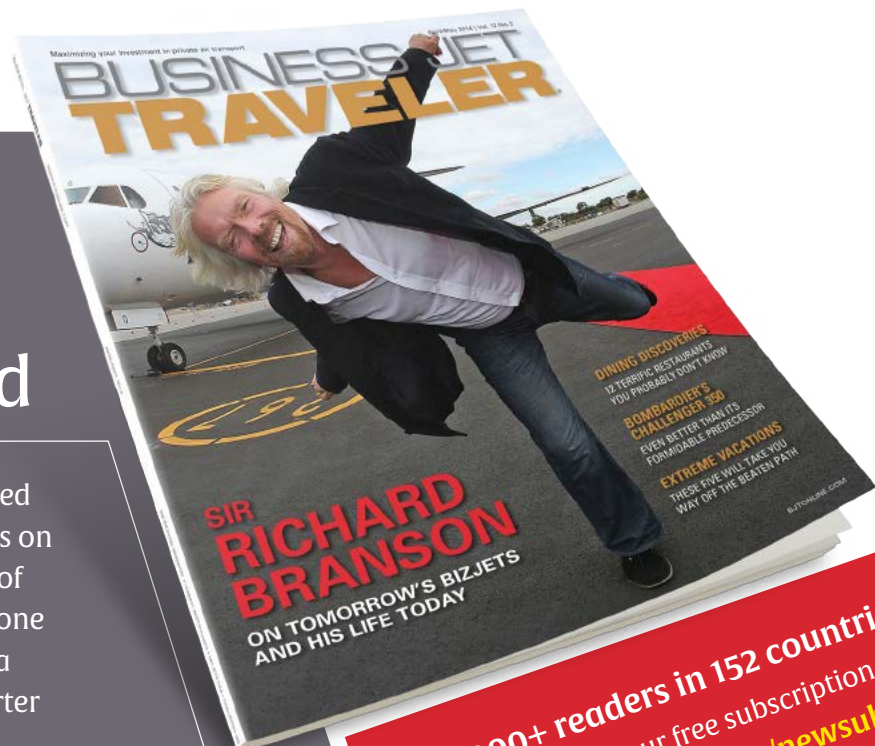
James Wynbrandt (jwynbrandt@bjtonline.com), a multi-engine instrument-rated pilot and regular **BJT** contributor, has written for the *New York Times*, *Forbes*, and *Barron's*.

Well Traveled

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IOWA'S

Cedar Rapids Country Club



An updated, century-old Donald Ross course offers an ideal setting for parkland golf.

by Bradley S. Klein

You know a place is unusual when—despite being landlocked in the middle of the country—it has a suspension bridge as its logo. Cedar Rapids Country Club does indeed incorporate such a bridge (more on that later), though it crosses a mere creek. It also boasts lots of features that draw golfers from near and far.

The club, which was founded in 1904, has a routing plan that has been in place since 1915. Credit for the existing layout goes to transplanted

Scotsman Donald Ross, who came to the U.S. in 1899 and did the vast bulk of his 405 career projects on the east side of the Mississippi River, only rarely crossing over to the American West. One of the few times he did, on his way to Colorado, he laid out his only course in Iowa: 18 holes along the banks of Indian Creek, only three miles northeast of downtown Cedar Rapids.

With 100 feet of elevation change and mature oak trees lining the fairways, the club enjoys an

ideal setting for parkland golf. Some clumsy renovation work a few decades ago has now been undone through the efforts of Ross-restoration expert Ron Prichard and his protégé, Tyler Rae. Working closely with the club's superintendent, Tom Feller, they engineered a delightful reversal of fortune that has seen Ross's characteristically bold, offset bunkering brought back amidst hole corridors that have been reclaimed in width and strategic flex. Greens were also rebuilt and fully





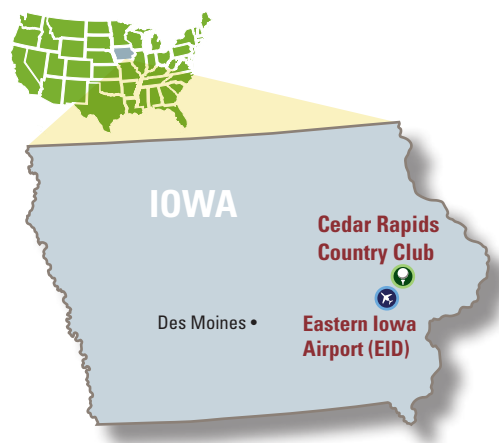
upgraded—all at a fraction of the cost that the club would have spent had it gone the conventional route of hiring an outside contractor. Oh, the virtues of Midwest parsimony.

The course got stretched as well, up to 7,221 yards for this par-71 layout, though most members will find the tees from 5,065 to 6,613 enough to deal with. The long par-3 12th hole (“Plateau”), 285 yards from the way-back tees, is memorable for its raised, Biarritz-style green complex and approach zone. The putting surface occupies part of a dramatic natural rise that serves double duty from another direction as the elevated green for the 360-yard, par-4 14th hole (“Burial Mound”).

As for the suspension bridge, its 100-foot span provides access to the green of the par-4, 445-yard 17th hole, appropriately named “Last Crossing.”

Cedar Rapids is a private club that allows unaccompanied guest play on a select basis. Its spacious brick clubhouse hosts numerous charity events, business meetings, and fetes. Golf professional Dustin Toner’s shop looks like a haberdashery. Hats with that bridge logo are a popular item in the shop. The club is about to launch a national membership program that will enable folks from outside the region to partake regularly in Iowa’s only Ross course. **EJTB**

Bradley S. Klein is the architecture editor of *Golfweek*. His latest book is *Wide Open Fairways*.

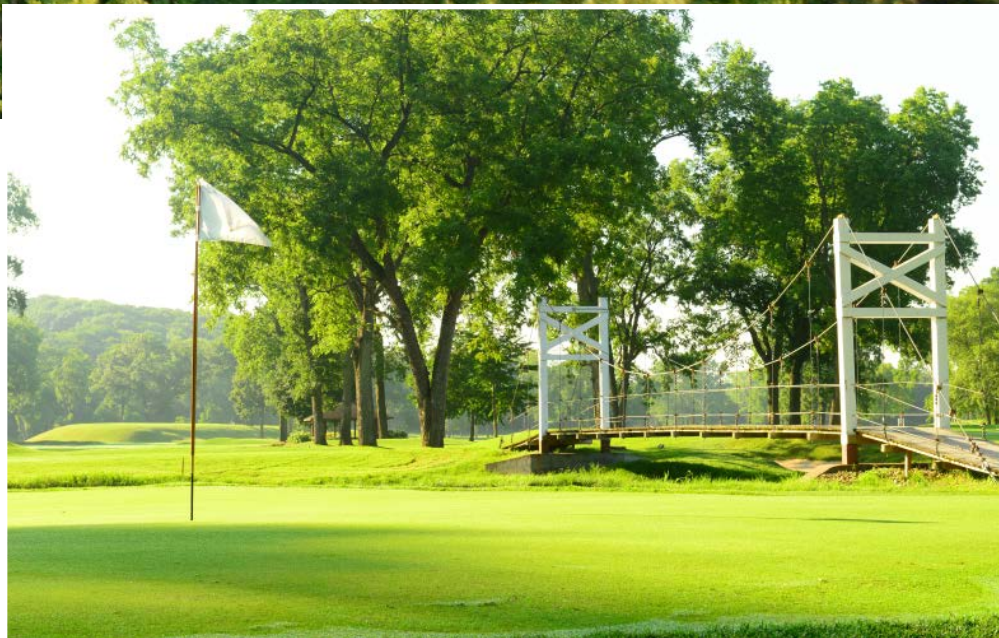



COURSE:

For more information about the course, visit cedarrapidscc.com or call (319) 362-4878.

