

MARCH 2022



# AERO CREW NEWS

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Your Source for Pilot Hiring and More..





Financial Guidance for the  
Airline Community

# WHENEVER THINGS FEEL A LITTLE TURBULENT OR UNEASY, ISN'T IT A COMFORT TO KNOW THAT YOU'RE NOT ALONE? THAT SOMEONE'S ON YOUR SIDE?

Especially during the kind of year we've all faced in 2020. Many of us have been mentally pushed to the limit and unexpectedly forced to adjust our lifestyles, career, and retirement plans.

But it's times like these – when uncertainty reigns and normalcy is turned on its head – that just the simple act of knowing can lift a weight off your shoulders. That's why we invite you to get a second opinion on your current investment and retirement strategy. Even if you work with another advisor or manage your money yourself, consider this an opportunity to discover if the plan you have in place right now is actually the right plan for your needs.

No one knows what the future holds. But it's always nice to have someone in your corner, looking out for your best interests. And that's how we can help: By using our nearly 30 years of experience serving airline families to provide you with a renewed sense of confidence in your investments and retirement plan.

**» Schedule a complimentary financial check-up with an airline-specialized advisor to start the new year off right at [RAA.com/2ndOpinion](https://RAA.com/2ndOpinion)**



# AERO CREW NEWS

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Your Source for Pilot Hiring and More..

For every leg  
of your journey

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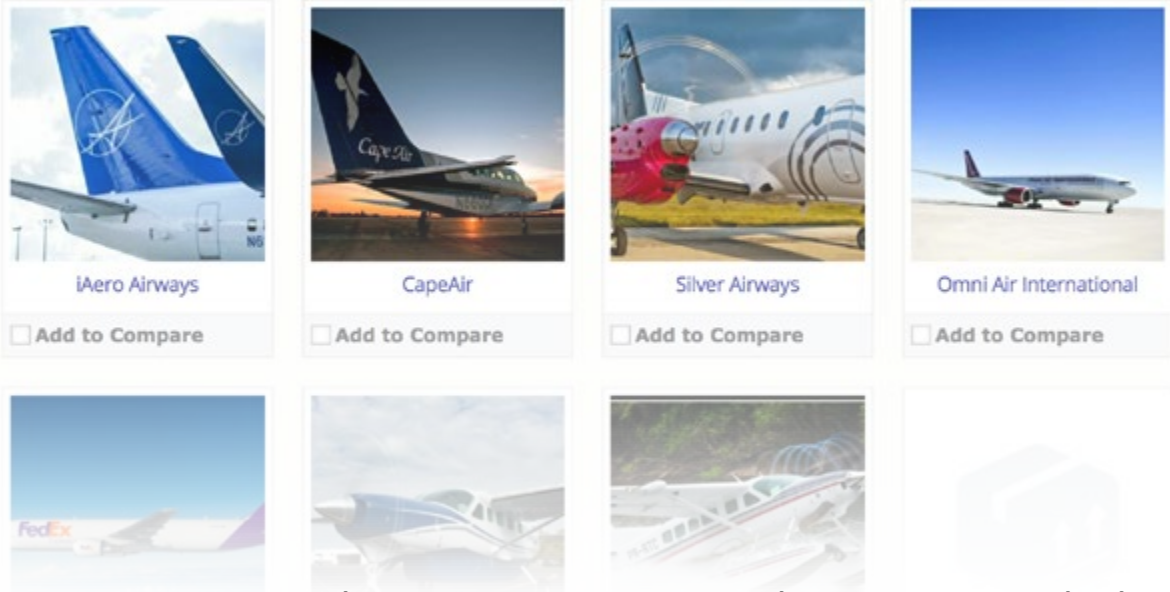


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## *PROFESSIONAL PILOTS OF TOMORROW*

Free mentor program • Unbiased info • Connect to a growing network

Professional Pilots of Tomorrow is a mentor program comprised of volunteers and designed to assist up-and-coming pilots make informed decisions regarding which regional airline will best suit their needs.

Our aim is to provide confidential, insightful, and unbiased mentoring to pilots by more experience and seasoned professional pilots from the airlines throughout the aviation industry.

We've created an environment where aspiring pilots are well prepared to make the critical early career and lifestyle choices unique to the aviation industry.



