

JUNE 2022



AERO CREW NEWS

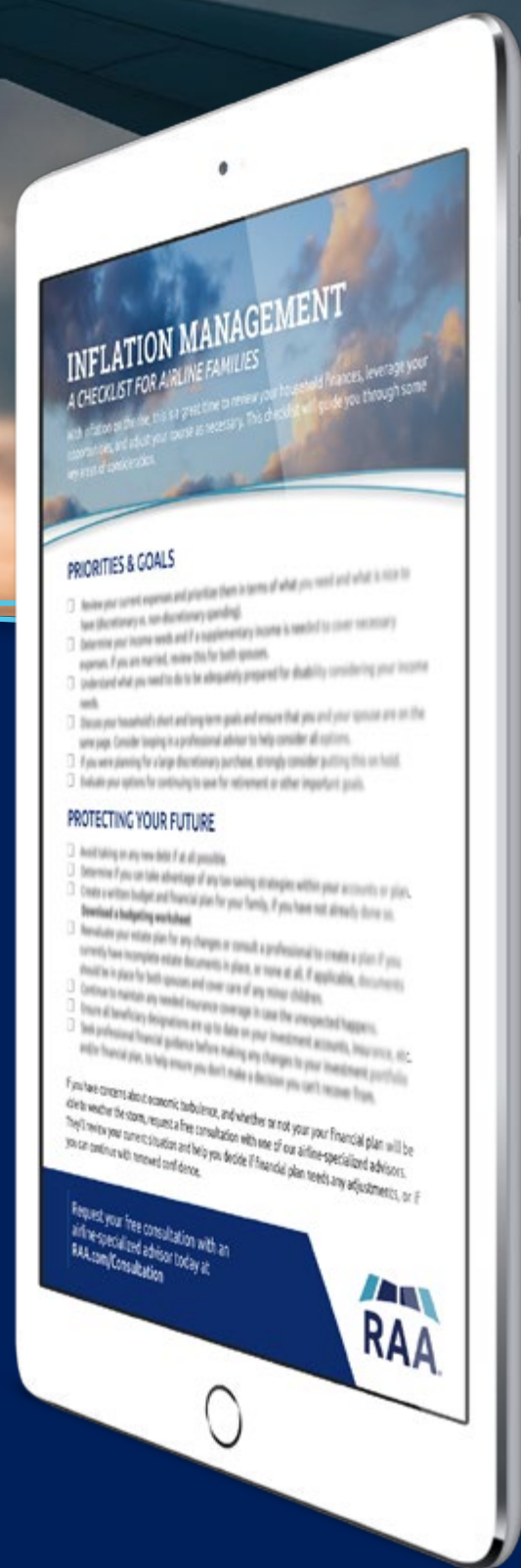
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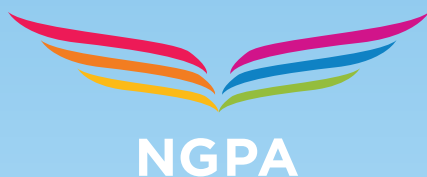
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Dear readers,

Travel season is here with the airports and airplanes fuller than ever before, plus the weather is already causing delays and cancellations across the country. Staffing shortages continue which certainly don't help the delay issues. From pilots and flight attendants to gate agents and rampers, almost all the positions in U.S airlines (except maybe CEO) seem to have vacancies. If you are still looking for that dream pilot career – the one you've been craving since you first looked up and saw an airliner cutting a thin, bright white contrail through the beautiful blue sky – this might be your lucky year.

Aero Crew News and Aero Crew Solutions have been receiving record numbers of requests to help companies find and hire pilots. Additionally, companies are requesting exemptions from the FARs and lawmakers have drafted a potential "age-67 rule." As always, our biggest concern is for safety; an area on which we cannot compromise. On these topics, I'll leave my other random thoughts for the flight deck, but I would love to hear your thoughts/comments. I invite you to email me directly at craig.pieper@aerocrewnews.com.

Fly Safe,

Craig D. Pieper

Craig D. Pieper



About the Publisher

Craig Pieper is the Publisher and Founder of Aero Crew News. Craig obtained his Bachelors of Science in Aeronautical Science, along with a minor in Aviation Weather, from Embry-Riddle Aeronautical University in 2001. Craig is also a First Officer for a major airline with a type rating in the Boeing 737 & Embraer 145 and has logged over 8,000 hours of flying time since his introductory flight on November 14th, 1992.

May 2022

Last month, the merry month of May brought us an interesting and informative profile of Flexjet as our **FEATURE** piece. In **CAREERS**, we read about learning styles and how they impact our retention of information. **PERSPECTIVES**, by author John McDermott, proffered some advice related to selecting a flight instructor. Sergio Sovero had us Assessing Fitness for Duty in his piece for last month's **KNOWLEDGE BASE**. Don't let Charlie Mattingly's morbidly titled, We Are All Gonna Die ... Someday in **MONEY** keep you from facing the necessary planning the column addressed.

Reini Thijssen continued to provide good counsel in her **BAGGAGE** column. Learn about "doom scrolling" and how to combat it. And last but not least, **SQUALL LINE** addressed headwinds' and tailwinds' impact on speed. Please send us your reactions, impressions, ideas, critiques, and bluster to info@aerocrewnews.com.



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United Resumes Flights between San Francisco and Melbourne

Starting this June, United will be the only U.S. carrier to offer nonstop service between Melbourne and the United States

United has been the only airline to offer continuous passenger flights between the U.S. and Australia throughout pandemic and recently announced new codeshare partnership with Virgin Australia

United announced May 2nd 2022, the return of its nonstop service between San Francisco and Melbourne, beginning with three weekly flights this June. The restart of this route complements United's existing service between Sydney and the airline's hubs in San Francisco and Los Angeles. United will now be the only U.S. airline to offer nonstop flights from the United States to Melbourne.

"The fact that we retained daily passenger service to Australia throughout the lowest points of the pandemic – and were the only airline to do so – shows our commitment to Australia," said Patrick Quayle, senior vice president of international network and alliances at United. ***"We are thrilled to resume our San Francisco to Melbourne service and see a bright future ahead for United, for Melbourne and for US-Australia travel."***

Since Australia announced in February that the country would open its borders to international travelers after being closed for nearly two years, there has been remarkable growth in travel demand from the U.S. United has more capacity from the United States to Australia than any other U.S. carrier, and the resumption of the airline's San Francisco-Melbourne service will provide customers with even more access to Australia ahead of the busy summer travel period. Additionally, United's [recently announced](#) commercial alliance with Virgin Australia will offer further connectivity to top Australian destinations with convenient one-stop flights.

United has worked closely with the Victorian government on the resumption of this service, as well as on broader plans for the market as demand continues to grow.

"We're backing more direct international flights to Melbourne because we know the critical role they play in supporting Victorian businesses and creating jobs," said Martin Pakula, Victorian Minister for Industry Support and Recovery. ***"Having more direct flights from the U.S. means it is even easier for visitors to come to Victoria and enjoy everything we are famous for – whether that's our major sporting events, food scene or cultural institutions."***

United began offering direct service to Melbourne from Los Angeles in 2014 and launched nonstop flights between San Francisco and Melbourne in October of 2019, prior to the onset of the pandemic.

For more information and to book flights, please visit united.com.



United Applies to Launch Historic, First-Ever Nonstop Service between Washington, D.C. and Cape Town

Proposed nonstop flights from Washington Dulles to Cape Town will create a long-overdue, direct route supporting critical diplomatic and thriving economic ties between the legislative capitals

Washington D.C. to Cape Town is the most in-demand route between the U.S. and South Africa without nonstop service

United Airlines announced May 18, 2022 it has filed an application with the U.S. Department of Transportation (DOT) for three weekly nonstop flights between Washington, D.C. and Cape Town, South Africa. If approved, United's flights will become the first nonstop service ever between Washington D.C. and South Africa's legislative capital, Cape Town. This long-overdue route will benefit important government-to-government connections and increase communication and commerce with a region that has strong cultural ties to South Africa.

United's proposed service would begin Nov. 17, 2022, and operate on 787-9 aircraft, maximized to meet consumer demand and benefit both U.S. and South African travelers. If approved, the flights between Dulles and Cape Town will connect 55 cities across the United States to Cape Town, representing more than 90 percent of the entire U.S. travel demand to Cape Town. United's Washington Dulles hub is a gateway to the nation's capital and elsewhere, operating more than 230 daily flights to nearly 100 destinations around the world – including more than 10 world capitals and new service to Accra, Ghana and Lagos, Nigeria.

“From creating new jobs, to supporting key civic and aid organizations, United has taken tremendous pride in growing our family and operations in South Africa, and across the African continent,” said Patrick Quayle, United's Senior Vice President of International Network and Alliances. ***“If awarded by the DOT, this historic nonstop service will significantly enhance travel options for consumers, strengthen ties between our countries legislative and diplomatic epicenters, and benefit thriving travel and tourism industries serving our respective countries.”***

United has worked diligently to develop an African network to promote competition and provide affordable and consistent service options for U.S. travelers. The service will supplement United's existing flights to four cities in three countries in Africa. It will also allow customers to connect in Cape Town to other points in South Africa, and to other

countries in the southern region of the African continent with its South African based partner Airlink and their Cape Town hub.

The Washington D.C. to Cape Town route is the largest between the U.S. and South Africa without nonstop service. D.C. is the second largest point in the U.S. for Cape Town demand and holds the fifth largest South-African-born population. United's proposed weekly flights will address this gap and complement United's existing South Africa service between New York/Newark and Cape Town and Johannesburg, providing nearly daily service to Cape Town offered by a single carrier.

United also maintains a close relationship with the Mandela Foundation and BPESA (Business Processing Enabling South Africa) a not-for-profit company that serves as the industry body and trade association for Global Business Services in South Africa. United recently announced a collaboration with travel company Certified Africa. Certified Africa's mission is to make travel to African countries easy, immersive, and life changing for millions of the African Diaspora across the United States.



United Opens Its Largest Club in the Country

New, 30,000 sq.-ft. United ClubSM at Newark Liberty International Airport offers more modern United brand experience with views of the Manhattan skyline, close to 500 seats, spa-like shower suites and a barista-staffed coffee shop

Opening comes just before Memorial Day, one of the busiest travel weekends of the year

United Airlines announced May 19, 2022, the opening of its new, nearly 30,000 square-foot United Club location at Newark Liberty International Airport, offering travelers a modern design, enhanced amenities and culinary offerings, locally-sourced art and furniture pieces and views of the Manhattan skyline. Located in Terminal C3 near gate C123, this club is the largest club in United's network, and is opening just in time for the Memorial Day holiday, which the airline expects will be one of its busiest travel weekends so far this year.

“As more and more customers return to the skies, United is committed to delivering a superior customer experience on and off the plane, especially in increasingly crowded airports,” said Aaron McMillan, United’s managing director of hospitality and planning. ***“Our new Newark Club location is carefully designed with the customer at the forefront with thoughtful touches like murals and décor that reflect the local community. This design theme and commitment to creating a locally-inspired experience will set the precedent for future club openings and renovations across our network.”***

The Newark United Club location features a new design and reflects a modern take on the United Club experience. It showcases many firsts for the club, as well as existing premium offering, including the following:

- The largest club in our network: The club features more than 480 seats across spaces for lounging, working, private dining and socializing.
- Spa-like showers: Members can freshen-up in one of the six, spa-like shower suites at Newark, stocked with Sunday Riley products.
- Coffee shop experience: Staffed by a barista ready to prepare their favorite hand-crafted drinks, flyers can get inspired at the full-service coffee bar, featuring illy signature blend of 100 percent Arabica beans, in addition to culinary offerings in all United Clubs, like complimentary beverages and snacks.
- Modern, Newark-inspired design: Flyers can enjoy unmatched views of the Manhattan skyline amidst locally-sourced furniture pieces and décor, as well as the new design and color scheme that will be rolled-out in future new and refurbished clubs. The space also includes modern amenities, like self-scan entry for quick access and free, high-speed Wi-Fi.
- Sustainable, green materials: As part of the airline’s sustainability commitment, the Club is designed with sustainable materials and features, such as WaterSense-rated fixtures, enhanced indoor air quality, green cleaning and more.

Additionally, in collaboration with The Newark Museum of Art and Gallery Aferro, the new club location prominently features two murals created by local artists, Gilbert Hsiao and Dahlia Elsayed. Inspired by the musical legacy in the Newark area and United's iconic history, Hsiao's mural, located in the club's entryway, is a deceptively simple, eye-catching piece featuring dots and circles to represent abstract beats in space as well as nod to the United globe. Elsayed's artwork, situated in the club's lounge, is an abstract and textural piece, referencing Arshile Gorky's famous 1936-67 murals at EWR, with imagery inclusive of built and natural environments of the New York / New Jersey area.

"The Newark Museum of Art is honored to be a part of this remarkable tribute to our community and our city," said Linda Harrison, The Newark Museum of Art's director and CEO. "May these tremendous artworks inspire and remind our residents and visitors of Newark's role as a cultural hub for artistic excellence and community cultivation. We are so proud to contribute to this exciting unveiling and pay homage to our special city with these two extraordinary works of art."

"Artists like Gilbert Hsiao and Dahlia Elsayed have a gift, which is to make the world new for us over and over again," said Emma Wilcox, Gallery Aferro's co-founder. "Gallery Aferro is thrilled to see these acclaimed alumni of our residency and fellowship program gain a new global audience of travelers with this project."