AIRPORT:

Eastern Iowa Airport (EID), in Cedar Rapids, is 11 miles southwest of the course and has an 8,600-foot runway.





A very frequent traveler looks back

A longtime **BJT** contributor talks about some of her strongest memories from more than two decades of globetrotting.

by *Margie Goldsmith*

▲ Trying the EdgeWalk at Toronto's CN Tower
PHOTOS COURTESY OF MARGIE GOLDSMITH, EXCEPT AS NOTED

While working as a travel and lifestyle writer over the past 25 years, I've visited nearly 120 countries and territories on seven continents by airplane, helicopter, train, ship, kayak, horse, camel, and elephant. I've luxuriated in overwater bungalows in Fiji, been fluffed and buffed at the finest Southeast Asia resorts, and been wined and dined by private chefs in palaces and on secluded beaches. I've gotten up close and personal with the gorillas of Rwanda, have been nearly eaten by a cheetah in Namibia, and have bottle-fed newborn lambs in New Zealand. I've tried every adventure from canyoneering in Wales to dune bugging in Atlantic Canada, slept on the softest beds everywhere from Australia to Vietnam, and dug my feet in the sand of beaches from Canouan to Easter Island. People ask what's my favorite destination, but picking one would be like choosing a favorite child: each country is different but equally loved.

When I look back on my travels, what stands out most is not the number of World

Heritage Sites I've visited or the five-star hotels or the gourmet wine and food. My strongest memories are of the people I've met, including the ones whose languages I don't speak, because there's always a way to communicate.

Once I was in Morocco, staying at Sir Richard Branson's Kasbah Tamadot, a former Moorish palace perched 4,000 feet up in the Berber countryside. I toured the area with a guide, luxuriated at the resort's spa and pool, and returned for dinners al fresco. One morning I went for a run down the steep hill outside the resort. Standing on the side of the road were two Berber women, each dressed in a head covering, long skirt, and slippers with pointed toes.

Coming back up the hill I saw the women were still there. Each extended a henna-tattoo-covered hand. Were they stopping me? No! They wanted to run! I gripped their hands and the three of us charged up the hill, shrieking with joy. At the top, we doubled over in laughter and hugged like long-lost friends. While I can't recall the color of my posh suite or

the delicious Moroccan food I ate, I will forever remember the joyous shrieks and huge smiles of those two Berber women.

Not all of my trips have started well. I went to Liss Ard Estate in Ireland's County Cork, a former country home surrounded by velvety green countryside and woods. Liss Ard is home to artist James Turrell's Sky Garden Crater, said to be a transformative experience and the reason I chose to go. I lay on my back on the cold stone plinth artwork for at least 25 minutes, waiting for something to happen. Nothing did.

Disappointed, I gave up, had dinner, and went to the nearby village pub to listen to live music. The place was empty except for a three-piece band. When I walked in, the guitar player asked whether I could sing and I shook my head no. They started to play Paul Butterfield's "Born in Chicago," and I pulled out my harmonica. "I can't sing," I said, "but if you play in the key of A..." We jammed until after midnight. Maybe the Turrell artwork wasn't a transformative experience, but playing music with the Irish boys from Cork certainly was.

Some trips never deliver great experiences. Once, I took a tall-ship cruise to the San Blas Islands in Panama, where I went to meet the indigenous Kuna Indians. Among the ship's 30 passengers were eight disheveled, grubby photographers and 10 nubile teenaged models, always dressed in bikinis or peignoirs, even to meals. Each time we landed on an island, this motley group would disappear behind the palm trees, where the models would strip and the

Margie's Travel Tips

- On a tight schedule? You're only as good as your guide. I always work through a U.S. tour operator, especially for private trips; the operator knows the best local bilingual facilitators to whisk me through customs in many visa-required destinations.
- One of the best ways to get to know a country is to hire a driver/guide (also arranged by the tour operator) who can take you to restaurants, markets, and other attractions that you otherwise wouldn't find.
- If want to visit a particular destination or shop for certain items, let your tour operator know well in advance so he can arrange special stops for you. And buy all theatre and concert tickets way before the trip through the tour operator or you'll end up in the last row.
- Many traveler scams start at airports. Rather than choose a taxi driver from a lineup, arrange to have one waiting for you with your name on a sign. It's safer and much more convenient.

cameramen would shoot them in provocative positions. Palm trees don't provide much of a curtain and the Kuna women, dressed in long skirts and modest hand-embroidered blouses, stared in disbelief. At least the Kuna and the rest of us passengers had something in common, and happily, the cruise company went out of business.

Many vacationers insist on visiting at least one Michelin-starred restaurant, and while I like gourmet fare as much as anyone, I prefer

simple food, which always offers an indication of a country's culture. In the Swiss Alps, I ate in the finest dining establishments of St. Moritz and Arosa, but I had my most memorable meal after walking an hour on a snow-covered path to the Alpenblick Restaurant, a wooden hut in the middle of nowhere. There, I dined on local cheeses, dried meats, and freshly baked bread followed by a decadent dessert of mounds of fresh whipped crème slathered on layers of pastry. And though I can't remember the name of the dessert, I can still recall the taste of that crème.

Khachapuri, a cheese-filled bread sometimes also filled with spinach or potatoes, is the national dish in the Republic of Georgia. It's much better than pizza, so good they serve it in many restaurants in Russia. I devoured it at every meal in Tbilisi's finest dining spots, but liked it best the day my guide and driver took me to the Caucasus Mountains. There, we gorged on khachapuri on a picnic table next to a rushing stream and near a grazing goat. It doesn't get more authentic than that.

Speaking of authentic, my first meal in Havana was in a restaurant and was one of the worst meals I've ever had. After that, I had the taxi driver take me to a paladar, a home-cooked meal served on the porch or living room of a local's home—much cheaper and much more delicious.

When I'm traveling, I love to combine authenticity with extravagance. On a trip to Fiji, I took a 50-minute jet hop to Sumba, an Indonesian island where men still carry machetes—though no longer for headhunting, just for cracking coconuts. Here, locals live



Visiting Easter Island



Sumba, which Goldsmith wrote about for the February/March 2015 **BJT**

exactly as their ancestors did, often with their animals in wooden houses on stilts.

There is only one luxury resort on the island, Nihiwatu, where each guest has a personal mori-uma (much more than a butler) who anticipates his or her every move. Jenny planned my activities and meals, handed me a fluffy towel after each swim, and guided me to ancient Sumbanese villages and on hikes to hidden swimming holes. The food was gourmet, yet I could dine barefoot beneath the stars as the ocean lapped peacefully a few feet away.

While Nihiwatu was my most luxurious trip, my most memorable one was to Bhutan, a tiny country wedged in between India and China. I say “memorable” because while more than 12 years have passed since I went there, I can still see the rosy-cheeked mothers leading their toddlers up a mountain trail on ponies or yaks and the groups of uniformed schoolchildren who raced after me to touch my clothes and perform a private concert of every song they knew.