**JOIN US!**

Visit our website, and fill out the "interested pilot" form

[www.theppot.org](http://www.theppot.org)   [info@theppot.org](mailto:info@theppot.org)

**@ AERO CREW NEWS**  
Your Source for Pilot Hiring Information and more...

*Working hard to make your childhood dreams come true...*

# JOIN!

ngpa.org

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Annual Events,  
Pilot Gear and Apparel,  
Tuition, Car Rental,  
Financial Planning,  
Lodging,  
Interview Prep.

## SCHOLARSHIPS!

Support LGBT  
Aviators and Allies,  
Fund Flight Training,  
Private through ATP,  
Promote Diversity.

## SUPPORT!

Military, Transgender,  
General Aviation,  
Women, Students,  
Flight Attendants,  
Family.



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## ENCOURAGE

Encourage members of  
the LGBT community to  
pursue their dreams in  
aviation.

## FOSTER

Foster equal treatment  
of the LGBT aviation  
community through  
advocacy and outreach.

## PROMOTE

Promote aviation  
safety through training,  
seminars, publications,  
and best practices.

## PROVIDE

Provide an affirming  
social and professional  
network for the LGBT  
aviation community.



# The Worldwide LGBT Aviation Community



# Dear readers,

This month, we have a special feature about a unique pilot who dedicated a good part of his life to trailblazing work for his country. Robert Anderson served in the Army Air Corps and was an implemental pilot, a pathfinder in Europe during World War II. One most interesting logbook entry was made on a day about a battle that is commemorated still. I encourage you to read the article to see what I am talking about.

I wish I had had the chance to meet Bob Anderson and hear his story from him. Whenever I hear a story about a pilot who made a difference that has intrigued me, I want to provide the platform to share it with our readers. If you know of an extraordinary pilot whom you feel should have their story told, please contact me at [Craig.Pieper@aerocrewnews.com](mailto: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.



# February 2022

Last month, our feature was a reprint of an article that appeared in The Conversation. I found it interesting because it provided a bit of historic perspective that the author used to prognosticate what changes we might expect. (Rarely do we reprint articles but an unanticipated change befalling our scheduled feature airline necessitated space to fill.)

Because we are in a dynamic period in this industry, a very high number of news items emerge on a monthly basis. We review them all and select the most relevant to our readers and present them in our Aviator Bulletins. Breaking news items appear immediately on our social-media outlets; Twitter, Facebook, Instagram and LinkedIn. Aero Crew News is committed to only bring you verifiable news that you can use as you move through your career.

Stay with us as our industry heads into its post-Covid-19 era, but keep your seatbelts fastened as we may hit some unanticipated turbulence.



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## United Plans to Expand Service to Cape Town With Year-Round, Non-Stop Flights From New York/Newark

**Starting June 5, airline plans to resume three flights per week on a 787-9 Dreamliner aircraft to one of world's most iconic destinations**

**United is the only airline to fly nonstop from the U.S. to Cape Town and offers more flights to South Africa than any other North American carrier**

**U**nited announced it plans to expand service to one of the world's most popular vacation destinations by offering three nonstop flights per week, year-round, between New York/Newark and Cape Town International Airport, subject to government approval. The new schedule starts on June 5 and means that more than 85 U.S. cities – including places like Chicago, Houston, Washington, D.C. and Los Angeles – will be more conveniently connected to one of the [25 best cities in the world](#).

United will fly a 787-9 Dreamliner aircraft that includes 48 lie-flat, United Polaris® business class seats, 21 United Premium Plus® seats and 39 seats in Economy Plus®. All seats are equipped with seatback on-demand entertainment to help customers pass the time and relax during their travels.

United is the only airline to offer nonstop flights between the U.S. and Cape Town and offers more flights to South Africa than any other North American carrier.

***“By offering flights to Cape Town year-round, we’re making it even easier for our customers to visit one of the world’s best destinations,”*** said Patrick Quayle, United’s senior vice president of international network planning and alliances. ***“United’s direct flights from New York/Newark cut the usual travel time to Cape Town by more than five hours, giving visitors extra time to enjoy the beauty and majesty of South Africa.”***

According to Expedia’s 2022 Travel Trends Report, more than two-thirds of Americans (68%) are planning to go big on their next trip, and nearly a third plan to visit a bucket-list destination this year. This resurgence in international travel is something those in the South African tourism industry are eagerly awaiting.