The Newark United Club location is the first of a series of United Club locations to open with the new club design and amenities. It's part of United's ongoing commitment to renovate and introduce new United Club locations throughout its network and provide a more modern United brand experience. For more information on United Club locations, visit united.com/unitedclub.



Alaska's New Star Wars-Themed Aircraft Celebrates Adventures to "Star Wars: Galaxy's Edge" at Disneyland Resort

Alaska Airlines joined forces with Disneyland Resort today, May the Fourth, to unveil a new, one-of-its-kind Star Wars-themed aircraft that even Chewbacca would be proud of! The plane, painted space black with the iconic Millennium Falcon emblazoned on the tail chased by TIE fighters, celebrates Star Wars: Galaxy's Edge, the newest land of adventure inside Disneyland park. The plane is now flying on routes across Alaska's network for the universe to enjoy!



For this latest collaboration – Alaska’s seventh painted plane for the Disneyland Resort – no Jedi mind tricks were needed: the force was strong for a Star Wars livery to finally enter Alaska’s fleet. The aircraft’s official name is “Star Wars Transport to the Disneyland Resort” with a tail number of N538AS. After the big reveal and celebration at the gate in the Seattle-Tacoma International Airport, the plane made its inaugural flight today and ultimate arrival at John Wayne Airport in Orange County.

The unique design of the Star Wars-inspired plane is a collaboration among teams at Alaska, Disneyland Resort and Lucasfilm. Familiar spacecraft span each side of the plane with hand painted, detailed imagery: the Millennium Falcon and four TIE fighters. Designers at Disneyland Resort focused on the incredibly identifiable, widely recognized Millennium Falcon for the spotlight, in addition to the well-traveled spaceship being the focal point at Star Wars: Galaxy’s Edge, a 14-acre land in Disneyland park.

The Star Wars: Galaxy's Edge and Disneyland Resort logos are featured in the center of the fuselage. For a lighthearted touch, porgs (the cute avian creatures that lived on Luke Skywalker's remote island) look back at passengers from both winglets, as another porg greets guests at the boarding door.

To bring the imagery to life, the plane's exterior required 228 gallons of paint applied during 540 work hours over 27 days. For the painting, 23 base colors were used with numerous custom colors mixed onsite for the detailed airbrushing of the Millennium Falcon and the TIE fighters. "Star Wars Transport to Disneyland Resort" is scheduled to fly in the Alaska fleet and throughout Alaska's network. You can also spot "Friendship and Beyond at Disneyland Resort" at airports and in the skies with a whimsical tribute to Pixar Pier at Disney California Adventure Park – our last Disneyland Resort-themed aircraft that began service in October 2019.





Envoy Pilots to Enjoy Better Work/Life Balance and Enhanced Pay and Benefits

Envoy Air Inc., the largest wholly owned regional airline subsidiary of American Airlines Group (AAG) announced on May 20, 2022, that it reached an agreement with the Air Line Pilots Association (ALPA) to enhance the benefits package for pilots towards improving their quality of life, pay and benefits.

Envoy will provide an additional option to its current \$165,000 Bonus and Retention program in which they have the opportunity to receive a portion of their bonuses annually instead of one lump sum at the time they advance to American Airlines.

Additionally, all First Officers upon reaching 750 flight hours with the company will be paid at Captain rates, while waiting to upgrade to Captain. Among the work/life balance benefits are: guaranteeing more days off, overtime pay for holidays, minimum pay guarantees for the time that pilots are at work, improved work rules for pilots on standby assignments, and improvements to how they bid their schedules.

Envoy is also seeking pilots with previous airline experience. Those pilots will be able to carry in their years of service from another airline and can earn up to \$37,500 in signing bonuses. For example, for pilots having three years of previous airline experience, they would join Envoy at the year three pay scale.

In the regional airline business, attracting and retaining the highest quality pilots to reliably operate a full schedule is critical to success. Envoy is working closely ALPA to increase our opportunities to staff our cockpits to continue the momentum with our scheduled flying and the additional flights for American Airlines.

“Envoy continues to grow and is committed to recruiting and retaining the best pilots in the industry,” said Captain Ric Wilson, Vice President of Flight Operations. “Combined with our outstanding benefits, privileges and career opportunities, there is no better place to start than Envoy if you’re looking for a life-long career as a commercial airline pilot.”

As a wholly owned subsidiary of AAG, Envoy offers guaranteed flow-through to American without having to interview again – or

compete with the thousands of pilots who apply to American every year.

“From these substantial changes to our generous bonus and retention program, a growing fleet of 76-seat Embraer E-175 aircraft, and the increased benefits providing work/life balance for our pilots’ quality of life, career prospects at Envoy are nothing short of outstanding,” said Wilson.

Contact EnvoyPilotRecruitment@aa.com or call (972) 374-5607 for details – and [apply today!](#)

About Envoy

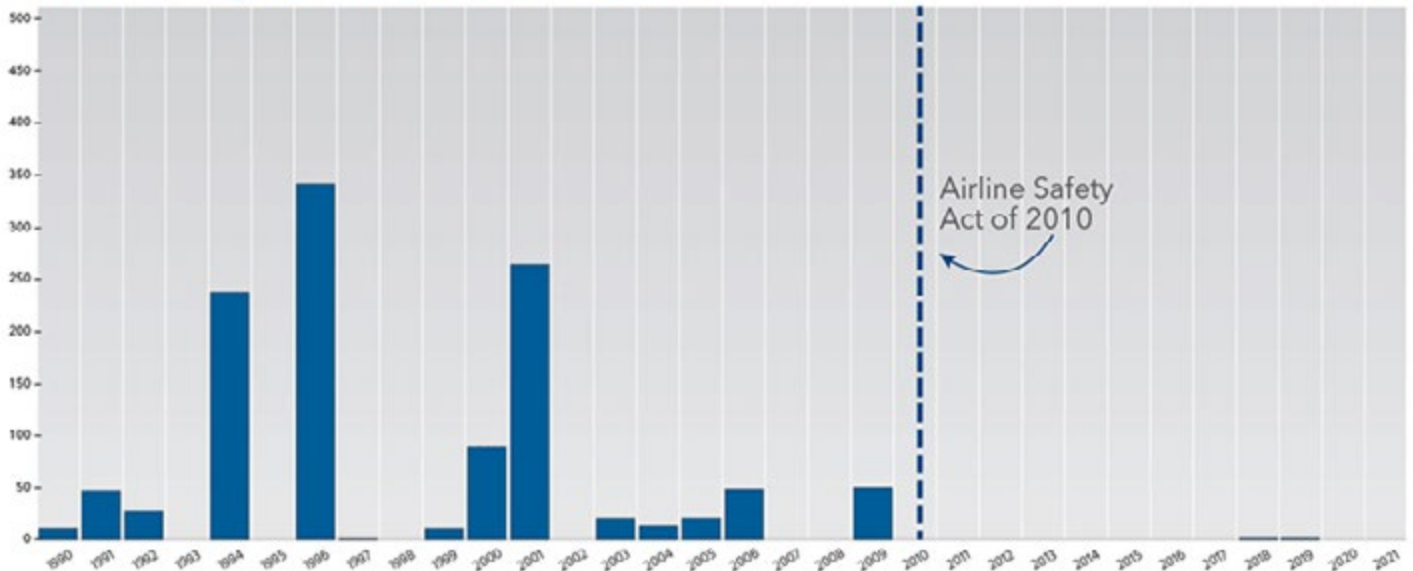
Envoy Air Inc., a wholly owned subsidiary of American Airlines Group, operates more than 160 aircraft on more than 750 daily flights to over 170 destinations throughout the United States, Canada, Mexico, the Bahamas and Caribbean. The company’s close to 18,000 employees provide regional flight service to American Airlines under the American Eagle brand and ground handling services for many American Airlines Group flights. The company was founded in 1998 as American Eagle Airlines, Inc., following the merger of several smaller regional carriers to create one of the largest regional airlines in the world. Envoy is headquartered in Irving, Texas, with hubs in Dallas/Fort Worth, Chicago, and Miami, with a large ground handling operation in Los Angeles. Connect with Envoy on Twitter [@EnvoyAirCareers](#), on Instagram [@EnvoyAirCareers](#), and on Facebook at Facebook.com/envoyaircareers and Facebook.com/EnvoyPilotRecruitment.



AIRLINE PILOT TRAINING MATTERS

Part 121 Passenger Airline Accident Fatalities

#MoreThanReady



Since the 2010 law was enacted, the United States has seen a 99.8% reduction in airline fatalities.

Source: National Transportation Safety Board

ALPA Opposes Attempts to Increase Retirement Age for Professional Airline Pilots

Operational Ramifications Will Increase Costs and Introduce Unnecessary Risk

At the 130th Regular Executive Board of the Air Line Pilots Association Int'l (ALPA), May 19, 2022, pilot leaders adopted a resolution opposing any attempts to increase the retirement age for professional airline pilots. The Federal Aviation Administration (FAA), at the direction of Congress with the 2007 Fair Treatment for Experienced Pilots Act (P.L. 110-135), and the International Civil Aviation Organization (ICAO) currently mandate that airline pilots in multi-crew operations must retire at age 65.

“This discussion is yet another attempt to distract the conversation from the real issue which is the failure of airlines to deliver on a key goal of the multibillion-dollar relief plan Congress provided them during the pandemic which was to effectively manage air-service operations as travel resumes,” said Capt. Joe DePete, ALPA president. ***“ALPA strongly opposes this proposed legislation as there is no reason to change the retirement age today and doing so would only increase costs for airlines as well as introduce unnecessary risks to passengers and crew alike.”***

Increasing the retirement age will have significant unintended consequences and will displace pilots. Those airline pilots over 65 will be forced to leave the most desirable international routes to bid for domestic ones because the international age limit set by ICAO is 65. When age 65+ airline pilots return to domestic-only flying, they will then displace more junior pilots and both cohorts may require training on different aircraft, adding to the training costs of air carriers. Furthermore, most regional airline pilots leave the regional industry long before age 65 for more lucrative jobs at mainline or low-cost carriers or other opportunities. Therefore, the pool of domestic-service pilots will not increase appreciably without additional training costs or disruptions.

“ALPA is prepared to collaborate with anyone who comes to the table, in good faith, and work together to help our industry navigate this challenging period. However, we will not allow anyone to exploit this current moment to divert attention away from their mismanagement of the pandemic relief, while attempting to weaken aviation safety,” added DePete.

Currently, many U.S. airlines are claiming they cannot hire pilots fast enough as the aviation industry recovers from the COVID-19 pandemic and air travel demand rebounds. In a recent letter to the lobbying organizations for most U.S. carriers, ALPA highlighted the significant rise in recent flight delays and cancellations plaguing U.S. carriers despite receiving \$63 billion in taxpayer subsidies. While a few airlines have rightly admitted that their failure to plan has resulted in pilot training backlogs and operational meltdowns, others are trying to use this crisis of their own making to [weaken safety regulations](#) that make certain pilots are properly qualified and trained.

For more information on pilot supply in the U.S., visit alpa.org/pilotsupply



AVIATOR BULLETINS

THE UNTOLD STORY BEHIND
THE MIRACLE ON THE HUDSON

THE UNTOLD STORY BEHIND
THE MIRACLE ON THE HUDSON



The 'Families of Continental Flight 3407'

Flight 3407 Families, Sullenberger Denounce Republic Airways' Effort to Weaken Safety

Miracle on the Hudson Pilot Rebuts Attempt to Equate Airline's Training Program to Military's

With news that regional carrier Republic Airways has petitioned the Federal Aviation Administration for an exemption to the foundation of the landmark aviation law unanimously passed by Congress in 2010 in response to the tragic crash of Flight 3407, the 'Families of Continental Flight 3407' strenuously objected and called on acting FAA Administrator Billy Nolen to reject the proposal in the strongest and swiftest manner possible.

"Obviously a very calculated move by Bryan Bedford and his regional airline cronies to wait for Administrator Dickson to step aside and then to try to pull a fast one when no one was watching or there was hopefully a sympathetic acting Administrator," declared John Kausner of Clarence Center, New York, who lost his twenty four year old daughter Ellyce when the plane crashed less than a mile from their family home. ***"We are counting on the Biden Administration to be wise enough to see through this smokescreen and ensure that the FAA sends a strong message against it."***

The core premise of the Republic Airways' request is that they should be allowed to circumvent the heightened experience requirements enacted in the aftermath of the Flight 3407 tragedy, with a program narrowly geared to training pilots in the specifics of a highly-automated cockpit. The company argues that participants in its training program should receive the same experience credit towards an Airline Transport Pilot (ATP) license as is currently awarded to pilots who go through a military flight training program.

"As we have said for over 13 years now, let's listen to the true experts like Sully Sullenberger and Jeff Skiles in terms of what is the best way to prepare a commercial airline pilot to calmly and competently respond to a situation which is not addressed in a manual or encountered in everyday flying," stated Scott Maurer of Palmetto, Florida, who lost his thirty year old daughter Lorin, an athletic department fundraiser at Princeton University. ***"Captain Sullenberger could not be any more emphatic in his statement that there is absolutely no comparison between this training program, no matter how robust Republic considers it to be, and what is offered by the United States military."***

The family group cited the sterling safety record that has been produced as a result of the landmark regional airline safety legislation, which included the increased experience requirements, as proof that the FAA and Congress should not modify the current safety regulations in any way.