A close runner-up for most memorable is Papua, New Guinea, which is easily accessible by ship but attracts few tourists. My Coral Cruise ship towed a smaller vessel that could pull up right onto the sand at each island. At each landing, the locals put on a “sing-sing,” a song-and-dance exhibition that they performed in their native dress with painted faces, bare breasts, and grass skirts. On one island whose inhabitants were once cannibals, the chief looked at me fiercely as I disembarked the boat. I took a step back as he said, “We used to eat you, but now we greet you.” Then he broke into a big toothy grin.

There are some countries whose politics I hate, but I visit them anyway because I know that

anything I buy from locals will go directly into their pockets. Tibet was disappointing because the Chinese have destroyed so many monasteries and nunneries and have built tinted blue glass buildings where they don’t belong. I went there to climb to Advanced Base Camp on the north face of Mt. Everest. On the way back to Katmandu, I stopped at a Tibetan Refugee Center. An older woman working at a loom said, “Please tell everyone at home and on the internet to tell the Chinese we wish them no harm, but please tell them to go home.”

Another time I visited Myanmar. I abhor its politics, but I wanted to see the country’s most sacred Buddhist pagoda, Shwedagon, and the remains of 2,200 temples in Bagan. It was dawn in Bagan, and I was alone with my camera, trying to capture the sunrise on the temples. Suddenly a small girl carrying a flashlight approached and pulled on my arm. I couldn’t understand what she was saying, but she led me to a dark temple and shone her flashlight on a flight of stairs so I wouldn’t trip. From the second floor, I could see every temple around me—the perfect photo. After I got my picture, she led me to her home, where her mother offered me tea. I gave them my NYC hat and lipstick. They were ecstatic, and their smiles meant more to me than the photographs I had just taken.

I continue to travel the world, looking to accumulate more memories like these, and though the list of places I’ve visited is now long, my wish list is still long, too. Up around the top of it right now: Iceland, Greenland, Austria, the Baltics, and the greatest new frontier of all, outer space. **BJT**



FOTOLIA

Goldsmith went to Myanmar because she wanted to see the country’s sacred Shwedagon pagoda.

Dogsledding in Banff in Alberta, Canada



Margie’s Packing Tips

- Print a currency-converter table, which will be much handier than a smartphone-based or online calculator. (See oanda.com/currency/travel-exchange-rates.)
- Buy converter plugs for your electrical devices and carry a multi-outlet extension cord for recharging multiple devices. (Often, accommodations have only one or two accessible plugs.)
- Bring a small flashlight and leave it by the bedside for nights when you want to get up in the dark and can’t find the light switch.
- When traveling by airliner, try to limit yourself to a carry-on plus a backpack/duffle bag. That way, you’ll never have to worry about lost luggage or wait for it to come off the carousel.
- Limit clothes to one dressy outfit and some mix-and-match casual items. No one notices what you’re wearing.
- Wear your heaviest shoes on the airplane and pack only one pair of dress shoes, sneakers, and flip-flops. Pack socks in the shoes.
- Leave room in your suitcase for items purchased on your trip. If that’s not possible, ship home whatever you can’t resist purchasing.
- Buy insurance. If you take at least four trips a year, buy it by the year. You can also insure by the trip.

Margie Goldsmith (mgoldsmith@bjtonline.com) is based in New York City. Her travel articles for **BJT** have won three awards in the Folio: Eddies competition and one award each from the North American Travel Journalist Association and the American Society of Journalists and Authors.



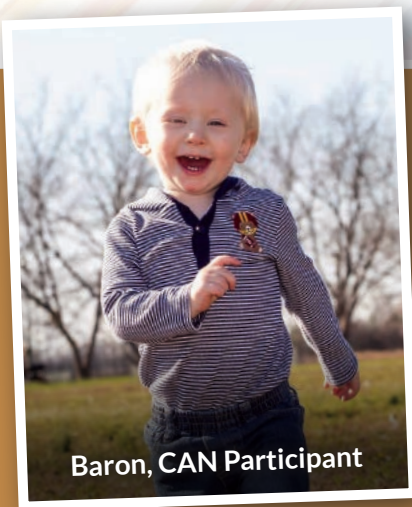
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Giant tuna on the September menu

Join the hunt for these fast-moving and valuable fish, some of which weigh half a ton.

by Thomas R. Pero

When 61-year-old Ian Gauthier motors out into the North Atlantic Ocean the first week in September, he will be at the wheel of his 45-foot Provincial open-hull fiberglass boat, the *Aly Dan*. He's been doing this for 40 years. Behind him will be an upright thicket of short, stiff fiberglass rods carrying immense reels wound tightly with heavy braided and monofilament line.

Gauthier is after tuna. Not just any tuna, but the most valuable that swim the seas: the Atlantic bluefin, *Thunnus thynnus*. These astounding creatures hatch in the Gulf of Mexico. Rare survivors grow into giants—fish weighing half a ton that are among the fastest in the water, able to reach burst speeds of 45 miles an hour and swim from Georges Bank off New England to the Mediterranean Sea in weeks.

Most remarkable is the bluefin's warm blood. Nearly all fish are cold-blooded, which relegates them to a narrow strata of suitable temperature. Through a system of thermoregulation, the bluefin is able to send heat to muscles, eyes, and brain, allowing it to feed on the surface as well as in the icy, food-rich depths.

Food is why adult bluefin tuna gather in late summer in the clear ocean waters off Prince Edward Island in eastern Canada. From a lifetime of experience, Captain Gauthier knows where to find them. They are three to five miles off shore, in depths of 60 to 120 feet, where they feed ravenously on spawning mackerel and herring. Gauthier says the giants usually range from 400 to 600 pounds. The largest he ever boated weighed 1,010 pounds: a "grandier."

The fishery is almost entirely catch-and-release, a restriction designed by Canada's Federal Department of Fisheries and Oceans to help sustain a highly migratory



PHOTOS COURTESY OF PRINCE EDWARD ISLAND TOURISM DEPT.



Rare Sashimi

As astonishing as it seems now, as recently as the 1960s a typical giant bluefin tuna caught on rod and reel would have its weight painted in white numbers on its flank, be hoisted up on hooks for a picture with the smiling angler—and then be hauled off to the dump or sold for a pittance for cat food.

Then flash-freezing was invented; the Japanese developed a taste for bright-red tuna flesh they call “toro”; and someone figured out what to do with the empty cargo airplanes once they had dumped their loads of cheap televisions and radios in the U.S.: send them back to Tokyo stacked with fish.

On New Year’s Day in 2017, at the traditional auction at Tokyo’s famous Tsukiji fish market, restaurateur Kiyoshi Kimura—the self-proclaimed Tuna King of Japan—paid a record 74.2 million yen (\$636,000) for a flawless and fat-laden 467-pound Atlantic bluefin. A single bite-sized piece would sell to diners for \$85. —T.R.P.

resource that during the last 50 years has declined dramatically. A boat is typically allowed to kill just one fish a season, and it belongs to the captain. In a positive sign for the future, Gauthier says he is seeing more smaller fish. It takes a bluefin 10 years to grow big.

“September is phenomenal,” he comments. “Some days we go out and in two or three hours we have our three fish tagged and back in the water.” Three is all a boat is allowed, to put less pressure on the resource. Gauthier says his anglers spend the rest of the day throwing herring overboard and watching in amazement as huge wild fish speed around under the boat.