***“This announcement provides much-needed relief to the tourism and hospitality sector in the Western Cape and will support economic recovery in the province,”*** said Wrenelle Stander, CEO of Wesgro. ***“We welcome the news of this expansion and thank United Airlines for their commitment to serving this world-class tourism destination.”***

United first launched flights to Cape Town in December 2019, and it quickly became one of the airline’s marquee international routes. The airline later built upon this success in Africa with the launch of flights between New York/Newark and Johannesburg in June 2021, new service between Washington D.C. and Accra, Ghana in May 2021 and between Washington D.C. and Lagos, Nigeria in November 2021.

This expanded service also strengthens United’s leading network from New York/Newark. United offers service to 74 international destinations from New York/Newark, more than any U.S. carrier. In 2022, the airline will introduce new service to additional international destinations including Palma de Mallorca, Spain; Azores, Portugal; Bergen, Norway; Tenerife, Spain and Nice, France.

Cape Town is South Africa’s second-largest city and a melting pot of creativity and cuisine, ranking among the most beautiful in the world. Four towns in the Western Cape Province - Knysna, Stellenbosch, Hermanus, and Cape Town - were recently among the [Top 100 most Loved Places in the World](#) in a global consumer sentiment analysis conducted by the destination marketing agency, Destination Think.

Tickets are available for sale now at [United.com](https://www.united.com).



## United Aims to Quadruple the Size of Its Fleet of Training Aircraft

**United Aviate Academy orders 25 new Cirrus TRAC SR20 aircraft - with the option to add 50 more - in response to the surge in flight school applications with more than 12,000 received so far**

**United Aviate Academy aims to train as many as 5,000 new pilots by 2030, at least half of them women or people of color**

**U**nited Aviate Academy announced on February 17, 2022 that it aims to potentially quadruple the size of its fleet of training aircraft, in response to the surge of applications to the country's only flight school owned by a major airline. The Academy will add 25 new, state-of-the-art [Cirrus TRAC SR20](#) training aircraft to its current fleet of 25, with the option to purchase up to 50 more.

United Aviate Academy has already received more than 12,000 applications since announcing the school in April 2021. The school [officially opened](#) in January and welcomed a historic inaugural class of future pilots, part of the airline's effort to train at least 5,000 new pilots at the school by 2030, with the goal of at least half women or people of color.

United Aviate Academy also recently purchased seven state-of-the-art [FRASCA simulators](#), including some with 220-degree wraparound displays, with the first of these brand-new flight

simulators arriving in April. These high-quality flight simulators feature hardware and software that operates exactly like the aircraft, for maximum effectiveness for students.

***“We’re investing in flight education as we train the next generation of United Airlines pilots, who are the future of our airline,”*** said Bryan Quigley, United’s Senior Vice President for Flight Operations for United Airlines. ***“These student pilots are receiving world-class flight training at United Aviate Academy and I’m looking forward to the day when they join our current United pilots on the flight deck.”***

United Aviate Academy, whose corporate name is Westwind School of Aeronautics Phoenix, LLC, already has a fleet of 25 late-model Cirrus TRAC SR20 series single-engine aircraft, which feature advanced safety characteristics. This new order will add at least 25 brand-new TRAC SR20 aircraft beginning in May with options and purchase rights for up to 50 more. The SR20 features impressive capabilities that complement its stable flight characteristics. Its integrated Garmin® Perspective+ flight deck includes features found on advanced airliners such as two large flight displays, a Flight Management System keypad controller, an Electronic Stability and Protection system as well as integrated engine indication and crew alerting/warning systems.

Its durable all-composite airframe with the signature Cirrus Airframe Parachute System® makes the TRAC Series one of the safest and most versatile training airplanes available

today. United Aviate Academy is also the launch partner for a significant expansion of CirrusIQ™, which allows for monitoring of flight data, enabling United Aviate Academy students and instructors to do enhanced debriefings after each lesson.

United Aviate Academy is breaking down barriers to introduce new pilots to rewarding careers. Last summer, United unveiled [United Next](#), which will revolutionize the United flying experience and add more than 500 new aircraft. United plans to hire at least 10,000 new pilots by 2030 to meet this need. United will find those pilots through targeted recruiting, strategic partnerships and scholarship and financial aid solutions.

United Aviate Academy’s year-long training program sets up students for a career that reflects United’s high standard of professionalism and deep commitment to delivering a safe, caring, dependable and efficient travel experience. After completing their training at the academy, students can build flight and leadership experience while working within the [Aviate](#) pilot development ecosystem at partner universities, professional flight training organizations and United Express® carriers on their way to becoming United pilots. United currently has about 12,000 pilots, and Captains of United’s Boeing 787s and 777s can earn more than \$350,000 per year. In addition, United pilots receive one of the highest 401(k) matches in the nation – 16% of base pay.