“Let’s recognize these repeated efforts over the past decade for what they truly are; an attempt to rush pilots to the cockpits of commercial airliners and fatten corporate bottom lines at the same time,” stated Susan Bourque of East Aurora, New York, who lost her sister Beverly Eckert, a prominent 9/11 widow and activist. ***“The regionals essentially are objecting to a young pilot gaining an additional 12 to 24 months of seasoning while they accrue these additional hours of experience. That is hardly unreasonable when you consider what an aspiring doctor must go through prior to being entrusted with the lives of patients. Sully and Jeff Skiles have impressed upon us the importance of all the experiences that a young pilot amasses outside of a training environment early in their development, including hand-flying, reacting to adverse weather conditions, and various other decisions that must be made. Shame on us if we ignore the lesson of Flight 3407 and multiple other recent international safety incidents where a pilot was unable to recognize and react to a situation that went beyond the scope of the technology in the cockpit.”***

Statement from Sully Sullenberger

Once again, regional airlines, for their own expedience, are trying to weaken critically important pilot experience standards that are needed to keep passengers and crews safe, and that since they were instituted have resulted in the absolute safest period of air travel in history - over 13 years without a single fatal airline crash in the United States, an unprecedented achievement.

This latest attempt to water down pilot experience standards asks the FAA to waive the rules to allow airlines to use pilots with only a fraction of the required experience by giving them the same credit for experience that pilots trained by the U.S. military have. Let me be clear: there is no civilian flight training equal to the screening, comprehensiveness, rigor, discipline, or culture of excellence of U.S. military flight training. None. Like all their other attempts over many years, this one must be batted down. Instead of trying to find ways to cheapen and quicken flight training, the industry needs to find ways to arm pilots with all the knowledge, skill, experience and judgment to be able to handle whatever challenge they might suddenly face. We owe it to everyone who flies to do nothing less.



Ashton Johnson Memorial CloudDancer Scholarship Announces the First Annual Black-tie Fundraising Gala

Ashton Johnson Memorial CloudDancer Scholarship announces its first annual Black-tie Fundraising Gala. Founded in November 2021, the Ashton Johnson Memorial CloudDancer Scholarship is a 501(c)(3) non-profit organization established in honor of Ashton Johnson and his dream of becoming a pilot. This year's dinner will be held at the CR Smith Museum on October 15, 2022, at 6 pm. There will be VIP sponsor tables as well as tables for individual donors. The evening will consist of a cocktail hour with hors d'oeuvres, and a silent auction followed by appetizers and dinner, dessert, and a presentation. The night will end with a live auction and door prizes for attendees.

The CloudDancer scholarship's mission is to provide flight training scholarships to military veterans interested in a post-military aviation career by bridging the gap in the GI Bill benefits. The GI Bill offers benefits that begin at the instrument rating, and this scholarship will provide funds for obtaining a private pilot certificate. Veterans have unique skill sets that make them ideal candidates for an aviation career. The scholarship was created in honor of Ashton Johnson (Army SPC) who passed away at 28 years old in October 2021.

Ashton's father, Joseph Johnson, (ATP, DPE, CFI,II,MEL) said, ***"Hopefully, this foundation can help to bridge the gap for veterans between the GI Bill and the private pilot certificate."***

Captain Brian Schiff, NAFI Board Member, added ***"I sincerely hope that this endeavor shall help many veterans and ensure the memory of a fantastic person who was called to be with God way too soon."***

For information on the Gala, contact the event coordinator Alexandra Stevens at **(847) 468-4111**. Tickets can be purchased [here](#).

To learn more about Ashton and the CloudDancer Scholarship, visit www.CloudDancerScholarship.org. Scholarship applications will be accepted until June 1, 2022.

For more information contact: Joseph Johnson **Phone: (817) 729-7587** Email: info@clouddancerscholarship.org Website: www.clouddancerscholarship.org Facebook: <https://www.facebook.com/clouddancerscholarship>

About the Ashton Johnson Memorial CloudDancer Scholarship

The Ashton Johnson Memorial Scholarship is intended to help veterans interested in pursuing careers in aviation. We're looking for veterans with honorary military performance along with passion, drive and tenacity either starting off or in the process of private pilot training.

About Ashton Johnson

Ashton Johnson was born in Ft. Worth, TX, on the noteworthy date of December 3, 1992. He graduated from Keller High School, attended Tarrant County College, then joined the US Army in 2016. He served his country for over three years as an air

defense battle management system operator (MOS 14G). He received numerous medals and accolades and was honorably discharged in 2019. He completed an 8- month combat tour in Afghanistan, where he was instrumental in several specialized military operations.

Before his enlistment, Ashton played paintball professionally with X-Factor of San Antonio, Texas. A rising star within the paintball industry, Ashton became well known for his agility, grit, and wit. Ashton was also an accomplished country dancer and shared a mutual passion for flying with his dad. On the dance floor, there were no strangers. His innate ability to teach even those with two left feet was uncanny. As for flying, one of his favorite spots was the family hangar. He often brought his friends there to share the family PT-17 Stearman biplane, which he loved to fly. Although he had soloed numerous times (his first solo was in June of 2020), Ashton didn't complete his venture before passing on October 4, 2021, at the young age of 28.

Finally, and most importantly, Ashton was a beloved brother and son. Cherished by his older brother and younger sister, he never missed an opportunity to return his affection to them.



Spirit Airlines Board of Directors Urges Stockholders to Reject JetBlue Tender Offer

JetBlue Misleads Spirit and JetBlue Stockholders with Inaccurate Statements and Mischaracterizations

Board Unanimously Recommends Stockholders Not Tender Their Shares

Continues to Recommend that Stockholders Vote FOR the Merger with Frontier

Spirit Airlines, Inc. announced on May 19, 2022, that its Board of Directors (the “Board”), after consultation with its outside financial and legal advisors, has unanimously determined that the unsolicited tender offer from JetBlue Airways Corporation (“JetBlue”) (NASDAQ: JBLU) to acquire all outstanding shares of Spirit’s common stock for \$30 per share in cash (the “Offer”) is NOT in the best interests of Spirit and its stockholders. In its comprehensive analysis, the Board determined that the JetBlue transaction faces substantial regulatory hurdles, especially while the Northeast Alliance (“NEA”) with American Airlines remains in effect, and is, as a result, not reasonably capable of being consummated and is not superior to Spirit’s agreed merger transaction with Frontier.

Accordingly, the Spirit Board unanimously recommends that Spirit stockholders not tender any of their shares into the Offer and continues to recommend that stockholders vote FOR the merger agreement with Frontier. Additional information about the significant strategic and financial benefits of the merger with Frontier and voting instructions are at <http://ir.spirit.com> and in the proxy statement/prospectus mailed to Spirit stockholders on May 11, 2022.

“JetBlue’s tender offer has not addressed the core issue of the significant completion risk and insufficient protections for Spirit stockholders,” said Mac Gardner, Chairman of the Board of Directors for Spirit Airlines. ***“Based on our own research and the advice of antitrust and economic experts, our view is that the proposed combination of JetBlue and Spirit lacks any realistic likelihood of obtaining regulatory approval, while our company faces a long and bleak limbo period as we await resolution. In that scenario, a \$1.83 per share reverse break-up fee will not come close to adequately compensating Spirit stockholders for the significant business disruption Spirit will face during what JetBlue acknowledges will be a protracted regulatory process. Our pending merger with Frontier is advancing as planned, and we continue to recommend that Spirit stockholders vote FOR the merger with Frontier on June 10th, as we believe the combination of these two ULCCs is the best way to deliver maximum value to Spirit stockholders.”***

The Spirit Board conducted a comprehensive review of the Offer and recommends Spirit stockholders reject the Offer for the following reasons:

- The JetBlue transaction faces very substantial regulatory hurdles, especially while the NEA is in effect
- Spirit does not believe that the JetBlue transaction is likely to receive regulatory approval.
- Spirit retained top-tier aviation and economic consultants and worked with JetBlue and its advisors for four weeks to reach an informed view about the regulatory risk posed by the JetBlue proposals of March 29 and April 29 and the subsequent JetBlue tender offer. In the end, after several weeks and counting, Spirit concluded that the consummation of the proposed JetBlue combination, with the NEA remaining in place, seemed almost inconceivable – especially given the cavalier manner in which JetBlue intends to address the significant regulatory risk.
- The U.S. Department of Justice (DOJ) is currently suing JetBlue and American Airlines, alleging that the NEA is anti-competitive. Not only Spirit, but also many other airlines and air travel constituencies have publicly opposed the NEA on grounds that it is anticompetitive. Spirit does not believe that the JetBlue proposal to acquire Spirit will be approved by the DOJ in light of that litigation.

- Moreover, Spirit does not believe the DOJ, or a court, will be persuaded that JetBlue should be allowed to form an anticompetitive alliance that aligns its interests with a legacy carrier (American) and then undertake an acquisition that will eliminate the largest ULCC carrier in the U.S. (Spirit).
- Nonetheless, by insisting on prioritizing its position in the NEA as it pursues a Spirit merger, JetBlue effectively imposes this heightened regulatory risk entirely on Spirit stockholders.
- Even putting aside the NEA, Spirit believes the DOJ – and a court – will be very concerned that a JetBlue-Spirit combination will result in a higher-cost/ higher fare airline that would eliminate a lower-cost/ lower fare airline and remove about half of the ULCC capacity in the United States.
- The conversion of Spirit aircraft to JetBlue configuration will result in significantly diminished capacity on former Spirit routes, and, as JetBlue has stated, will also result in higher prices for consumers.
- JetBlue’s proposed divestitures are highly unlikely to resolve the DOJ’s concerns given the NEA’s alignment of JetBlue’s and American’s incentives across the country
- JetBlue’s proposed divestiture of Spirit assets in New York and Boston does not address the broader competitive implications of effectively merging Spirit into JetBlue’s alliance with American.
- The DOJ has alleged that ***“the harms threatened by the [NEA] ... extend well beyond Boston and New York City. ... The [NEA] allows American to forgo independent growth that would have benefited consumers. By effectively absorbing JetBlue’s operations in Boston and New York City, American can reduce investments not just in those cities, but also in other parts of its network where it otherwise would maintain or add service. Consequently, consumers across the country will have fewer options and pay higher fares.”***
- Current DOJ antitrust leadership has expressed deep skepticism about the effectiveness of divestiture remedies and a preference for seeking to block transactions rather than accept divestiture-based settlements.
- JetBlue’s offer puts the risk of the antitrust condition NOT being satisfied on Spirit stockholders
- Any JetBlue transaction cannot close without HSR approval, which even JetBlue concedes could take up to 24 months. Spirit shareholders are being asked to bear substantial risks without commensurate protections.

- The Spirit Board expects the DOJ would bring a lawsuit to block the acquisition, and that any such lawsuit is unlikely to be resolved until between 18 and 24 months after the date of JetBlue's initial HSR filing.
- During the extensive discussions held between Spirit and JetBlue, JetBlue itself admitted that a lawsuit from DOJ seeking to block the merger was a 100% certainty; therefore, JetBlue would have to prevail or settle (which would be contrary to DOJ's avowed enforcement approach) in order to consummate its proposed acquisition of Spirit.
- JetBlue's conditions to the Offer also subject Spirit stockholders to significant risk from fluctuating market conditions and stock market volatility
- The Offer excuses JetBlue from consummating the transaction if there is any decline in either the Dow Jones, the S&P 500 or the NASDAQ-100 Index by an amount in excess of 10%, measured from the close of business on May 13, 2022, prior to receipt of regulatory approval, which could take up to two years.
- Since JetBlue first submitted its proposal to acquire Spirit on March 29, 2022, the Dow Jones is down 10.8%, the S&P 500 is down 15.3% and the NASDAQ-100 is down 21.7%.
- Debt financing for an acquisition of Spirit by JetBlue remains questionable
- According to JetBlue, the financing commitment letters have an expiration date 14 months from the date of the commitment letters, with certain possible extensions that are subject to (undisclosed) conditions. The Spirit Board believes the regulatory review and challenge process for any acquisition by JetBlue would likely require more than 14 months.

In public comments issued on Monday, May 16, 2022, JetBlue misleads Spirit and JetBlue stockholders with inaccurate statements and mischaracterizations. The facts are:

- Spirit Airlines' independent Board is acting in the best interests of all Spirit stockholders and engaged constructively with JetBlue
- Seven of Spirit's eight Board members are independent. The Board has been advised by outside legal counsel and financial advisors and conducted a thorough process in evaluating JetBlue's original proposal.
- Spirit's Board made the requisite determination to allow Spirit to enter into a non-disclosure agreement with JetBlue to allow discussions.
- Spirit shared projections with JetBlue's financial advisors and provided voluminous documentary due diligence material through a secure virtual data room.
- Spirit's antitrust advisors spent many hours, involving seven separate calls, with JetBlue's antitrust advisors seeking to understand the

anti-trust risks of the JetBlue proposal and JetBlue's plans to address those risks.