In 2011, Gauthier and the *Aly Dan* won the Canada International Tuna Cup Challenge, held each year out of North Lake at Prince Edward Island. Winning is based on speed, which is precisely timed from hookup to touching the leader before the fish is released. Normally it takes an angler an hour to get one of these fighting chrome monsters next to the boat. Gauthier’s anglers in 2011, both gentlemen in their seventies, boated one giant tuna in eight minutes, a second in 12, and a third in 33 minutes. This year’s event (tunacupchallenge.com) is scheduled for September 6 to 11. **BJT**

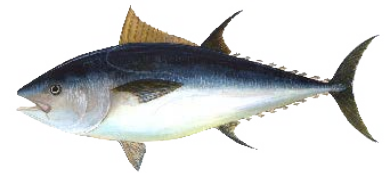
Thomas R. Pero (tpero@bjtonline.com) is publisher of Wild River Press. His latest book is *Turkey Men*.

Traveler Info

Business aircraft can land at Charlottetown, Prince Edward Island airport (flypei.com), where the longest paved runway is 7,000 feet. The fishing season runs from mid-July through mid-October. Weather is warm with light wind in July and August; expect cool mornings in September and October. Bruce Brothers Fishing Charters (peibluefintunacharters.com) charges \$1,500 per day for the boat, which normally carries three or four anglers. Prince Edward Island has many fine inns and beach house B&Bs. Recommended dining: lobster every night! —T.R.P.



Zane Grey on Atlantic Bluefins



“He was built like a colossal steel projectile, with a deep dark blue color on the back, shading to an exquisite abalone opal hue toward the under side, which was silver white. He blazed like the shield of Achilles. From the edge of his gill cover to the tip of his nose was two feet. He had eyes as large as saucers. His gaping mouth was huge enough to take in a bucket. His teeth were like a strip of sandpaper, very fine and small. The massive roundness of his head, the hugeness of his body, fascinated me and made me marvel at the speed he had been capable of. What incalculable power in that wide tail! I had to back away to several rods’ distance before I could appreciate the full immensity of him.”

—*Tales of Swordfish and Tuna* (1927)



On top of the world in

Tasmania

by Lauren Fitzpatrick

Once considered a perfect place to send criminals, Australia's island state now offers opportunities for memorable off-the-beaten-path vacations.



“Echidna,” I shout, and my husband hits the brakes. A small, spiky creature with a long snout shuffles across the road, oblivious to its near-death experience. It continues into the scrub, drawn by its search for ants and termites, as my heartbeat slows back to normal.

Our sudden stop doesn’t create any problems on the road, because we are the only car on this stretch of the Arthur Highway. Traffic jams are nearly nonexistent here in Tasmania; Australia’s island state is roughly the size of West Virginia but has less than one-third of its population.

The echidna safely on its way, we continue south across a narrow isthmus known as Eaglehawk Neck. This slim tightrope of land separates Pirates Bay and Eaglehawk Bay, and also acts as the gateway to Port Arthur, Australia’s most notorious convict settlement. Tasmania is farther south than the southern tip of Africa, and was once considered to be the bottom of the world—a perfect place to send criminals.

Port Arthur was established in 1833 at the southeast tip of Tasmania because the icy waters and rugged forest that surround it created a natural prison. The only means of escape was across the isthmus—a daunting prospect due to the Dog Line, a row of snarling dogs chained across the Neck at its narrowest point.

My admission ticket to the 100-acre Port Arthur Historic Site comes with a playing card. It’s a nine of hearts, with an illustration of a kangaroo at the bottom. “That will help you find your convict,” the ticket seller says. “Start downstairs in the gallery to learn why he ended up here.”

In the convict gallery, there is a wall of 52 tiny compartments, each with a playing card on its face. I find the nine of hearts, lifting the flap to reveal the fate of William White. A native of Leicester, England, he was convicted in March 1823 for picking pockets, sentenced to prison for life, and shipped to Australia.



FOTOLIA



LAUREN FITZPATRICK

Above: At Eaglehawk Neck on Tasmania’s east coast, an aerial view and a statue that marks the place where a row of snarling dogs helped to keep convicts from escaping. Below: The Bay of Fires on Tasmania’s northeastern coast.



FOTOLIA

On top of the world in

Tasmania

A second conviction (attempting to commit “buggery” with a fellow prisoner) resulted in White being transported even farther, to Port Arthur, where repeat offenders were sent to be simultaneously reformed and penalized. I step out of the gallery to the attractive grounds on the water’s edge and remind myself that living here was a punishment.

Of course, William White probably didn’t spend any time among the dangling purple foxgloves in the English garden, or sunning himself on the veranda at the commandant’s house. He would have been confined to the now-crumbling brick penitentiary, or perhaps the isolation room of the asylum. He would have been trapped down here at the bottom of the world, cursing his fate.

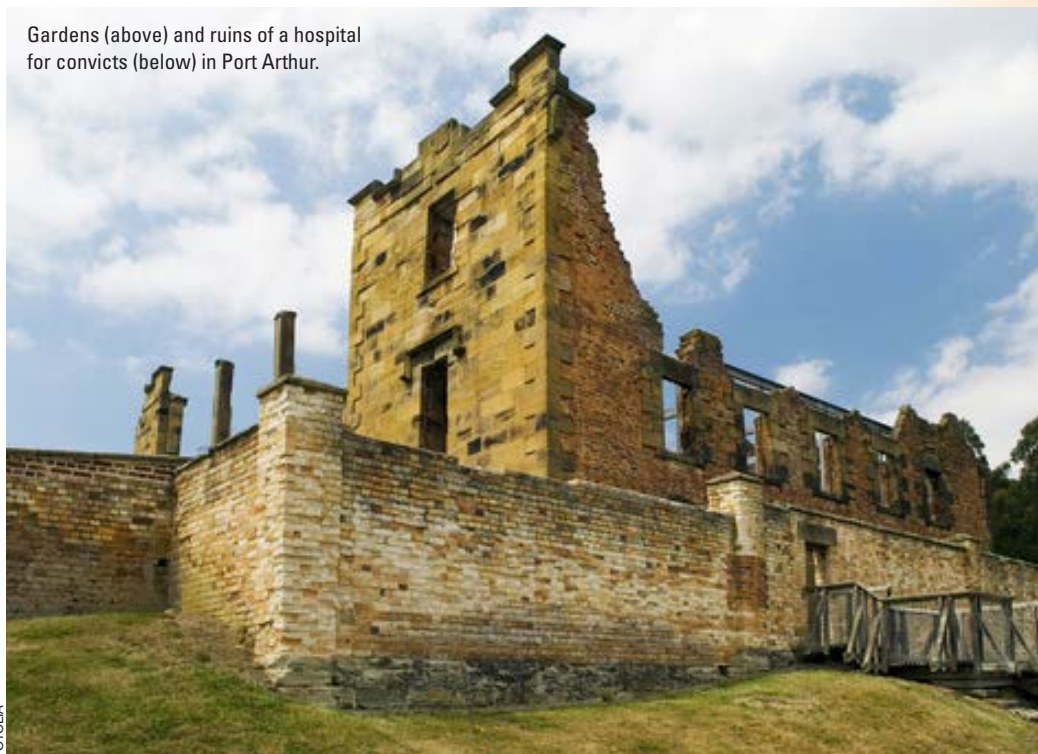
The wild landscape that once made Tasmania so inaccessible is today celebrated for its natural beauty, which becomes evident as we drive north along the east coast. The Tasman Sea is so clear that I can see straight to the bottom, and the coast is lined with striking giant boulders covered in vivid orange lichen. We stop to take photos and purchase crisp green apples from a roadside fruit stall—Tasmania’s other nickname is the Apple Isle—so it takes an extra hour to reach the Freycinet Peninsula, home of the popular Wineglass Bay.