## United Aviate Academy

The 340,000 square-foot United Aviate Academy facility at Phoenix Goodyear Airport includes world-class features such as:

- A growing fleet of Cirrus SR20 single-engine aircraft with advanced safety characteristics
- Nearly 50,000 square feet of office space
- Multiple aircraft hangars
- Dormitory rooms for student housing with ample room for expansion
- Proximity to many auxiliary airfields in the Phoenix area
- Favorable weather for year-round flight training

For more information on United Aviate Academy, please visit [unitedaviate.com/academy](https://unitedaviate.com/academy) or @unitedaviate on Instagram. United Aviate Academy is also hiring Certified Flight Instructors – you can read more about it [here](#) or apply [here](#).



## United Airlines and PGA TOUR Team Up to Provide Travel Grants to 50+ HBCU Golf Programs

**Each school receives \$10,000 for student-athletes, coaches and equipment to fly United and compete in tournaments across the country**

**Program addresses one of the biggest barriers to golf programs' growth and success: limited access to funds for air travel**

**U**nited Airlines along with the PGA TOUR announced that United will award 51 golf teams at Historically Black Colleges and Universities with more than half a million dollars in grants, divided equally among the schools, to fund travel for golf tournaments and recruiting efforts. The donation is part of United Airlines and the PGA TOUR's shared commitment to diversify and grow the sport and provide resources that allow HBCUs to recruit and compete at the highest levels of collegiate golf. Each school will receive \$10,000 in travel credits, enabling more than 250 student-athletes, coaches and their equipment to fly United to compete in high-profile tournaments that were previously out of reach. HBCU golf coaches attribute the lack of access to air travel among the greatest barriers to developing successful golf programs.

***“Removing barriers for HBCU students to have the same opportunities given to other collegiate athletes will open doors for countless young Black golfers to achieve their dreams and for HBCU golf programs to develop to their full potential,”*** said United President Brett Hart. ***“United is committed to advancing inclusion and racial equity and that begins with making meaningful mentorship and scholarship investments in the communities we serve.”***

These grants will allow each team the opportunity to attend more tournaments this season, including events like the prestigious PGA Works Collegiate Championship, Mardi Gras Golf Invitational and Black College Golf Coaches Association Houston National Invitational. Previously, many HBCU golf teams would not have the resources to compete at these events or would have to drive, which requires student-athletes to take multiple days away from school.

***“The golf program at Winston-Salem State University came back to the school for the first time in 10 years last fall. This year, the United Airlines grant will impact our program’s ability to travel tremendously,”*** said Winston-Salem State University Head Golf Coach Charles Penny, II. ***“It now allows for our program to consider more tournaments to play in the fall. Specifically, this past fall, we were only able to play one tournament due to limitations in our travel budget. This fall, we will be able to add close to four.”***

For the student-athletes, the opportunity to compete in more tournaments isn’t just about improving their game – the relationships they build off the course with mentors and golf and industry professionals can make a difference in their ability to pursue the sport as a career.

***“We are super grateful and excited to have the support of United Airlines to make for excellent and safe travel to our tournaments,”*** said Christyn Carr, a golfer at North Carolina A&T State University. ***“It gives us the freedom to compete in different states that we have not been able to go to before, and it allows us to have more time on the course than on the road. I’m looking forward to reaching new heights this semester, not only in our game but in our travel.”***

United is the “Official Airline of the PGA TOUR,” and the organization’s first sponsor to support the TOUR’s larger HBCU Grant Program. Developed in early 2021 by the TOUR’s HBCU task force, the program aims to leverage the TOUR’s partner network in order to offset the financial burdens many HBCU golf programs face.

***“On behalf of the PGA TOUR, I’d like to express my appreciation to longtime partner United Airlines for their support of HBCU golf programs and the many collegiate golfers who will benefit going forward,”*** said PGA TOUR Commissioner Jay Monahan. ***“We have made a pledge to help diversify the landscape of competitive golf and this collaboration between United Airlines and these colleges and universities will be a significant step towards leveling the playing field and enhancing the student-athlete experience along the way.”***

In addition to travel grants, student athletes will have access to mentorship and career coaching from United employees. This summer, United will work with golf influencer Roger Steele along with select PGA TOUR professionals to showcase the depth and skill HBCU golf programs offer across the country through a four-part digital content series. To keep up with



the HBCU golf programs travel journeys this season, follow @United and @PGATOUR on Twitter, Instagram, Facebook and TikTok.