- Following a two-hour call with the JetBlue CEO, CFO and members of its management team in which Spirit's management team addressed all of the questions asked by the JetBlue team, JetBlue and its advisors thanked Spirit for their openness and transparency.
- Spirit believes JetBlue's proposals and offer are a cynical attempt to disrupt Spirit's merger with Frontier, which JetBlue views as a competitive threat
- JetBlue claims it has harbored an interest in a combination with Spirit for "many years." Yet JetBlue waited over seven weeks after the announcement of the Frontier merger agreement to submit a proposal to acquire Spirit, and JetBlue chose to launch the Offer shortly after the merger proxy statement for the Frontier merger was mailed to Spirit stockholders. That timing does not seem coincidental.
- Spirit and JetBlue's CEOs know each other well and Spirit and JetBlue speak regularly on general industry matters, especially recently as both carriers were managing through the pandemic, but JetBlue has never indicated any interest in a combination with Spirit. Moreover, Spirit's former CEO sits on the Board of JetBlue. JetBlue's familiarity with Spirit would have made it easy for it to initiate engagement regarding a combination at any time.
- JetBlue's focus on Spirit appears to be an attempt to distract from the fact that JetBlue's own business is in disarray
- Since March 29, the date of JetBlue's initial proposal to acquire Spirit, JetBlue's stock has fallen about 34%. Indeed, JetBlue's stock price has repeatedly fallen whenever JetBlue makes public comments regarding a proposed transaction with Spirit. JetBlue stockholders obviously agree that that their company's quixotic offer for Spirit is a dead end, posing substantial risks to their own business.
- As noted in multiple public reports, JetBlue **"has a host of issues to resolve in-house."** As stated by Emilie Feldman, a management professor at the University of Pennsylvania's Wharton School, **"A lot of times companies will do acquisitions to avoid having to fix their own house. Sometimes it's better to let the acquisition go and fix your own business."** (CNBC, May 6, 2022).
- JetBlue has run last or near last in DOT operational metrics in 2022 and for the past several years.
- JetBlue's claims about the so-called 'JetBlue Effect' are based on economic modeling that Spirit believes has significant defects and overstates the impact of JetBlue on legacy carriers, when in reality, it is Spirit that continues to be a check on other airlines' fares – including JetBlue's
- After receiving the summary output of JetBlue's economic model from JetBlue's advisors,

Spirit's economic consultants identified reasons to doubt that such an effect would significantly exceed any similar "ULCC effect."

JetBlue's illusory Offer would deprive Spirit stockholders of the long-term benefits and deprive consumers of savings expected to result from the Frontier merger

- Spirit stockholders would not have the opportunity to participate in the upside from airline industry recovery and benefits from the Frontier transaction
- JetBlue's Offer comes at a time when airline stocks are trading significantly below their pre-pandemic levels. The airline industry recovering to pre-pandemic levels would alone deliver Spirit shareholders value well in excess of JetBlue's offer.
- JetBlue is asking Spirit shareholders to submit to a cap on their value at \$30/share, and be forced to wait for up to two years to receive their cash, while the rest of the industry's shareholders get to participate in a full post-pandemic recovery.
- Unlike the Frontier transaction, in JetBlue's Offer, Spirit stockholders will not participate in substantial ongoing synergies created in the combined business. In the Frontier combination, Spirit stockholders continue to own 48.5% of the combined company and thereby participate in its future growth.

- The Spirit and Frontier merger will create America's most competitive ultra-low fare airline
- A combination of Spirit and Frontier is a merger of two ULCCs producing \$1 billion of consumer benefit and synergies derived from more flying on existing assets.
- On a combined basis, the company would have annual revenues of ~\$5.3 billion based on 2021 results.
- The combined airline will add new routes and offer more than 1,000 daily flights to over 145 destinations in 19 countries across complementary networks.
- Once combined, Frontier and Spirit expect to deliver annual run-rate operating synergies of \$500 million once full integration is completed, which will be primarily driven by scale efficiencies and procurement savings across the enterprise with approximately \$400 million in one-time costs.

The basis for the Board's decision is set forth in the Solicitation/Recommendation Statement on Schedule 14D-9 (the "Schedule 14D-9") filed today with the U.S. Securities and Exchange Commission.

Barclays and Morgan Stanley & Co. LLC are serving as financial advisors to Spirit, and Debevoise & Plimpton LLP and Paul, Weiss, Rifkind, Wharton & Garrison LLP are serving as legal advisors.



JetBlue Urges Spirit Shareholders to Protect Their Interests and ‘Vote No’ on Frontier Transaction at Upcoming Spirit Special Meeting

JetBlue’s proposal offers Spirit’s shareholders and other stakeholders more value, more certainty and more opportunity

Spirit’s conflicted Board rejected JetBlue’s clearly superior offer on baseless grounds and refused to engage constructively – depriving Spirit shareholders of more value and more certainty

Spirit’s antitrust rationale is a smokescreen to distract from the fact that its merger with Frontier faces similar regulatory risk, yet offers no shareholder protections

JetBlue files “Vote No” proxy statement for Spirit special meeting and commences all-cash fully financed tender offer to acquire Spirit at new price of \$30 per share

JetBlue announced that it has filed a “Vote No” proxy statement urging Spirit shareholders to vote AGAINST the inferior, high risk, and low value Spirit/Frontier transaction at Spirit’s upcoming special meeting.

In addition, JetBlue commenced an all-cash, fully financed tender offer to acquire all of the outstanding shares of Spirit for \$30 per share, without interest and less any required withholding taxes. Given the Spirit Board of Directors’ complete unwillingness to share the same necessary diligence information that was shared with Frontier, JetBlue is now offering to acquire Spirit for \$30 per share in cash through a fully financed tender offer. This represents a 60% premium to the value of the Frontier transaction as of May 13, 2022 – a very compelling offer and higher than the premium implied by JetBlue’s original proposal. JetBlue is fully prepared to negotiate in good faith a consensual transaction at \$33, subject to receiving necessary diligence.

JetBlue launched a website at www.JetBlueOffersMore.com and issued a letter to Spirit shareholders detailing the benefits of its transaction, the certainty of closing, and the misleading statements made by Spirit. In the letter, JetBlue CEO Robin Hayes states:

“JetBlue offers more value – a significant premium in cash – more certainty, and more benefits for all stakeholders. Frontier offers less value, more risk, no divestiture commitments, and no reverse break-up fee, despite more overlap on non-stop routes and their own regulatory challenges.”

“Yet the Spirit Board failed to provide us the necessary diligence information it had provided Frontier and then summarily rejected our proposal, which addressed its regulatory concerns, without asking us even a single question about it. The Spirit Board based its rejection on unsupportable claims that are easily refuted.”

“Ask yourself a simple question: why won’t the Spirit Board engage with us constructively? The interests of Bill Franke’s Indigo Partners and the long-standing relationships between the two companies is the obvious answer.”

The letter goes on to note that JetBlue’s current proposal still offers more value and certainty for Spirit shareholders than Frontier, and stresses that the company is prepared to engage on the basis of its original proposal, if the Spirit Board acts in good faith:

“Based on the clear superiority of our offer, we expected the Spirit Board to engage constructively. Given its unwillingness to share necessary information or negotiate in good faith, we adjusted our price accordingly, but will work towards a consensual transaction at \$33 per share, subject to receiving the information to support it.”

The full letter follows:

May 16, 2022

Dear Spirit Shareholder,

You have an important choice to make about your investment in Spirit Airlines.

We believe the Spirit Board of Directors (the “Spirit Board”) has failed to act in your best interests by refusing to engage constructively on our clearly superior proposal to acquire Spirit.

JetBlue offers more value – a significant premium in cash – more certainty, and more benefits for

all stakeholders. Frontier offers less value, more risk, no divestiture commitments, and no reverse break-up fee, despite more overlap on non-stop routes and their own regulatory challenges.

Yet the Spirit Board failed to provide us the necessary diligence information it had provided Frontier and then summarily rejected our proposal, which addressed its regulatory concerns, without asking us even a single question about it. The Spirit Board based its rejection on unsupportable claims that are easily refuted.

Ask yourself a simple question: why won't the Spirit Board engage with us constructively? The interests of Bill Franke's Indigo Partners and the long-standing relationships between the two companies is the obvious answer.

Given the Spirit Board's unjustified refusal to engage, we have decided to bring our proposal directly to the Spirit shareholders, and we urge you to vote "AGAINST" the Frontier transaction at Spirit's upcoming special meeting. This will send a message to the Spirit Board that you want it to negotiate with us in good faith. We also launched an all-cash, fully financed tender offer to purchase all the outstanding shares of common stock at \$30.00 per share and we encourage you to underscore your message to Spirit's Board by tendering your shares into our offer. If the Spirit shareholders vote against the transaction with Frontier and compel the Spirit Board to negotiate with us in good faith, we will work towards a consensual transaction at \$33 per share, subject to receiving the information to support it.

Our current proposal offers:

- More value and more certainty for Spirit shareholders with our ALL-CASH offer. JetBlue offers you \$30 per share in cash, representing a 60% premium to the value of the Frontier transaction as of May 13, 2022¹, a 77% premium to Spirit's latest closing price², and a 38% premium to Spirit's unaffected share price³ – a very compelling value, and, no matter how you measure it, a higher premium than in our original proposal.
- Even more value potential after diligence and good faith negotiation. Based on the clear superiority of our offer, we expected the Spirit Board to engage constructively. Given its unwillingness to share necessary information or negotiate in good faith, we adjusted our price accordingly, but will work towards a consensual transaction at \$33 per share, subject to receiving the information to support it.
- More regulatory certainty through our divestiture commitment and \$200 million reverse break-up fee.

In contrast, the proposed Frontier transaction offers Spirit shareholders LESS:

- Less value. Our current proposal represents a compelling 60% premium to the value of the Frontier transaction as of May 13, 2022.
- Less value certainty. Frontier's stock price has declined 30% since the announcement of the Frontier transaction⁴, resulting in approx. \$770 million decrease in the value of the Frontier transaction to you. Plus, the future value of the Frontier / Spirit combined company's stock is uncertain, especially in a continually challenging operational and market environment. Spirit's

and Frontier’s projections underpinning their transaction are based on flawed assumptions, including with respect to personnel attrition and wage inflation.

- Less regulatory commitments and less closing certainty. Despite having a similar regulatory profile to JetBlue, Frontier offers no divestiture commitment or reverse break-up fee.

JetBlue Offers More Value and Certainty to Spirit Shareholders – in Any Scenario...

Our current proposal provides superior value to the Frontier offer, regardless of whether either transaction is completed.

- When we complete our proposed transaction, Spirit shareholders would receive at least \$30.00 per share in cash, compared to \$18.815 per share from the Frontier transaction.
- In the unlikely event our proposed transaction is not consummated, Spirit shareholders will receive a reverse break-up fee of approximately \$1.83 per share, compared to no break-up fee in the Frontier transaction. We estimate that translates into total economic value of approximately \$17 per share from JetBlue against approximately \$15 in the Frontier transaction⁶.

... And Better Trading Value in the Short Term.

In addition, we expect the outcome of the Spirit special meeting to influence how the Spirit shares will trade in the short term. Based on the trading patterns since the Frontier transaction was announced, we expect that, if the transaction is approved, Spirit’s shares will trade at approximately \$177. On the other hand, based on what we observed since our proposal became public, if the Frontier transaction is rejected, we expect Spirit shares to trade between approximately \$23.1 and \$25.58, at least a 36% premium to Spirit’s latest closing share price⁹.

	Transaction Does Not Close	Transaction Closes	Short Term Trading Depending on Meeting Outcome
Frontier Transaction	~15	~19	~17
JetBlue Transaction	~17		
	(including RBF of 1.83/share)	30-33	~23-25

A vote AGAINST the Frontier transaction is a vote for a higher Spirit share price, regardless of any consideration concerning the actual consummation of either transaction. A vote for the Frontier transaction is a vote for a lower Spirit share price.

JetBlue Is Confident We Will Obtain Regulatory Approval.

A combined JetBlue-Spirit will create a more compelling and viable competitor to the Big Four airlines that control more than 80% of the U.S. market. JetBlue’s entry into new routes triggers fare decreases from legacy airlines that are more significant than those resulting from ultra-low-cost carriers; this phenomenon has been described as the “JetBlue Effect”.

Our recent economic analysis, using Department of Transportation Data, shows JetBlue’s presence on a nonstop route decreases legacy fares by ~16%, about three times as much as the presence of an ultra-low-cost carrier. This phenomenon is well established and foundational to JetBlue’s business model.

We are not the only ones who cite the JetBlue Effect. Coined by an MIT study in 2013, the JetBlue Effect has been acknowledged by the Department of Justice (DOJ) as recently as 2021 when it said, ***“JetBlue’s reputation for lowering fares is so well known in the airline industry that it has earned a name: the ‘JetBlue Effect.’ JetBlue’s record in Boston and New York illustrates why.”***

We are confident we can address any regulatory concerns the Spirit Board, regulators or courts may have through:

- JetBlue’s expedited expansion and the resulting net fare decreases;
- demonstrated ease of other ultra-low-cost carriers’ continued expansion; and
- the divestitures we are prepared to undertake.

Don’t Be Misled: Spirit’s Transaction with Frontier Has Similar Regulatory Risk.

- Both transactions would create the #5 player with very similar market share. A combined JetBlue and Spirit would have an 8% market share based on full year 2021 seats compared to 7% for a combined Frontier and Spirit.
- Frontier overlaps with Spirit on significantly more nonstop routes (104) than JetBlue (54)¹⁰, and JetBlue has less overlap in flights, seats, and ASMs than Frontier in the metropolitan areas served by both¹¹.

Spirit’s Suggestion that Our Northeast Alliance Is a Regulatory Obstacle Has No Basis in Fact or in Law.