The track from the car park to the lookout is short (1.3 kilometers, or less than a mile), but steep. The path opens to a perfect view of the bay, shaped like the goblet of a wineglass framed by the granite peaks of the Hazards mountain range. The scene is



LAUREN FITZPATRICK

Gardens (above) and ruins of a hospital for convicts (below) in Port Arthur.



FOTOLIA

Traveler Fast Facts

WHAT IT IS:

An island state about 150 miles (240 km) south of Australia’s mainland, Tasmania is about the size of West Virginia. It has a population of half a million people, about 40 percent of whom lives in and around the state capital of Hobart. It is believed that Aboriginals lived here for thousands of years prior to colonization by the British Empire, which created the state in 1803 and sent thousands of convicts to the island during the first half of the 19th century.

CLIMATE:

The ideal time to visit is Tasmanian summer (December–March), when daytime temperatures across the state hover between 62 and 75 degrees Fahrenheit. Weather in Tasmania’s west can be wild and windy all year, but expect conditions to turn on a dime no matter where you are—this is an island, after all.

GETTING THERE:

Fly from the west coast of the U.S. to Sydney (14–15 hours) and then on to Hobart or Launceston. Hobart International Airport’s single runway is undergoing an extension to 9,025 feet, with completion expected in 2018. The expansion will allow for direct flights between Tasmania and Southeast Asia; currently all flights from mainland Australia to Tasmania come from Sydney, Melbourne, or Brisbane. Commercial operators include Qantas and Virgin Australia. Both Hobart and Launceston airports accommodate private jets.

GETTING AROUND:

Car rental companies Avis, Budget, and Hertz all operate out of Hobart Airport. Driving around Tasmania is much like driving in the U.S., except that you’ll be on the left side of the road and there’s a chance you might encounter unusual wildlife. Keep an eye out for brown signs that signify tourist attractions such as historical sites, scenic lookouts, or other points of interest.

WHAT TO KNOW BEFORE YOU GO:

Tasmania uses Australian dollars and ATMs are plentiful, particularly in Hobart and Launceston. U.S. visitors will need to apply for an electronic tourist visa online prior to arrival (border.gov.au). Australia has strict quarantine requirements to prevent the introduction of dangerous pests and diseases. For information on what can be brought into Tasmania, visit dpipwe.tas.gov.au/biosecurity.



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On top of the world in

Tasmania

magnificent from our high vantage point, a curve of vibrant white beach hugging an impossibly blue bay.

From Freycinet we circle northwest toward Launceston, Tassie's second-largest city and an ideal base for visiting the Tamar Valley, the state's oldest wine region. We join a small group tour and spend a full day exploring the wineries, admiring the endless rows of lush green vines and sampling the region's exceptional pinot noirs and sparkling wines.

Our driver is a Launceston local, recently returned home after years away. "I've lived all over," she tells us. "Melbourne, Denmark, Sydney. But Tasmania's

home. I always knew I'd come back. There's no place like it anywhere else."

I appreciate the wine slightly less the next day, when we take on another walking trail. Cradle Mountain National Park, two hours west of Launceston, is named for a towering mountain that forms a rugged cradle at its peak. There are several tracks to choose from, and we pick one of moderate intensity that will take us around Dove Lake, at the base of the mountains.

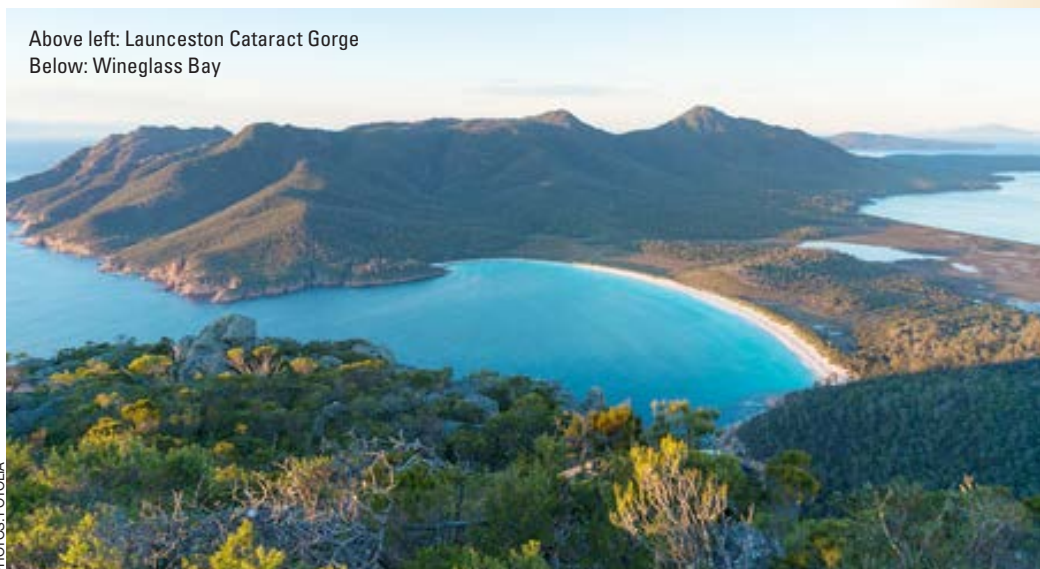
One wrong turn later and we find ourselves gripping a chain and scrambling over rocks as we climb higher and higher. A couple passes on their way down and

offers encouragement. "You're almost there," the man says. "About 45 minutes to go."

We've gone too far to turn back now, but thankfully his assessment proves wrong. Twenty minutes more and we reach a plateau called Marion's Lookout, with views that stretch for miles. The lake below has turned an inky black, though at ground level the water is as clear as the Tasman Sea. The glacial dolomite peaks give way to bristly green brush, home to wild wombats that always remain just out of sight. My exhaustion fades and I'm starting to see why our Tamar Valley driver decided to call Tasmania home.



Cradle Mountain and Dove Lake at Cradle Mountain National Park



Above left: Launceston Cataract Gorge
Below: Wineglass Bay

PHOTOS: FOTOLIA

Traveler Report Card

ACCOMMODATIONS (A):

In Hobart, stay at the artsy *Mona Pavilions* (mona.net.au/stay/mona-pavilions), where you can choose from eight one-of-a-kind properties overlooking the River Derwent. On the east coast, base yourself at the *Saffire Freycinet* (saffire-freycinet.com.au), where you'll get floor-to-ceiling views of the Hazards. For a country escape in Launceston, book the *Relbia Lodge* (relbialodge.com.au), a private cottage within minutes of the award-winning *Josef Chromy* winery. When hiking Cradle Mountain, relax for the night at *Peppers Cradle Mountain Lodge* (cradlemountainlodge.com.au).