United's travel grants through the PGA TOUR's HBCU Grant Program will serve 51 current golf programs offered at HBCUs, including:

### **Men's Golf**

Alabama A&M University	Morehouse College
Alabama State University	North Carolina A&T State University
Bishop State Community College	North Carolina Central University
Bluefield State College	Prairie View A&M University
Chicago State University	Saint Augustine's University
Elizabeth City State University	Savannah State University
Fayetteville State University	Talladega College
Fisk University	Tennessee State University
Florida A&M University	Texas Southern University
Howard University	University of Arkansas-Pine Bluff
Jarvis Christian College	University of Maryland Eastern Shore
Johnson C. Smith University	Virginia State University
Kentucky State University	Virginia Union University
LeMoyne-Owen College	West Virginia State University
Lincoln University	Wilberforce University
Livingstone College	Winston-Salem State University
Miles College	

### **Women's Golf**

Alabama State University	Lincoln University
Bethune-Cookman University	North Carolina A&T State University
Bishop State Community College	North Carolina Central University
Bluefield State College	Prairie View A&M University
Chicago State University	Savannah State University
Delaware State University	Tennessee State University
Fisk University	Texas Southern University
Howard University	University of Maryland Eastern Shore
Jarvis Christian College	Wilberforce University

## **About PGA TOUR**

By showcasing golf's greatest players, the PGA TOUR engages, inspires and positively impacts our fans, partners and communities worldwide.

The PGA TOUR, headquartered in Ponte Vedra Beach, Florida, co-sanctions tournaments on the PGA TOUR, PGA TOUR Champions, Korn Ferry Tour, PGA TOUR Latinoamérica and PGA TOUR Canada. Members on the PGA TOUR represent the world's best players, hailing from 28 countries and territories outside the United States (90 international members). The PGA TOUR has long-term domestic distribution partnerships for broadcast coverage on CBS, NBC and Golf Channel and video streaming service on ESPN+. Internationally, PGA TOUR coverage is available across 200+ countries and territories in 27 languages via 43 local broadcast partners, in addition to the digital streaming service platform GOLFTV powered by PGA TOUR. Virtually all tournaments are organized as non-profit organizations to maximize charitable giving, and to date, tournaments across all Tours have generated more than \$3.37 billion.

Fans can follow the PGA TOUR on [PGATOUR.COM](https://www.pgatour.com), the No. 1 site in golf, on the [PGA TOUR app](#) and on social media channels, including [Facebook](#), Instagram (in [English](#), [Spanish](#) and [Korean](#)), [LinkedIn](#), [TikTok](#), [Twitter](#), WeChat, [Weibo](#), [Toutiao](#), [Douyin](#) and [LINE](#).



## Alaska Airlines expands Finnair codeshare agreement for deeper global reach

**A**laska Airlines announced February 1st, 2022 a significant codeshare expansion with our European oneworld partner Finnair, the latest in a series of partnership expansions for Alaska since joining the global alliance in March 2021.

Beginning now, Finnair passengers can book connecting flights through Seattle – our hometown airport – to more than 60 destinations throughout Alaska’s network for travel beginning June 1, 2022. The codeshare flights with Alaska will be identified on Finnair’s website and the carrier’s other booking platforms. Finnair’s new nonstop service between Helsinki and Seattle begins June 1 with flights three times a week (Monday, Wednesday and Friday) on the airline’s Airbus A330 aircraft.

***“We joined oneworld for the opportunity to expand partnerships with world-class airlines such as Finnair. This agreement will offer its customers and our guests amazing travel possibilities,”*** said Nat Pieper, senior vice president of fleet, finance and alliances at Alaska Airlines. ***“Connecting Finnair’s vast network across Europe and beyond with dozens of Alaska’s popular markets will bring the Continent and much of the West Coast closer together.”***

Since becoming a [oneworld](#) member on March 31, 2021, Alaska has added more than 250 codeshare routes. We’ve implemented new partnerships with member airlines Qatar Airways and Iberia Airlines, and expanded cooperation with existing oneworld partners American Airlines, British Airways, Cathay Pacific, Finnair, Japan Airlines and Qantas Airways. By this summer, Alaska and these eight oneworld airlines will offer more than 78 daily international flights from Seattle, Portland, San Francisco and Los Angeles, enabling seamless connectivity to Alaska’s comprehensive network up and down the West Coast.