JetBlue’s Northeast Alliance is already demonstrating its positive benefits for customers in the Northeast. Regardless of what one thinks of the Northeast Alliance, it is irrelevant to our ability to complete the acquisition of Spirit.

- The Northeast Alliance is a limited, procompetitive alliance with American Airlines focused on unlocking growth for JetBlue in one of the nation’s most constrained geographies, the Northeast US. The alliance creates a compelling third competitor in a market previously dominated by two players and has already started delivering benefits to consumers.
- Divestitures: We will proactively offer the DOJ a remedy package that contemplates the divestiture of all Spirit assets located in the area covered by the Northeast Alliance (New York and Boston) so, as a result of our proposed transaction, we will not increase our presence in these airports.
- The Northeast Alliance litigation will go to trial this September, and we believe the outcome of that trial will not impact the outcome of the regulatory process for the acquisition of Spirit, which will likely take place later. If the court allows the DOJ to block the Northeast Alliance, by definition it will not be an obstacle to the acquisition of Spirit. If we are successful in defending the case, as we think we will be, it will be a testament that the alliance is procompetitive, disproving Spirit’s claim. In either case, the Northeast Alliance litigation does not impact JetBlue’s ability to acquire Spirit.

Given the clear superiority of our offer, including the regulatory commitments we have made to back up our high confidence in our ability to complete our transaction, why hasn’t the Spirit Board engaged?

Clearly because Spirit's Board is prioritizing its own self-interest and personal relationships with Frontier over its shareholders' interests.

There is good reason to believe the Spirit Board is not acting in the best interests of its own shareholders.

- Multiple Spirit directors involved in the decision to merge with Frontier have significant ties to Bill Franke, who appointed each to the Spirit Board when he was chairman of Spirit, and while Indigo Partners (the current controlling shareholder of Frontier) was a large shareholder of Spirit.
- This includes McIntyre Gardner, current chairman of Spirit, who replaced Mr. Franke, current chairman of Frontier, both of whom led the negotiations between the two companies.
- 5 of the 8 Spirit directors will continue as Board members of the Frontier / Spirit combined company if the Frontier transaction is consummated.

After eight months of discussions, Spirit agreed to an inferior transaction with Frontier without considering what other alternatives were available to Spirit's shareholders. Further, the outsized concessions to Frontier by the Spirit Board do not reflect a meaningful effort to maximize shareholder value.

- The final terms of the Frontier transaction reflected only an 18.9% premium to the Spirit share price at the time of the announcement¹², compared to an average premium in precedent airline transactions of 86%¹³.
- The final value of the Frontier transaction reflected only an approximate 6% increase from the terms initially offered by Frontier¹⁴.
- The original value of the Frontier transaction of \$25.83 per share was significantly below the standalone value resulting from the discounted cash flow analysis of Spirit's financial advisors¹⁵.
- Frontier is not providing any divestiture commitment or a reverse break-up fee. The absence of both means that despite obvious hurdles for its own transaction, Frontier, at its own option, could simply decline to make any regulatory concessions and abandon the Frontier transaction at no cost (or compensation to Spirit or its shareholders).

Since our original proposal was made, the Spirit Board consistently refused to engage constructively with us.

- On April 7, the Spirit Board determined that our original proposal could reasonably be expected to lead to a "Superior Proposal"; and yet, it refused to provide the limited diligence information we requested which it had already provided to Frontier.
- On April 25, the Spirit Board requested we agree to unprecedented contractual terms as a precursor to sharing the diligence information we had originally requested.
- These demands were off-market and contrasted starkly to the limited regulatory commitments made by Frontier, a transaction with a similar regulatory profile.
- On April 29, we presented an enhanced proposal, which was responsive to the concerns of the Spirit Board on closing certainty and included regulatory commitments representing a significant improvement from those offered by Frontier.

- Two days later, the Spirit Board rejected our enhanced proposal, without ever contacting us to discuss it, and, according to its own proxy, without considering the clearly superior economics.

By refusing to engage on our original proposal, the Spirit Board has deprived its shareholders of the most attractive value creating opportunity available to them.

WE URGE YOU TO SEND A MESSAGE TO THE SPIRIT BOARD BY VOTING “AGAINST” ALL PROPOSALS RELATED TO THE FRONTIER TRANSACTION AT THE SPIRIT SPECIAL MEETING ON JUNE 10, 2022 AND TENDERING YOUR SHARES INTO OUR OFFER.

In addition to voting “AGAINST” the Frontier transaction at the Spirit Special Meeting, we urge all Spirit shareholders voting against the Frontier transaction to exercise their appraisal rights under Section 262 of the Delaware General Corporation Law, which entitles Spirit shareholders who perfect these rights to the fair value of their shares, as determined by a Delaware court. Spirit, by admission of its own financial advisors, is worth more than the value of the Frontier transaction and this and the superior value of our current proposal, as well as our original proposal, would be factors used by the court in determining fair value of your shares. If the Spirit Board continues to refuse to negotiate with us and the Frontier transaction is approved, appraisal is the only way to capture the value included in our proposals. Please consult your legal advisor before exercising appraisal rights.

Additional details about JetBlue’s superior offer can be found at [JetBlueOffersMore.com](https://jetblueoffersmore.com).

Protect Your Own Best Interests

Our proposal represents a compelling opportunity to receive a significant premium in cash, with greater value and certainty than the Frontier transaction. Spirit’s Board has prevented you from receiving it.

We are fully committed to pursuing our original \$33 per share proposal. We urge you to protect your own best interests. Let the Spirit Board know you want the opportunity to receive our superior offer by voting AGAINST the Frontier transaction and tendering your shares in our cash tender offer.

Sincerely,

Robin Hayes

Chief Executive Officer

Advisors

Goldman Sachs & Co. LLC is serving as JetBlue’s financial advisor and Shearman & Sterling LLP is serving as JetBlue’s legal advisor. Goldman Sachs Bank USA and Bank of America, N.A. are providing committed debt financing for the tender offer.



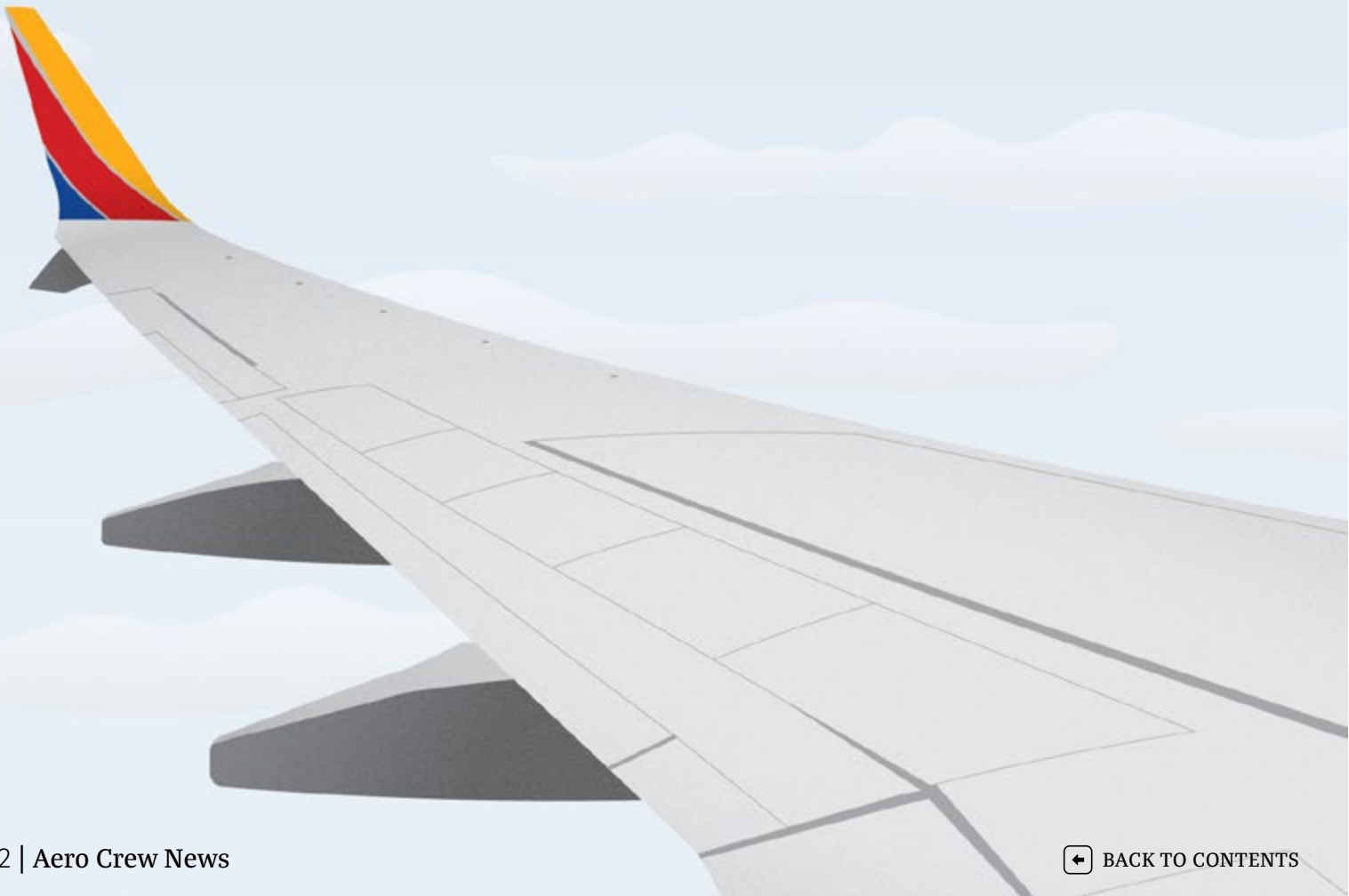
AVIATOR BULLETINS



PROFESSIONAL ASIAN PILOTS ASSOCIATION

EXPO 2022

PRESENTED BY **Southwest**



Southwest Airlines Named Title Sponsor of Professional Asian Pilots Association Aerospace Expo 2022

Southwest Airlines has been named the title sponsor of the first-ever Professional Asian Pilots Association (PAPA) Aerospace Expo 2022. The Expo will be held on Saturday, July 16 at The LINQ Hotel in Las Vegas, NV. PAPA has put together a program focused on celebrating Asian culture and supporting and empowering Asian-Americans in the aviation industry.

“We are honored to welcome Southwest Airlines as title sponsor of the first-ever PAPA Aerospace Expo. Ever since its inception, PAPA has been on a mission to connect the Asian community with a fulfilling career in aviation. This partnership with Southwest Airlines will not only support this mission but will have a lasting impact on the industry as it works to promote an inclusive environment. I am proud to say that I am a pilot for the airline that has chosen to be at the forefront of this inaugural event,” said Harley Pasiderio, PAPA president.

“Southwest Airlines takes pride in putting people at the center of everything we do and values the unique perspectives that come from a diverse and inclusive team. We are honored to be the title sponsor of the PAPA Aerospace Expo,” said Lee Kinnebrew, Vice President of Flight Operations at Southwest Airlines. ***“Our intention is to have a team that is as unique and reflective as the customers and communities that we serve so that professional aviators know they are welcome, and can thrive, as part of the Southwest Family.”***

The Aerospace Expo 2022 is a milestone for PAPA. Founded in 2017, the organization has grown quickly and now has over 800 members from all over the United States and abroad.

“Our aim for this debut event is to welcome everyone to experience our unique perspective of the aviation industry: modern tradition coupled with cultural heritage. In addition to being an essential networking platform for aerospace professionals, we hope attendees will stay to enjoy the cultural activities and festival atmosphere for years to come,” said Expo director Lorren Wang.

The one-day event will feature a career fair, food, cultural activities, guest speakers and more. Aviators and aerospace professionals are welcome to attend this event. Registration is currently open. For more information and tickets, please visit asianpilots.org/expo



PERSPECTIVES



Picking Your First Pilot Job

WRITTEN BY: JOHN MCDERMOTT

Perhaps the most exciting and daunting task of a young pilot's life is picking their first job as a new commercial pilot. Regardless of your career goal, there is a lot to consider as you begin job hunting for the first time.

What each point comes down to is that you should do what works best for your situation and what meets your needs. Once you earn your commercial license, consult with mentors you can rely on to guide you toward the right choices. There are seemingly endless options, and the best choices can vary widely at different stages of your career.

The fastest way to build time is to work as an instructor, especially for pilots aiming to fly for airlines, time-share companies or other major turbojet operators. In many scenarios, this may be an attractive option because it provides the opportunity to work with a variety of students and adjust to a range of teaching styles, experience that may transfer well into working with others in the airlines.

If you choose to go the instructor route, it's worth considering what kind of instructor you want to be. Will a simple CFI certification meet your goals? Might it be better to get a CFII or MEI license for the ability to train an even wider range of pilots in a broader range of aircraft and environments? Further, what type of flight school is best? Is the relaxed pace of a Part 61 school better for your style, or do you prefer the structure and regimen of a Part 141 syllabus? Would you prefer to work with other pilots who are also working toward professional, commercial flying?

Perhaps CFI isn't the best way to go for some pilots. Instead, many choose to serve as pipeline pilots. Like instructing, flying pipeline can serve as a quick way to build hours. However, this route lacks the interaction with other pilots that instructing provides. Are the hours themselves worth this, or is it better to work with other pilots?

Both instructing and pipeline options have the downsides of long, demanding hours at relatively low pay. Location is a critical consideration for both. Consider, for example, choosing certain locations based on weather characteristics if your goal is to build time rapidly versus gaining experience in areas where IFR is more common.