CUISINE (A+):

Tasmania's reputation as a foodie's paradise is well founded, and excellent meals can be had all over the state. Try *Lebrina* (lebrina.com) in Hobart and *Stillwater* (stillwater.com.au) in Launceston for stylish dishes created from local produce. The *Doo-Lishus* food truck in eccentric Doo Town is the place to get fresh scallops with a seaside view on your way to or from Port Arthur.



ACTIVITIES (A):

The best way to see Tassie's natural beauty is to lace up your hiking shoes. Pick up a copy of *60 Great Short Walks* from any visitors' center and choose a trail from a range of difficulty levels. You can also cruise around Bruny Island's stunning coastline or hire a driver to take you on a culinary tour of the Tamar Valley wineries. To meet a real-life Tasmanian devil, visit Devils@Cradle (devilsatcradle.com) near Cradle Mountain.

QUIETUDE (B+):

In Tasmania it is still possible to have a beautiful beach all to yourself; and if you do, the only sounds you'll hear are your feet squeaking on the sand and the waves rolling into shore. The same is true for the many national parks, though you may encounter crowds at Cradle Mountain and Wineglass Bay.

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On top of the world in
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LAUREN FITZPATRICK

FOTOLIA

The Museum of Old and New Art, Mona for short, is about seven miles (11 km) north of Hobart. You can drive or cycle, but the best way to get there is by ferry from Brooke Street Pier in the city center. Book ahead for tickets in the ferry’s “Posh Pit,” which will grant you use of a private deck, drinks, and canapes during the 25-minute journey.

When we arrive, I see no visible evidence of a museum, just a squat mirrored building set on the edge of a synthetic tennis court. Mona isn’t open yet, so we grab coffee at the sleek café; it’s a bit early for a wine tasting at the onsite winery, Moorilla. At 10 a.m., the mirrored wall slides open to reveal the museum’s entrance and the mystery behind its location. Mona was carved into the edge of a sandstone cliff and extends for three stories below the tennis court.

We descend to the ground floor and spend several hours working our way up, gobsmacked by the museum’s sheer scale and mind-bending exhibitions. My husband is fascinated by an eerie Egyptian sarcophagus

At Tasmania’s Museum of Old and New Art, yellow and black polka-dotted objects fill one room in *Dots Obsession* by Japanese artist Yayoi Kusama.

while my favorite is *Dots Obsession*, a room filled with yellow and black polka-dotted objects by Japanese artist Yayoi Kusama. Mona’s creator, David Walsh, is a Tasmanian local, a professional gambler turned art collector and philanthropist with a taste for the bizarre.

From the dark confines of the museum we emerge into the brilliant afternoon sunshine and head

I step out of the gallery to the attractive grounds on the water’s edge and remind myself that living here was once a punishment.



LAUREN FITZPATRICK

for Bruny Island, our final destination in Tasmania. It takes only an hour by road and car ferry to reach the island, which is made up of North Bruny and South Bruny. Like Port Arthur, this island features an isthmus known as the Neck that separates its two parts. There are no snarling dogs here, only harmless fairy penguins that clamor onto shore at night.

A single road runs from North Bruny to South Bruny, and along the way there are several local goodies to tempt your taste buds. We stop at the Bruny Island Cheese and Beer Co. for a tippie and the Bruny Island Providore to pick up some fudge. On South Bruny we stop by Australia’s southernmost

vineyard, Bruny Island Premium Wines, where we follow a short wine tasting with a late lunch of local oysters and seafood chowder.

At dusk we go in search of the elusive white wallaby, said to be found in South Bruny National Park. Just when I’m about to give up, a woman approaches and beckons us closer. “There’s a white wallaby,” she says. “About 25 feet in front of you, up the hill.” The animal is the size of a large cat and impossible to miss with its bright fur. The wallaby peers at us through thick white eyelashes, twitches a pink nose and translucent ears, then returns to its grassy meal.

We go back to Hobart two days later, stopping at the Neck to soak up one final view of Tasmania. A set of rickety wooden stairs leads to a lookout that provides a full panorama of the calm water lapping at either side of the isthmus, blue skies above, and gentle hills rising from the background. Tasmania may be at the bottom of the world, but from where I stand, I am sure that I’m on top of it.

BJT

This is the first **BJT** article by Australia-based **Lauren Fitzpatrick** (lfitzpatrick@bjtonline.com), who paid her own expenses in Tasmania. For more about her, see page 4.

ARE YOU FLYING INTO A DEPARTMENT OF LABOR AUDIT?

If you provide a 401(k) retirement plan for employees, you should be aware that the U.S. Department of Labor has stepped up its oversight of these arrangements and you can no longer afford to take a hands-off approach to managing them.



Plan fiduciaries (typically you as the employer or as a designated committee) must ensure that everything possible is being done to act exclusively in the best interest of the plan participants. That means adopting an ongoing due diligence process that starts by conducting a fiduciary and operational assessment of the 401k plan to determine and document its current state.

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My Most Memorable Business Jet Flight

What was your most memorable flight? We posed that question to some business jet travelers, including several of our past interview subjects. Here are their responses.

by Margie Goldsmith



They Went Boldly—to Vegas

“We rewarded a group of staff by flying them to a *Star Trek* convention in Las Vegas. Everyone had to dress up on the plane in *Star Trek* garb. I was the pilot, wearing a green lizard suit from a memorable episode. You don’t know what hot is until you’ve been on the ramp at

McCarran in a green lizard suit. We had 12 people going into the FBO in various *Star Trek* outfits. You can’t imagine the looks on the faces of passengers and crew in the lounge at Signature in Las Vegas as we all trooped in there. A Canadian air force crew insisted on having their pictures taken with us. Everyone called out ‘Live long and prosper!’ and we were greeted at the desk with the Vulcan salute.”

—John Jordan, CEO, Jordan Vineyard & Winery



Making Two Lives Easier

“We were scheduled for a meeting in Ohio and, through Corporate Angel Network, had committed to picking up a woman in Kalamazoo, Michigan who needed a surgical procedure in Rochester, Minnesota. Our Ohio meeting was cancelled, but we had already committed to bringing the patient to Rochester. I said to my copilot when we departed for Kalamazoo, ‘This is going to be fun.’ My freed-up schedule opened the door to helping another woman, a friend whose husband had recently died. Since she was nearby, we offered her a ride to visit her family. The two women, each with a history of cancer, could sit on the plane and comfort each other. It wasn’t the flying that made this trip memorable, but the ability to make two women’s lives a little bit easier during a difficult time for each of them.”

—Bruce Hanson, owner, Hanson Communications



Ice Cream in Atlanta

“For years, a friend of mine had schlepped around the world on commercial flights with uncomfortable seats, so I was thrilled to see him buy his first private jet. To celebrate the purchase, we decided to fly to Atlanta and eat ice cream at the first ice cream parlor he’d opened quite a while back, after he’d bought a milk company. The ice cream wasn’t that good, but the experience was great.”

—Shelly Fireman, owner, Fireman Hospitality Group



A Daughter in Distress

“My daughter was sick, and I had to get her to the Mayo Clinic as quickly as possible. She'd just been diagnosed with laryngomalacia, a disorder in which you're born with a really small opening in your throat, and she was not doing well. We called the pilot, set up the flight, and took off. My daughter was sick the entire flight, and if we'd had to go through the whole commercial experience, it would have made it harder than it already was. When we arrived, the doctor booked her for surgery immediately, and we spent the next few days at Mayo, where they took care of her. To have your family ride with you and to be able to use private aviation to help save your child's life was a big deal. I'll never forget it.”