With oneworld and our additional airline partners, Alaska guests can fly to as many as 1,000 destinations around the world. Flyers can also earn and redeem miles with our highly acclaimed [Mileage Plan](#) program to fly on more than 20 oneworld and partner airlines worldwide.

Alaska remains committed to [Next-Level Care](#) for its guests and employees by implementing more than 100 ways to maintain the highest standard of safety – from clean planes to clean air in the cabin with hospital-grade air filtration systems. For everyone’s safety on board, Alaska continues to enforce the federally mandated mask policy, even for those who are fully vaccinated.



More space to lounge? We're on it! Alaska Airlines unveils major investment to expand and remodel popular Lounges in Seattle and Portland

**All-new lounges planned for both airports with significant renovations in the near term**

**A**laska Airlines has targeted a significant, multi-million dollar renovation and expansion of our most popular Lounges with plans for all-new locations at both at Seattle and Portland airports in the coming years. The revitalization of two current Lounges – scheduled to get underway this spring – will eventually pave the way for completely new spaces in 2025-26. The investment continues the dramatic improvements we've made in our Lounges, which includes the opening of our 15,000-square-foot Flagship Lounge at N Concourse in Seattle in 2019 and our new location at Terminal 2 in San Francisco last summer.

***“We love that our guests love our Lounges,”*** said Sangita Woerner, senior vice president of marketing and guest experience at Alaska Airlines. ***“We work hard to create relaxing places for our guests to kick back and unwind or get some work done with a hand-crafted espresso or a local beer and something delicious to eat. Our members also know our lounge program is one of the best values in the airline industry and that keeps them coming back.”***

A hefty amount of work will start soon at our Lounges to make the guest experience even better. As that happens, the initial planning and designing of our completely new Lounge locations gets underway with a targeted opening of 2025-26. Here’s what’s ahead this year alone at Seattle-Tacoma International Airport and Portland International Airport – each of them crucial hubs in our network:

## SEATTLE

- We’re investing nearly \$7 million for Lounge upgrades in Seattle for 2022-23.
- The first phase of work involves the C Concourse Lounge and it’s scheduled to begin in late spring or early summer. We’re adding nearly 60 seats as the overall space grows by an additional 3,000 square feet as we convert neighboring offices. The Lounge will remain open during construction with little impact to guests.
- The second phase of renovations targets the Lounge in D Concourse – our first lounge location we opened more than 40 years ago and its first renovation in nearly 20 years. After the expanded space in C Concourse Lounge opens, we’re planning a six-month closure and total overhaul of the D Concourse Lounge. We’re expanding seating by nearly 30%, adding new product features and giving the area





better flow. This location will also receive a new bistro bar located near the lounge entrance, making it easier for guests to grab a hand-crafted espresso drink when they're in a hurry. It's set to reopen in early summer 2023.

- As part of the Port of Seattle's C Concourse Expansion Project, the opening of an all-new, more than 20,000-square-foot Alaska Lounge is on the radar for 2026. It would eventually become the primary Lounge for our guests departing from C and D Concourses.

- Now for something fun, different and super convenient. We're adding a temporary 'express lounge' at the [newly-renovated Concourse B](#) for our guests traveling through that section of the airport. The mini-lounge is scheduled to open in the summer with seating for up to 35 people near Gate B2, offering guests a selection of beverages and light snacks before their flights.
- The all-new Lounge is currently scheduled to open in the 2025-26 timeframe. It's expected to be more than 10,000 square feet – giving our guests a lot more elbow room.

## PORTLAND

- We're investing nearly \$1.5 million for Lounge upgrades in Portland for 2022.
- We'll enlarge the Lounge by 1,000 square feet with an enclosed patio area that extends into Concourse C. With new seating for 30 people, the total seating capacity will go to 100. Work begins in the spring and it's scheduled to be completed this summer. During the renovation, the current Lounge will remain open to guests.

***“More and more of our members and guests are traveling again and they appreciate the experience of our Lounges,”*** said Todd Traynor-Corey, managing director of guest products at Alaska Airlines. ***“We want our Lounge members, oneworld elite members, those traveling on a paid First Class ticket and day pass holders to feel a bit pampered when they step inside.”***



Alaska operates eight Lounges at six airports: Anchorage; Los Angeles; New York JFK; Portland; San Francisco; and Seattle (three locations). The [Alaska Lounge Membership Program](#) offers two options for guests to choose from: Alaska Lounge members get access to all of our Lounge locations, and Alaska Lounge+ members get access to all our Lounges and more than 90 partner lounges around the world.