Some pilots may choose to fly for Part 135 commuter airlines to build time. While actual flight time may not come as quickly as it would as a CFI or with pipeline flying, some employers place a high value on having experience flying within airline environments. Exposure to an airline's standard operating procedures, being able to fly higher-performance aircraft more regularly, and flying into bigger, higher demand airports may be attractive for some pilots.

The biggest drawback to this method will be your ability to build hours quickly. With stricter limits on how much pilots can fly each day, week, month, and year, working for airlines won't allow pilots the rapid-fire flight building that instructing or pipeline flying can provide.

Once you've reached ATP minimums and are ready to apply to Part 121 carriers, ask yourself what your end goal is. If your goal is to fly for a major legacy carrier, is a regional airline the best place to start? Is flying for a ULCC a better option? Both options have their benefits and advantages. Regional airlines are more likely to have flowthrough agreements with legacy airlines. Are these alone worth choosing a regional airline? For many, it might be. Airlines like hiring people who already meet their standards so working with a partner regional airline may help boost one's case, especially if they know they want to fly for a specific legacy airline.

Perhaps a low-cost airline is a better option. Maybe flying bigger jets, like Boeing 737s or Airbus A320s, is worth foregoing the flowthroughs operating 50-seat regional aircraft.

For initial 121 jobs, it's worth considering base locations and if you are willing to commute. If living on base is a dealbreaker, perhaps it's worth choosing a specific airline that has a base in or near your city, thus removing the commuting issue.

Your first pilot jobs come down to knowing and meeting your needs as a pilot. Consider which jobs will best meet your goals and help you grow as a pilot in the most beneficial ways. Building connections early and meeting with mentors to discuss your path are among the best ways to ensure you're on the career path that is best for you.

About the Author



John McDermott's passion for aviation began in a Michigan bookstore when he found a story about a chance encounter between enemy pilots during World War II. Soon, after watching countless hours of fighter jets and traffic from his home near O'Hare International Airport, he was hooked forever.. [Read More...](#)



BAGG OF



The Power of Failure - And How to Cope

WRITTEN BY: REINI THIJSSSEN

Everyone experiences failure at some point in their lives – failing a checkride, failing that interview, or a failing relationship. Though everyone experiences failure, there seems to be no place for failure in today's success-oriented society. However, experts say we need to make mistakes to learn and become good at something. So why do we find it so hard to fail?

Failing, in this context, refers to the inability to successfully complete a task or failing to achieve a goal you have set for yourself - or that has been set by someone else. Behind failure, or rather the feeling of having failed, are deep emotions that can resemble feelings of grief. Taking a moment to process and recover is allowed and needed. This article provides insight into coping with failure from which we can learn and grow.

Often, received responses such as “Cheer up,” “Better tomorrow,” or “Failure is a steppingstone to success,” are expressions intended to put failure into a more positive perspective. Despite the pretense of cheerful advice, we are allowed to experience our feelings and take some time to recover. In fact, we must. Therefore, the first tool to cope with failure is to allow ourselves to experience the feelings that failure causes.

Failing at something can cause a whirlwind of emotions, such as feelings of alienation, anger, self-judgment, disgust, and even depression. Failure can evoke feelings similar to grief, depending on how much importance assigned to the failed goal which makes sense since something important was lost. A goal or expectation is now out of sight. This setback disappoints you and possibly others. However, we forget one critical aspect; failures are a crucial part of success. For example, inventors worldwide made thousands of failed attempts to find ways to fly. The inventions continued because with each failed attempt persistent inventors like the Wright brothers learned why their tried methods of flying were not working.

After all, we are human beings who are not always in control of outcomes, no matter what books about success try to tell us.

Societal Pressure

Why is failure experienced as something negative instead of an important lesson? We live in a society in which performance is valued; it is about success and profiling yourself. Therefore, failure prompts feelings that something is wrong with you as a person:

1. The general focus is often on what can be improved and less on our successes. For example, a debrief after a training event usually focuses on what should be improved.
2. Failures are often kept away as secrets or shared as success stories later. Therefore, we hardly encounter examples of failure in our culture.
3. We are expected to try greater challenges to make up for the failure. Paradoxically, as a result, failure becomes an even heavier burden.

Those experiences combine to cast a negative light on the experience of failing. As a result, we become overly critical and negative towards ourselves leaving no room for failure.

Healthier Ways of Coping with Failure

1. Lay Still and Stay Calm

Why should we have to create a huge success story when struggling with reduced self-confidence and a lack of energy that might come with failure? Good news! It doesn't have to be this way. Apply the similar advice given after an accident; stay still and stay calm to ensure everything is alright before getting up. Do not force yourself to jump up and exhibit positivity immediately. Instead, allow space and time for failure by experiencing feelings such as anger and sadness.

2. Recognize and Reframe

As humans, we have learned to take failure personally. We identify ourselves with what we do – or do not do and what we have – or do not have. However, this does not make sense; do your possessions define you? Does one specific competence define you? Accepting the statements “I failed,” “It had no chance of success,” or “I knew it would not work,” permits you to stay in your comfort zone. Your brain uses this mindset to keep you from growth and change. These thoughts prevent you from internalizing future mistakes or failings, though failure is necessary for growth.

Recognizing these thought patterns is the essential first step to reframing failure. Counter those thoughts by telling yourself that making mistakes is allowed. You do not have to be good at everything. Additionally, think of failure as feedback – it is not about winning or losing. The real strength comes when you decide what to do with that feedback.

3. Get Up

Limit the period of mourning the failure. Processing should not lead to despair. Give yourself 24 to 48 hours to allow and feel those emotions. Afterward, try to focus on what you can and want to do. Start easy and be kind to yourself; it does not have to succeed immediately. You do not have to prove anything at all to anyone.

4. Use Humor

Humor is a healthy coping mechanism to deal with mistakes and failures. However big the setback feels, try to bring lightness to the situation. You cannot change anything about it any longer. Instead, analyze why you made a mistake and learn from it. Take that experience with you to move forward. If you get stuck in the emotions of failure or try to cover up a mistake and suppress the shame, the feelings only become more intense and frustrating.

5. Determine Intentions vs. Expectations

Failure does not exist without expectations. If there were no expectations, there would be no failure. Failure exists because the reality we experience is not what we expected. Therefore, it is more constructive to determine intentions instead of creating expectations. Now that intentions replace your expectations, that can help you cope with failure by replacing it with feedback.

Ask yourself the following questions:

- What do I want?
- What happened?
- What are the facts?

- What can I learn from this?
- What went wrong?
- What part am I responsible for?
- What assumptions do I make?
- What information do I have to understand why it did not work out?
- What can I adjust to improve the situation?
- Who can I ask for input or feedback to tell me their honest opinion?
- What choices do I have?

Use What Works and Adapt

Based on your answers to the above questions, you decide whether to proceed.

- What decisions can you make based on the answers to the above questions?
- What information will you take to heart, and will you act on it?
- Which information offers no added value?
- What information might you have overlooked?
- What feedback might you get from those around you that could help you adjust your plans or ideas?

General questions to reflect on failure

- What has been your experience with failure so far?
- What thoughts do you have about failure?
- What impact has that had on you?
- What changes if you can reframe failure into feedback?

Final Thoughts

Failure is exhausting and often can make us feel lonely. However, the energy to set new goals and plans will eventually come back naturally. Patience helps to give failure a place. Do not underestimate your resilience. Are you able to get up? Are you ready to gradually get things back on track? That is a great start. Well done!

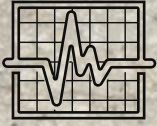
Reach out for support

If you are having difficulty recovering from failure or experiencing fear of failure, it can help to speak with a professional. As a counselor, I specialize in working with aviation professionals, especially those with unique medical requirements. I offer crew discounts and flexible scheduling. Reach out for a free consultation today. Visit www.emeraldmentalhealth.com for more information.



About the Author

Reini Thijssen is a Mental Health Counselor and avid traveler. She moved to the United States from the Netherlands in 2019 to pursue a career in counseling. She is a writer for Aero Crew News and specializes in helping aerospace professionals. [Read More...](#)



FITNESS



Summer Refresher

WRITTEN BY: ERIC RAY NASM CPT, CNC | ERICRAY4470@GMAIL.COM

Welcome summer! Well, it's not officially summer just yet, but traditionally, Memorial Day kicks off the start of the summer travel season. That can mean many different things, like beach vacations, high school graduations or reunions, and even weddings. For some people, those options mean looking in the mirror and thinking, "I need to drop a few pounds to fit into that dress or suit." For others, it means looking better at the beach. While I can't assume your motivations, may it suffice that being "more fit" equals healthier. Since I have been away for a couple of months, I have put on a handful of pounds too and I will be taking my own advice.

Here are some fitness “refreshers” in case those goal setting/resolutions have fallen to the wayside.

Get Moving

It should be obvious that being more active has health advantages. Whether you decide to be into fitness or just plain walk – move your body. I have been asked what the best answer is to lose weight. There isn't any single thing that will help you lose weight, but the choices are either to take in fewer calories or burn more calories. While talking nutrition is beyond the scope of this article, it is a combination of diet and exercise that will help you drop pounds. Remember, the real goal of losing extra/excess body fat is to get healthy. We don't really care about weight. It's the fat loss that counts. While vanity may start your journey, you should focus on becoming healthier in order to lead a more productive life.

Drink water

Various studies emphasize differing criteria for water intake, from consuming half of your body weight in ounces of water per day to a generic 2.5 liters of water if you are a woman to three liters if you are a man. Regardless, you probably overestimate the amount of water you're drinking and you probably aren't really drinking enough. A healthy body needs a lot of water to operate efficiently. Increasing your hydration has the effect of reducing blood pressure and reducing fluid retention – not to mention, it keeps your kidneys running smoothly.

Cold showers or cold soaks

Physical therapists and even world-class athletes use cold water baths or showers to not only aid in reducing inflammation and speed injury recovery, but cold baths can be used to decrease fat. Try cold showers for 14 days, by alternating between the hot shower and then 30 seconds of cold, gradually building your tolerance over the next two weeks so that you're cold showering for 5-10 minutes. Your body will thank you! (I am not a doctor, so any advice I give here should be followed up with a medical professional.)

While no one thing is a magic pill for getting you into shape, reducing your weight or getting you healthy, it is up to you to dedicate the time and effort to be the best version of you!

If you have questions or need a guiding hand, take a moment to write your question and contact me through email. Ericray4470@gmail.com

Come back next month when we'll talk more fitness.



About the Author

Eric Ray is a certified personal trainer and nutrition coach. He is the co-creator of the Hii360 Coaching Method and current president of Hii360 Coaching. [Read More...](#)



MONEY



How to Save Thousands in Taxes Once You Retire

Planning now to save later, a recommended strategy

WRITTEN BY: GARY KRASNOV

Some people believe that every dollar that is wasted is created equally. Many students of behavioral psychology will tell you that the pain of financial loss is felt more deeply than the joy of financial gain.

There are obviously an unlimited number of ways to waste money, but none is quite as costly as when your retirement tax planning goes ignored until it's far too late. When I say, "pre-emptive retirement tax planning," it tends to elicit a great, big yawn. However, if I quickly add to that statement, that with a little foresight and planning, you could save \$20,000 or even \$30,000 in a single tax year – that tends to get a person's attention.

Whether it's called "retirement tax planning," or, "forward-thinking tax planning," or "THE pre-emptive retirement tax planning solution for Hollywood's biggest stars," just know, that whatever it's called, people who overlook it put themselves at risk for wasting thousands, or even tens of thousands, of dollars.

What is pre-emptive retirement tax planning?

Pre-emptive retirement tax planning is planning that you enter into with your accountant and your advisor that takes into consideration both your current and your future financial life, and then makes informed financial decisions that are designed to save you the most money in taxes over time.

More specifically, this type of planning takes into consideration things like:

- **When retirement account distributions will be taken**
- **What amounts are taken**
- **When major purchases will be made**
- **Which account(s) will be used**

- **What types of investments are chosen**
- **Whether taxable or non-taxable distributions are taken**
- **In which state you live**

Here's a general overview of why pre-emptive tax planning is so important

Most retirees have numerous income sources. There's Social Security, which may be taxable. There are IRAs and employer-sponsored retirement accounts (such as 401(k)s). There are also savings, investments, brokerage accounts, inheritances, and capital gains. And then perhaps there's even real estate income, income from post-retirement work, and perhaps even income from a small business.

During the principal working years, most good savers defer as much income as possible by utilizing tax-deferred investment vehicles. You reduce your taxable income, and the money compounds tax deferred. By doing this year after year after year, you can amass a sizable amount of savings for the future.

So, then what happens?

Well typically, for those without a plan, even well after they retire, they end up leaving the money in their retirement accounts to grow untouched until the day comes when they are legally forced to begin taking Required Minimum Distributions (RMDs). The amount of an RMD is calculated based on your account balances and your life expectancy. Generally, the larger the balance, the bigger the RMD.

Don't misunderstand me; leaving the money in your 401(k) seems intuitive. That money has been in there a long time. It's probably been growing, so why tap into it before you are legally forced to? Well, because those large balances can end up necessitating overly large RMDs compared to account balances that are lower, which in turn can trigger unnecessarily large tax bills. Remember, these tax bills don't just impact your RMDs, they can bump you into a higher tax bracket affecting all your income for the year. And these bills can end up being thousands of dollars higher than they would have been if those accounts had only been properly utilized sooner.