—Brad Keselowski, race-car driver



No Piña Colada Necessary

“My most memorable private jet experience was flying from Orlando to Hawaii for a golf tournament. I took my kids with me. Between them, strollers, diapers, and formula, you can get stressed out, but I wasn't. I didn't have to wait in a long line with impatient kids. The car just pulled right up to the plane, and the kids got to choose their seats and were given snacks. And they got to go up and say hello to the pilot. We landed in San Francisco to refuel and the kids loved watching the fueling. Traveling was like having a coffee break, and all of a sudden, we landed in Hawaii. Normally, it's ‘Can I have a piña colada?’ but I didn't feel I needed one. A private jet is like a time machine because you get there and you're ready to work. I didn't feel I needed a good night's sleep or a massage. It was terrific. When you're there to play golf, you can't have a sore back or a kinked neck and I was able to go out and practice right after de-boarding.”

—Annika Sorenstam, champion golfer and businesswoman



Rocky Mountain High

“I'll never forget my first trip. In 1969, my first airplane was a Piper Navajo, and we were going to a distributor in Reno. We left Wisconsin around 6 p.m. and approached the Rockies as it was getting dark. The plane could go up to only about 12,000 feet, and the Rockies are about 18,000 feet, and we had to keep flying because we had an appointment at 8 the next morning. Fortunately, we had a brilliant evening with a full moon and not a cloud in the sky. These snow-capped peaks were 4,000 or 5,000 feet above us as we wound our way through the Rockies. It was the most fabulous experience of flying I've ever had.”

—Herbert V. Kohler, Jr., chairman, Kohler Co.



A Scary Email

“Having just arrived in California, I received an email from my husband. The subject line was ‘Heart Attack.’ He wrote that he was in an ambulance on his way to the regional medical center in Missoula, Montana. I quickly phoned him and heard sirens blaring. He spoke with eerie calm. I was over 1,300 miles from Missoula, in a relatively remote stretch of California's coast. The closest commercial airport was almost 60 miles and an hour's drive away. It was just before the Fourth of July holiday. Flying commercially would have required two connections, and all the flights were full. It would have taken days to reach my husband's bedside. Only private lift could get me to him that day. The closest option was the small, regional

airport in Santa Ynez. A charter company dispatched a Pilatus PC-12 within minutes, miraculously. I arrived at the hospital only a few hours after receiving the email from my husband, who subsequently made a full recovery.”

—Barbara Barrett, former ambassador to Finland



Saying Yes at 25,000 Feet

“I met my girlfriend seven years ago at 25,000 feet, when we were cabin crew on the same flight. We fell in love. I was looking for a memorable way to propose to her, so I spoke with Paramount Business Jets CEO and founder Richard Zaher, who offered me a variety of charter options tailored to my budget. At Christmas, we were in Canada with my family, and we stopped by Calgary International Airport. Richard had suggested renting an Embraer Phenom 100 from the company that had given me my first job in aviation. I told my girlfriend we should take a picture with the aircraft, in keeping with our connection to how we met. Then I said, ‘You won't believe this, but they want to take us on a tour of the Rockies.’ I popped the question at 25,000 feet, the same altitude at which we had met. When I proposed, she couldn't speak but had a huge smile on her face and held out her hand. It was perfect.”

—Marcel Rosetto, manager, HIA Lounges (Hamad International Airport)



A Career Takes Off

“My most memorable flight was the first time Bob De Niro and I flew to Paris on his jet. We flew at night and the flight attendant made our beds. I went to sleep but woke up in the middle of the night. Here I was, an unknown actor who had just busted out big in *Bronx Tale*, and now I'm on this private plane and I wake up and see De Niro there sleeping. The flight attendant was sitting there reading a book and I asked, ‘Do you have any finger food?’ He pulled out a table, set it with a tablecloth and a vase with a rose, and served me this beautiful breakfast. I was happy and humbled and grateful for the way my life had turned around. It was a great moment. I'd gone from being an actor on stage to suddenly starring in movies with De Niro; I had nothing in between. And I went from flying coach to flying by private jet with De Niro.”

—Chazz Palminteri, actor/producer/director/entrepreneur



From Beans to a Boeing

“I got all the way from picking beans [as a sharecropper] in 100-degree weather to owning a 737. That was unbelievable, man. That big 737 took off out of Stuart [Air Force Base in Florida on the day I took possession of it], and we circled out around the ocean. And then we came back inland and we flew right over the orange groves, the fields that I used to work in. And I was looking out the window and I saw the fields and I said, ‘My God!’ I had to pinch myself. I mean, tears were coming down. I said, ‘Lord, I thank you!’ I thought about my daddy and working in those fields together and insects biting us and 100-degree temperatures. And there I was in my Boeing 737.”

—Willie Gary, billionaire lawyer

(as told to editor Jeff Burger in a 2005 *BJT* interview)

BJT

Margie Goldsmith (mgoldsmith@bjtonline.com), a longtime *BJT* contributor, is an award-winning travel and profile writer.

TRAVELER CALENDAR



Newport Jazz Festival

AVANO HISA

August 4–6

NEWPORT JAZZ FESTIVAL

Newport, Rhode Island. For over 60 years, the masters of jazz—Coltrane, Mingus, Ellington, and many more—have given legendary performances overlooking Narragansett Bay. This year's lineup will offer everything from classic jazz with the Branford Marsalis Quartet to the forward-thinking music of Béla Fleck & the Flecktones.

Info: newportjazz.org

August 15–17

LATIN AMERICAN BUSINESS AVIATION CONFERENCE & EXHIBITION (LABACE)

São Paulo, Brazil. Grab a Caipirinha and check out dozens of business aircraft on display at this fair at Congonhas Airport. The exhibition will offer plenty of choices for the private jet owner and operator. Our sister publication *Aviation International News* will provide daily coverage at ainonline.com.

Info: abag.org.br/labace2017

August 20

CONCOURS D'ELEGANCE

Pebble Beach, California. Arguably the best-known event of its type, the "competition of elegance"—held on the 18th fairway of the Pebble



Concours d'Elegance

Beach Golf Links—is one of the most competitive in the automotive world. Top-ranking autos from around the globe will be judged for historical accuracy, technical merit, and style.

Info: pebblebeachconcours.net

August 28–September 10

U.S. OPEN TENNIS

Flushing Meadows, New York. The fourth and final of the tennis Grand Slam championships—following the Australian Open, French Open, and Wimbledon. Sip champagne in your private box while you follow the hard-court matches: men's and women's singles, men's and women's doubles, and mixed doubles, plus tournaments for senior, junior, and wheelchair players.

Info: usopen.org

September 1–3

THE OTHER ART FAIR

Bristol, England. Visit Bristol's harbor-side Arnolfini contemporary arts center to meet—and buy creations from—80 of today's best emerging and undiscovered artists. Sponsored by Saatchi Art, this moveable feast of tightly curated and distinctive works can be seen in venues worldwide throughout the year.

Info: theotherartfair.com

September 1-4

TELLURIDE FILM FESTIVAL 2017

Telluride, Colorado. For the 44th year, the population of this tiny mountain village will triple on Labor Day weekend for four days of cinematic immersion. Film enthusiasts flock to this San Juan Mountain retreat without knowing what they'll view—the program isn't revealed until everyone lands in town—but past years' successes make it unlikely that audiences will be disappointed.