With oneworld and our additional airline partners, our guests can earn and redeem miles with our highly-acclaimed [Mileage Plan](#) program to fly on more than 20 oneworld and partner airlines all around the globe.

Safety remains our top priority on board our flights and inside our lounges. As part of our commitment to [Next-Level Care](#), we've partnered with health safety experts to reopen our self-service buffet and we've adopted strict cleaning measures to ensure the comfort and safety of guests and employees. Alaska continues to enforce the federally mandated mask policy, even for those who are fully vaccinated.





## AVIATOR BULLETINS



### Eve formalizes the eVTOL Type Certification process with ANAC

**E**ve UAM, LLC (“Eve” or the “Company”), an Embraer company, announced that it has formalized the process for obtaining a Type Certificate for its eVTOL (electric vertical take-off and landing) aircraft with the Civil Aviation Agency of Brazil (Agência Nacional de Aviação Civil – “ANAC”). In doing so, Eve has reaffirmed its commitment to ANAC to demonstrate compliance with international technical standards and mandatory airworthiness requirements for eVTOL Type Certification.

As formally agreed with ANAC, the eVTOL certification process will follow the process of obtaining a “normal category” aircraft Type Certificate, considering the requirements established by the Brazilian Civil Aviation Regulation (RBAC) no. 23, among other additional requirements. With ANAC’s support, Eve will continue engaging with other leading aviation authorities to formalize the Type Certificate validation process around the world.

***“It is an important moment that demonstrates the company’s commitment to exploring the future of urban air mobility. The process aims to achieve the best safety standards to allow eVTOL access to the global market. From the regulation perspective, there is much work to be done concerning aircraft technology and the definition of the entire ecosystem. Brazil has the conditions and engagement to deal with this challenge,”*** said Roberto Honorato, ANAC’s Airworthiness Superintendent.

***“The formalization of the eVTOL certification process is an important step towards the continuity of the discussions that have been held between Eve and ANAC for the vehicle certification for urban mobility. In addition to demonstrating Eve’s commitment to the development of the project, it allows the institutions to evolve in the definition of the requirements and means of compliance applicable to certification,”*** explained Luiz Felipe R. Valentini, Chief Technology Officer of Eve.

Eve is currently developing a fully electric vertical take-off and landing vehicle that uses disruptive technologies to democratize passenger access to a new urban air transport model. The aircraft, designed with a focus on users, will provide a safe and comfortable method of transportation with low-noise and zero-carbon emissions. It reinforces the company’s commitment to the future of sustainable urban air mobility.

Follow Eve and Embraer on Twitter: @EveAirMobility @Embraer

### **About Eve Air Mobility**

Eve is dedicated to accelerating the Urban Air Mobility (UAM) ecosystem. Benefitting from a start-up mindset, backed by Embraer’s more than 50-year history of aerospace expertise, and with a singular focus, Eve is taking a holistic approach to progressing the UAM ecosystem, with an advanced eVTOL project, a comprehensive global services and support network and a unique air traffic management solution. For more information, please visit [www.eveairmobility.com](http://www.eveairmobility.com).



## AVIATOR BULLETINS

### American Airlines and GOL Complete Agreement to Form Exclusive Partnership Offering Increased Customer Benefits

- **Carriers execute investment agreement previously announced in September 2021 to deepen commercial partnership and create the broadest and most rewarding network in the Americas.**
- **Coming soon, American's AAdvantage® and GOL's SMILES loyalty programs will create the largest joint frequent flyer program in the Americas with enhanced benefits for customers.**
- **As part of the agreement, American will make a \$200 million equity investment in GOL.**

**A**merican Airlines announced it has signed a definitive investment agreement with GOL, Brazil's largest airline, deepening the relationship between the two carriers to create the broadest and most rewarding network in the Americas. The combined networks will provide customers with more than 30 destinations in the U.S. served by American and more than 34 new destinations in South America served by GOL.

American has served Latin America since 1942 and offers service to 17 destinations in South America, including Sao Paulo (GRU) and Rio de Janeiro (GIG) in Brazil, from its U.S. hubs in Dallas-Fort Worth (DFW), Miami (MIA) and New York (JFK). American has flown more than 14 million customers between the U.S. and Brazil in the last 10 years — more than twice as many as any other U.S. carrier. GOL serves 63 destinations in Brazil and is the country's largest airline.