There are myriad exceptions and contingencies, and everyone's situation is unique. But between when you are working and earning money and when you are retired and spending money, your state and federal income taxes can go up. When this combines with the large RMDs, the result is a much bigger tax bite than would have been required if some basic, forward-thinking, tax planning had been implemented years before.

How much more might you have to pay?

I've seen a couple with a net worth of well under a million dollars be forced to pay \$25,000 over and above what they could have paid merely because they didn't plan in advance. In their situation, rather than begin utilizing the monies they held in a 401(k) before RMDs kicked in, they instead only used their after-tax savings to fund the first half-decade of their retirements.

It all comes down to planning.

Now, this is merely a "flyover" of a complex set of possible outcomes. Simply, the number of contingencies can feel staggering, but that's why fiduciary financial professionals like your advisor and your accountant exist.

Remember, this is about you eliminating financial waste and keeping as much of your hard-earned savings as possible. And large chunks of money needlessly going out to old Uncle Sam are perhaps the most painful financial waste of all.



About the Author



Gary Krasnov serves as the vice president of Airline Strategy and Compliance for RAA. Gary joined RAA in 2016 as part of the Advisor Financial Services merger where he was a partner and CCO. [Read More...](#)



SQUALL LINE

White Jet Trails across a Blue Sky

There's more to them than just their good looks

WRITTEN BY AJAY RAGHAVENDRA

We often observe aircraft condensation trails (commonly, contrails) at high altitudes. These long cloudy streaks form behind the turbofan engines that power airliners. The exhaust gasses generated by a turbine engine include water and particles of fuel byproducts. When the exhaust gasses are cooled to the ambient air temperature, the water vapor condenses to form clouds and the impurities in the exhaust gasses, such as soot and sulfur, act as cloud condensation nuclei (CCN) to allow the formation of clouds. The generation and longevity of contrails is a function of ambient air temperature and humidity. Cold and humid conditions promote contrail formation and longevity, whereas you may not observe contrails in warm and dry conditions.

While contrails are visually appealing and awe inspiring, they do play a role in the Earth's climate system in the diurnal cycle of temperature. Simply put, clouds act to reflect incoming solar radiation back into space and thus reduce surface warming. Clouds also absorb heat (thermal radiation) from the Earth's surface to produce a warming effect. Climate research of data collected during the three-day grounding of airline operations in the U.S. following 9/11 proved that contrails reduce the cycle of temperature by limiting surface warming by the sun during the day, and by reducing cooling at night. Therefore, in the presence of contrails the Earth's surface is unable to attain optimal warming or cooling. Those lovely white trails are not helping Mother Nature.

Recent research has shown that contrails may account for 57% of aviation's impact on global warming. While contrails have a cooling effect by reflecting incoming solar radiation, this effect only happens during daytime and is of less magnitude when compared to their warming effect. Outgoing terrestrial radiation can be absorbed by contrails and reflected towards the surface rather than toward space, thus increasing surface temperatures. This blanket effect can worsen at night when ambient temperatures are cooler, which increases the timespan of the contrail.

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About the Author



Ajay Raghavendra earned his Ph.D. in Atmospheric Science from the University at Albany (SUNY), N.Y. in September 2020) He is a graduate with honors of Embry-Riddle Aeronautical University with a B.S. in Meteorology and in Computational Mathematics (May 2016). [Read More...](#)



KNOWLEDGE BASE



Wind Shear and Microburst Avoidance

WRITTEN BY: SERGIO SOVERO

Summer operations are upon us with the inherent events of wind shear and microbursts. Whether you are a student pilot or an experienced professional, it is imperative to recognize the characteristics of these weather events, but most importantly, to have impact prevention and mitigation strategies.

It is well documented that thunderstorms are associated with downburst and wind shear activity and that rapid changes in wind speed and/or direction negatively affect aircraft performance, potentially exceeding capabilities. The implications of these violent winds, particularly on takeoff and approach, pose a major threats.

Always consider delaying takeoff if wind shear advisories are in effect. Airport sensors and low-level wind shear alert systems have the capability of communicating real-time information to ATC. Controllers are mandated to broadcast any wind shear alerts within the established network. It is within the PIC's authority to reject a takeoff clearance if safety is compromised.

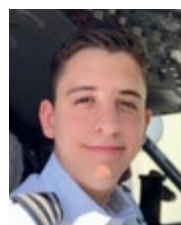
During the approach phase, lack of altitude to recover deems the situation even more critical. The closer to the ground, the smaller the margin for error. As an example, if the pilot overcorrects to a rapid loss in altitude and airspeed, the aircraft may land long exceeding the available runway's distance. Conversely, an overcorrection may lead to landing short if not enough power is applied to counteract the shear value airspeed loss.

Regardless of the scenario, be prepared to execute an immediate go-around and discontinue the approach. More importantly, understand your aircraft's capabilities, available thrust, and account for your level of experience. Utilize all available resources, such as ATC and onboard radar equipment, to make the most informed decisions. Previously issued

PIREPs can be exceptionally valuable, as they may indicate specific information unknown to the air traffic controller, such as any airspeed fluctuations during approach. However, it is important to emphasize that PIREPs are aircraft specific and the information does not translate to all types of aircraft.

As technology has evolved over the years, the ability for ATC to immediately issue wind shear alerts has become more reliable. Yet, there remains a joint responsibility but ultimately the PIC bears the final authority for the safe operation of the aircraft. If you feel uncomfortable with an ATC instruction, whether lateral or vertical clearance, do not hesitate to speak up and alter your request.

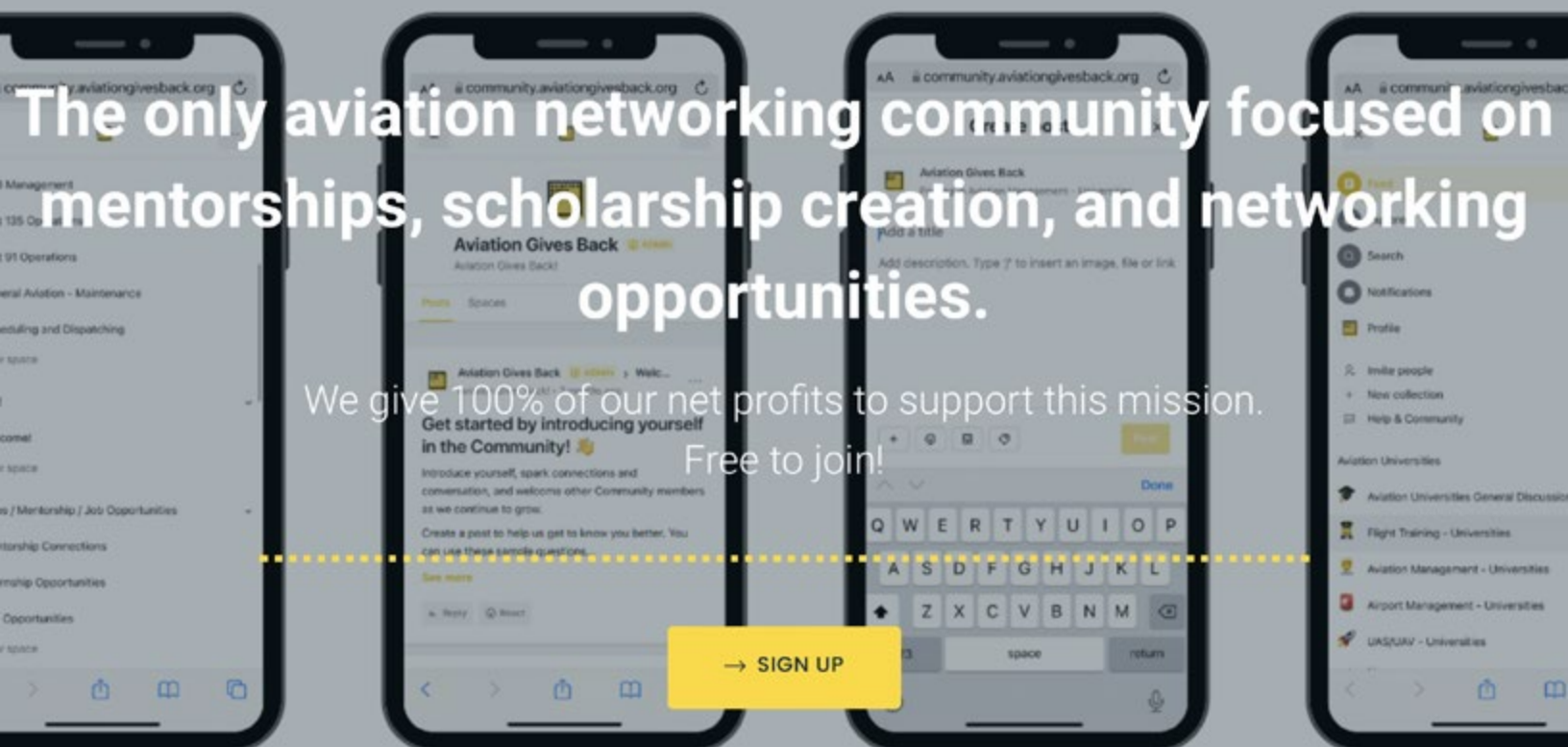
Finally, training contributes a major role in recognition of and reaction times to hazards. Many air carriers are mandated to include wind shear and upset recovery training for all pilots, both during initial and recurrent training. As a general aviation pilot, make sure you are routinely practicing and chair-flying multiple-encounter scenarios during different phases of flight. The more practiced you are, the better prepared you will be to handle the aircraft and react effectively.



About the Author

Sergio Sovero is a First Officer for a US major airline, Gold Seal CFI, AGI, IGI and currently pursuing his MBA in Aviation. [Read More...](#)

SPECIAL FEATURE



Aviation Gives Back

An online/social media community for aviation is on a mission

Aviation is known to be a very close-knit industry. With many opportunities and different career paths in aviation, it is also one of the most exciting ways to live your life, both professionally and personally. Thankfully, there are many different avenues and associations with which to get involved in aviation. There are so many great people, many with amazing histories and backgrounds, who are always willing to share their love and passion for the industry. Unfortunately, the industry is also fragmented with a variety of associations and ways to connect with one another. Wouldn't it be nice if there were one central place as the hub of the broader aviation community?



AA

aviationgivesback.app



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▼ Airport Management



Part 139 / Commercial Service



General Aviation

▼ Aviation Services (FBOs/Part ...



FBO Management



Part 135 Operations



Part 91 Operations



General Aviation - Maintenance



Scheduling and Dispatching

▼ Say Hello!



Welcome!



es Back



Edit profile

Replies

Spaces

ome!

ack!



ited you are here!

and conversation, and welcome other Community members as

you better. You can use ...

2 replies



Following



Share



nes, I'm an aviation student at UND and I am a GA enthusiast!
into the GA community as well as other aviation-centric groups!

Welcome to Aviation Gives Back!

Aviation Gives Back is a philanthropic aviation social community that gives its profits back to directly support the development of scholarships, provide mentorship opportunities, and provide associations with financial backing that helps support their great missions.

What it is

The best way to think of Aviation Gives Back is as the new LinkedIn/Facebook of the aviation community, but with a specific aviation PURPOSE. With LinkedIn, there is a lot of other industry noise, it is too formal, and now almost becoming another Facebook within itself. Aviation Gives Back provides a welcoming community where not only current professionals of the industry connect, but also a space that provides the next generation of aviators a resource where they can ask about career development, find a mentor, and even apply for scholarships.

Aviation Gives Back operates as a not-for-profit entity where the site's profits go directly back to support the aviation industry, its people and the great causes that already exist. It is free to join!

We want to be the resource where people can go to learn more about aviation and about each other!

Our Goal

Aviation Gives Back's goal is to provide a fun, aviation-specific environment to those in the industry, those interested in

the industry, and those wanting to make a career pivot toward aviation.

For some, when we were growing up, either we had to be around aviation, with parents or a relative in the industry, or we just had to know that it was the career path for us. There was no go-to resource to which one could reach out, read about, or research hyper-specific career paths in aviation. For example, if while in high school someone were interested in Network Planning at the airline level, where would they turn? Thankfully, there are now many websites for aviation enthusiasts and airplane spotters, and many associations, from the National Business Aviation Association to the American Association of Airport Executives. But many of these organizations come with high costs of membership for someone interested in researching the industry. Or, if while in high school, one were interested in airport planning or air service development, to whom could they reach out to take their first step into aviation? This is where Aviation Gives Back wants to fit in. As a resource where people from all areas of the industry, come together to help strengthen the aviation industry at all levels.

AGB Goal: Be a novel and best source for aviation networking while reinvesting the community's profits.

AGB Mission: Be the network for aviation professionals.

AGB Values: Support those in aviation with the ways and the means, we wish we had had.

Philanthropy

The philanthropic mission of the organization is to give all net profits back to support causes in aviation. For example, if an individual were to help support us with the code UND, the profits would go to The University of North Dakota for the development and support of an Aviation Gives Back – UND scholarship fund. Or, if an aviator signs up with the code WAI, the profits would go to directly support Women in Aviation International. Aviation can be a costly industry to break into and AGB wants to help break barriers for those aspiring to enter the industry, and to support those organization whose mission is to give back.