Info: telluridefilmfestival.org

September 7

NBAA REGIONAL FORUM

Morristown, New Jersey. Held three times a year in various locations, the National Business Aviation Association's regional forums offer attendees an opportunity to compare cutting-edge business aircraft and products side-by-side.

Info: nbaa.org

September 7–9

12TH ANNUAL JET EXPO

Moscow. This event, at Vnukovo Airport, looks to once again attract leading business aircraft manufacturers. **BJT's** parent company, AIN Publications, will provide news from the expo at ainonline.com.

Info: 2017.jetexpo.ru/en

September 7–October 3

FASHION WEEK AROUND THE WORLD

Various locations. The not-to-be-missed spring 2018 fashion season heats up with a dizzying schedule of shows, with Fashion Week events in New York (September 7–14), London (September 15–19), Milan (September 20–26), and Paris (September 26–October 3). The Big Four sets the tone for the next season with both classic and visionary looks from top designers.

Info: fashionweekdates.com



Fashion Week

September 27–30

MONACO YACHT SHOW

Monaco. The yacht of your dreams is waiting on the Côte d'Azur, where you can view over 125 one-of-a-kind super-yachts and preview 40 launches that will be unveiled in a worldwide debut. Plus, for the second year, the car exhibition zone hosts about 15 high-performance automobiles. Get ready for a test drive.

Info: monacoyachtshow.com/en

September 28

NEW YORK CITY BALLET FALL GALA

New York. In what has become an annual event, the ballet's Fall Fashion Gala is a pairing of choreographers and fashion designers for uniquely collaborative creations. This year's gala will feature world-premiere ballets by 21st century choreographers Lauren Lovette, Justin Peck, Troy Schumacher, and 18-year-old School of American Ballet student Gianna Reisen.

Info: nycballet.com

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

A Day to Fight Poverty

Each year on September 5, the United Nations' International Day of Charity—created in honor of Mother Teresa—promotes efforts to alleviate poverty worldwide. Numerous U.S. and international charity events, fundraisers, and public-awareness-raising and educational activities are held for this cause. Need help choosing a charity? In every issue, **BJT's** Giving Back column highlights highly rated charitable organizations (see page 10).

Info: un.org/en/events/charityday —Lysbeth McAleer



UN PHOTO: TOBIN JONES



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Is European bizav set to soar?

Private aviation has remained constricted on the Continent, but two developments could change that.

by Mark Phelps

Having recently returned from the Paris Air Show, I find the differences between France and the U.S. are fresh in my mind. The culture, architecture, cuisine, and, of course, the language in France are all “foreign” to the American psyche. As comedian Steve Martin once observed, “The French have a different word for...everything.”

Private aviation is also significantly different in France and throughout Europe, but in a subtler way. Flying from place to place on the Continent has remained constricted by the high cost of airport access, tightly regulated airspace, and competition from a robust rail system. So most of the infrastructure involving private aviation has focused on long-range jet travel, to and from North America, the Middle East, and the Asia-Pacific region.

That dynamic could be about to change thanks to two developments. First, the European Aviation Safety Agency (EASA) recently eliminated its long-standing ban on for-pay flights by single-engine turbine aircraft at night and in instrument weather conditions. And second, the so-called Sesar initiative (for Single European Sky ATM [air traffic management] Research) is transforming all air navigation, enabling far more airspace options for route planning, and allowing smaller airports to launch and accept flights during inclement weather. This could increase opportunities for European business and leisure travelers to take smaller aircraft to smaller airports much closer to their final destinations.



It’s hard to understand why it has taken so long for EASA to lift its restriction on single-engine turboprops. Mechanical failures in modern turboprops are rare. Long legal in North America, single-engine charter flying in all weather and at night has an exemplary safety record. As proponents of such flights like to say, “The engine doesn’t know it’s dark outside.”

Maybe it just took this long for European nations to get around to concurring on the issue. It could not have hurt that two of the world’s top producers of single-engine turbine aircraft are European—Switzerland’s Pilatus with its PC-12 and Daher in France with its TBM series. With their ability to use shorter runways—even grass strips—newly liberated single-engine turboprops now have the potential to bust open access to innumerable new small airports throughout Europe.

Sesar’s “open sky” initiative roughly parallels the U.S. Next-Gen effort, in that it consists of transitioning from much less precise

ground-based navigation to satellite-based technology—the global positioning system (GPS). The first benefit of this is that it will enable much freer use of airspace than radar-based aircraft tracking permits. Before satellite navigation, airplanes flying in instrument weather conditions had to pass from one ground-based navigation beacon to the next. Navigation routes are known as airways, and the most-traveled funnel over a few specific waypoints. That creates a choke point when traffic gets heavy.

The upcoming ADS-B system mandates that aircraft transmit their precise GPS position not only to air traffic control, but also to other aircraft, while flying in clouds and at night. So, flying will become far less of a game of “blind man’s bluff” where aircraft must be separated by much larger “bubbles” of space between both obstacles and other aircraft to remain safe. And with satellites, the air traffic system isn’t limited to specific points on

the map, so there can be multiple “gateways” to crowded segments of airspace. For airlines, the change is expected to produce huge time and dollar savings while dramatically reducing carbon emissions.

But it’s the question of access to airspace and smaller airports that is more critical to small aircraft transportation, whether in a private jet or an owner-flown propeller plane. So freeing up more airspace will limit restrictions on the “little guys.”

Another big plus for satellite navigation is that it enables precision approaches to many more airports. The decades-old technology of the precision instrument landing system (ILS) requires substantial—and expensive—ground infrastructure for each runway to be served, and in some cases this is just not possible because of terrain obstructions. So ILS approaches were limited to relatively high-traffic airports. With much less expensive satellite-based approach procedures, an aircraft can now safely use almost any airport, even when the cloud cover is low enough that ILS “minimums” prevail—typically about a 200- to 300-foot ceiling.

This means that passengers might soon be able to book charter flights to thousands of smaller airports that previously served only fair-weather “hobby” pilots. That, in turn, could bring about the growth of other passenger services there, further stimulating private flying throughout the “Old World.” **BJT**

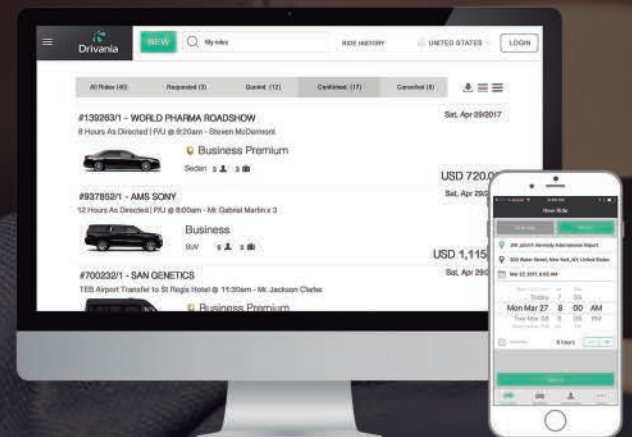
Mark Phelps (mphelps@bjtonline.com) is a managing editor at BJT sister publication *Aviation International News*.

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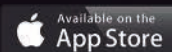
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