How to join

Aviation Gives Back delivers 100% of its net profits to support development of aviation. There is no cost to join and all we hope is that you will help support us. We want the cost to be free, especially for aspiring and young professionals, and simply ask professionals and companies to support us through small monthly subscriptions.

For students (through college), we want the cost to be free. If you are pursuing aviation as a career, there shouldn't be another cost to enter our great industry! We are asking aviation professionals and businesses to sponsor students' seats within the website. Sponsoring a student will provide an "instant" mentor and help create the sense of community. Interested in sponsoring? Please let us know here: info@aviationgivesback.org

For professionals and businesses, through a small monthly subscription you will help support the website and its associated causes. Your support is essential. Please enroll here: [Corporate or Professional](#)

Codes

We are in the throes of gathering a list of all the organizations that exist in aviation. You can help by submitting a cause, association, etc. you'd like to see supported. Contact us at info@aviationgivesback.org

Mentors and Volunteers

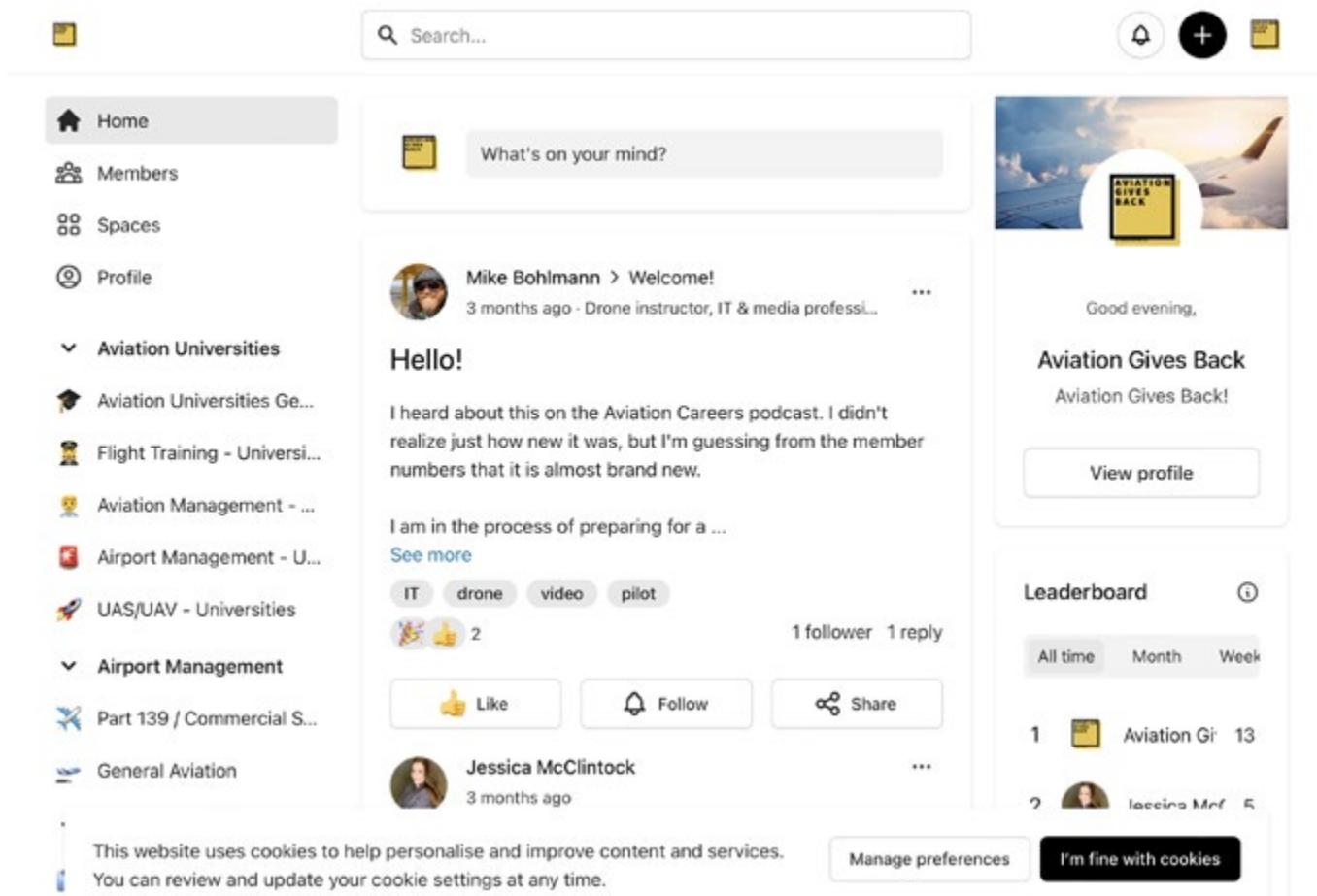
Volunteers are a crucial part of how Aviation Gives Back will succeed in connecting the aviation industry. We need mentors. If you're interested in helping the next generation, others in aviation, or anyone with questions, please reach out to us!

Mentors should be interested in explicitly becoming a resource – one you wish you had had growing up, while in the industry, or if you could go back and do it all over again. Connecting through meetings (virtual or in-person) and job shadowing are the foundation of helping someone interested in aviation becoming informed before making the commitment.

- Be a mentor
- Be open to questions
- Be the resource you wish you had had

Mission-Based Volunteers

We are also looking for help to spread our mission to aviators across the industry.



If you want to help support our mission through marketing, partnerships, outreach, and more, please connect with us at info@aviationgivesback.org

As a small but mighty team of volunteers, we hope that you too will become interested in helping us spread the word about the new Aviation Gives Back platform. Help us generate creative aviation content to enlighten us about all the areas of aviation that exist.

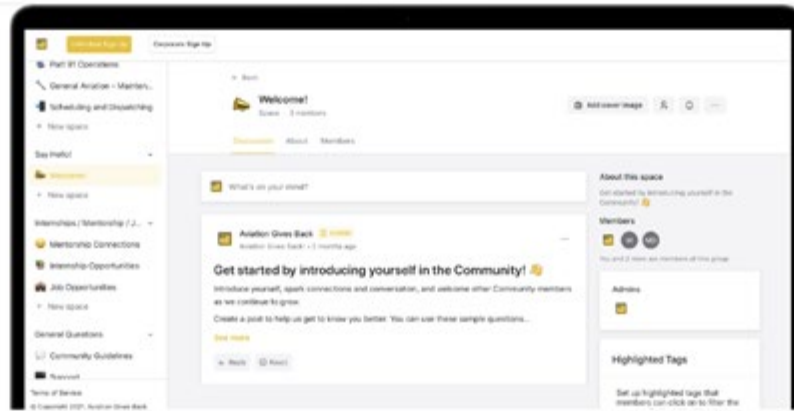
On the Site

Each member will be required to make a profile where you can update your name, add a headline, add pictures, and all your socials to your account page. To help make it easy, you can sign up with email, LinkedIn, Facebook, and Gmail!

From your profile page, you'll have the opportunity to join different spaces or communities related to specific aviation causes. This will enable others interested in those areas to have an active place to connect with other aviation professionals.

Make a post! Unlike the algorithms of Facebook, LinkedIn, and more, we don't manipulate what is shown first. Everything remains in chronological order.

Oh, with respect to formal connections: There are no formalities here. Simply "follow" someone who interests you. We have removed the "add a friend" or the need to send a "connection request" in favor of the basic understanding that we are here to connect.



Choose Where Your Profit Goes

Unlike other not-for-profit organizations, we give you the option of choosing where to direct your contributions using a special coupon code. Based on the coupon code of your choice, we will earmark your contributions to go to your preferred organization. For example, code OBAP will be directed to the Organization of Black Aerospace Professionals, UND for the University of North Dakota, or WIA for Women in Aviation, and more!

Aviation Development

With aviation development as the sole focus, every initiative by us is centered around developing the aviation industry and breaking the cost barriers.

Community-Centric

We are a specific aviation community wherein we explore, educate, network, mentor and give opportunities to aviation enthusiasts who aren't equipped to fund themselves.

Comprehensive Support

By supporting various areas of the aviation industry such as airports, airlines, universities, charities, and other causes, we look into a holistic approach for lending a helping hand to all our aviators.

While it takes a few people to build a community, we hope you will join us at Aviation Gives Back and help us grow into a great tool for all aviation professionals and aspirants.

Key things to note!

- You can invite others to the community.
- You can log in with your Facebook, LinkedIn, or Gmail credentials.
- The cost is free (but we hope you will help support the platform).

Be on the lookout for new updates!

In development for your use and coming soon:

- Messaging
- An app
- Frequent virtual interviews with aviation industry professionals
- College ambassador program
- A structured mentorship program
- Aviation learning and development



CloudDancer Helping Veterans Learn to Fly

The story of a young man whose short life is changing the lives of others.

WRITTEN BY: JOSEPH JOHNSON

It was cold on December 03, 1992 in Fort Worth, Texas when Michael Ashton Johnson came to us from the Lord above. He grew up in the northern part of Texas in Keller, what was a small town. His chubby little cheeks and contagious smile were an instant hit. His playful rowdiness and fearless nature were two traits he became known for. Growing up, Ashton was full of energy

competing in many different sports; t-ball, soccer, football, baseball, inline hockey, ice hockey, paintball, and wrestling. His athletic boldness often landed him in urgent-care facilities or the emergency room. Of all those sports, paintball evolved into his passion. He went on to play professionally for the San Antonio X-Factor Team. There, he began to share and spread his love of life and people. His generosity and outgoing personality soon became additional characteristics that everyone remembered him for, long after he had left the room. In his quest of success, Ashton was always a determined young man.



During high school and for a short time after, Ashton traveled the United States playing professional paintball for San Antonio X-Factor. His name and jersey #19 became popular as he was a new and upcoming star. Sadly, this sports endeavor came to a halt due to yet another sports-related accident.

After a few semesters in college, Ashton enlisted in the U.S. Army. His enlistment test scores qualified him for most everything. He chose to enlist as an Air Defense Specialist and in early 2016, Ashton shipped off to basic training at Fort Jackson, South Carolina. Recognizing his unique strengths and abilities, his drill sergeant tasked him on a daily basis. From there, he attended Advanced Individual Training school at Fort Sill in Lawton, Oklahoma where he received the necessary training to carry out his duties. Ultimately, he was stationed at Fort Bliss in El Paso, Texas where he remained before and after his deployment.

While serving in the Army, Ashton developed an interest in learning to fly, but deployment and being based away from home where he had ease of access postponed his dream. He resumed his interest in flying after he was honorably discharged.

Ashton developed another new interest – country-western dancing. Adaptive and a quick learner, Ashton's skill in this new art form made him a desired dance partner for so many. (This new passion inspired "CloudDancer" in the foundation's name.)



Ashton's life was cut short in October 2021. His father, Joseph (or Joey as many know him) was on a trip for his employer when he received notification that his beloved son had passed away. Unfortunately, this world of stress and anxiety in which we all live had taken its toll on Ashton.

Ashton's family was determined to ensure his legacy lived on and created the Ashton Johnson Memorial CloudDancer Scholarship. This foundation is a fully state- and federally-registered 501(c)(3) organization whose mission is to assist veterans who seek a career in aviation.

Ashton returned to college after the Army and was studying for a degree in Aviation Logistics. He knew that having his pilot's certification would assist him in his endeavors. He had begun his flight training but quickly realized the associated expenses. His GI Bill benefits were already being used to cover college making the challenge somewhat of a concern for him. His father assisted him in identifying less expensive alternatives toward completing his Private Pilot Certification. His first-ever solo flight was on June 26, 2020.





All contributions and tickets are tax deductible and greatly appreciated. Through your support, this organization will help to alleviate the extraordinary costs for veteran's seeking to obtain their pilot's certification toward a career in aviation.

In addition, the foundation has enlisted the support of RTAG Nation (as most will know it). This charitable, non-profit is one of the largest in the world dedicated to assisting veterans in their endeavors to become career aviation professionals. More information can be found at <https://www.rtag.org>.

Joseph enlisted the help of several friends to get the foundation off the ground. Once started, it quickly gathered steam and gained support. As part of its fund-raising efforts, the foundation is hosting a black-tie gala event to be held **Saturday October 15, 2022, at 6:00pm** at the CR Smith Museum. (4601 Highway 360, Fort Worth, TX 76155. @CRSmithMuseum.) Sponsorships and tables are now available as are individual tickets. <https://www.eventbrite.com/e/clouddancer-black-tie-gala-tickets-303951024697>.



Plus, as part of additional efforts to gain support for the foundation, the team will be featured at the meeting of 100 Vets Who Give a Damn this September. To learn more about this organization, go to <https://www.100vetswhogiveadamndfw.com>.

Friends and family of Ashton thank today's veterans for their service, greatly appreciating all that you do while looking forward to a long and prosperous future assisting veterans in need.

PLEASE FOLLOW CLOUDDANCER AND SHARE OUR CONTENT

Instagram **@clouddancerscholarship**

Facebook <https://www.facebook.com/clouddancerscholarship/>

LinkedIn <https://www.linkedin.com/company/ashton-johnson-memorial-clouddancer-scholarship/>





IN LOVING MEMORY OF MICHEAL ASHTON JOHNSON

December 3, 1992 - October 4, 2021

Aero Crew Solutions is a group of professionals committed to providing you outstanding service to solve your employment needs. We do this by hosting job fairs throughout the United States. We also provide various career services that include career consulting, application review, interview prep and résumé services.

Career Services

Application Review

Career Consulting

Résumé Critique

Interview Prep