As part of the investment agreement previously announced last year, American will invest \$200 million in 22.2 million newly issued preferred shares of GOL in a capital increase, for a 5.2% participation in the company's economic interest. The execution of the other agreements described in this press release, and the closing of the equity investment, are subject to certain conditions, including government and regulatory approvals and other customary closing conditions.

### **Enhanced Joint Loyalty Offering**

The largest network in the Americas will also be the most rewarding for travelers. In 2022, GOL's SMILES and American's AAdvantage® loyalty members will gain access to their status benefits on both airlines, such as priority check-in, priority security, priority boarding, a larger checked baggage allowance, lounge access and preferred seats. The two airlines also expect to offer an enhanced joint loyalty offering to give customers more ways to earn and redeem miles.

### **About GOL Linhas Aéreas Inteligentes S.A.**

GOL is Brazil's largest airline, leader in the corporate and leisure segments. Since its founding in 2001, it has been the airline with the lowest unit cost in Latin America, which has enabled the democratization of air transportation. The Company has partnerships with American Airlines and Air France-KLM, in addition to making available to Customers many codeshare and interline agreements, bringing more convenience and ease of connections to any place served by these partnerships. With the purpose of "Being First for Everyone", GOL offers the best travel experience to its passengers, including: the largest inventory of seats and the most legroom; the most complete platform with internet, movies and live TV; and the best loyalty program, SMILES. In cargo transportation, GOLLOG delivers parcels to various regions in Brazil and abroad. The Company has a team of 15,000 highly qualified airline professionals focused on Safety, GOL's number one value, and operates a standardized fleet of 127 Boeing 737 aircraft. GOL's shares are traded on the NYSE (GOL) and the B3 (GOLL4). For further information, visit [www.voegol.com.br/ir](http://www.voegol.com.br/ir).



## Spirit® Airlines and ATP Flight School Launch New Program for Next Generation of Pilots

**S**pirit Airlines announced its partnership with the nation's largest flight school, Jacksonville-based ATP Flight School. The new [Spirit Direct Program](#) will expand the carrier's pipeline of highly skilled, professional pilots to include ATP's more than 2,000 qualified students and flight instructors. It also provides graduates with the fastest track to a successful career as a Spirit pilot amid the airline's continued growth.

ATP's prestigious Airline Career Pilot Program and [Spirit Direct Program](#) will immerse students in a two-year training that develops line-ready, Spirit A320 family pilots. Students begin their journey with a seven-month training toward their multi-engine commercial pilot and flight instructor certificates along with their instrument rating. As students progress to ATP instructors they continue to build flight experience working to advance to first officer with Spirit Airlines.

***“ATP is well-known for developing top-notch airline pilots, making them the perfect match as we continue to grow and give our Guests more destinations to discover,”*** said Ryan Rodosta, Senior Director of Flight Operations and System Chief Pilot. ***“Spirit has one of the youngest and most fuel-efficient fleets in the industry, and we fly to world-class destinations across the U.S., Latin America and the Caribbean. Our fleet is growing fast and creating tremendous career-progression opportunities.”***

***“In just seven months, graduates of ATP’s Airline Career Pilot Program earn their commercial pilot and flight instructor certificates, then through the Spirit Direct Program can advance straight to Spirit as Airbus first officers after 1,500 hours of flight time,”*** said Michael Arnold, Director of Marketing, ATP Flight School. ***“We are incredibly proud to partner with Spirit in bringing ATP graduates the fastest track to become airline pilots and the opportunity to quickly establish a rewarding career.”***

To learn more about the application process, visit [atpflightschool.com/spirit](http://atpflightschool.com/spirit).



## Breeze Airways Establishing Base at Hartford's Bradley International

### **Announcement with Governor Ned Lamont Creates More Than 200 New Jobs and Adds 8 New Destinations from Hartford**

**G**overnor Ned Lamont and Connecticut Airport Authority Executive Director Kevin Dillon joined [Breeze Airways'](#) CEO David Neeleman, announced on February 17, 2022, that the low-fare airline is making Hartford's Bradley International Airport (BDL) its fifth base of operations. Breeze has served Hartford since its first day of operations in May 2021. Becoming a base will create more than 200 new jobs and will add eight new nonstop destinations for a total of 12 cities served from Hartford.

***“Over the last few years, Bradley has gained a national reputation as one of the best operated and most convenient airports in the country, and airlines are taking note as they increase their service and add more routes from Connecticut’s largest airport,”*** Governor Lamont said. ***“Bradley is a key economic driver for our state, and the more airlines and destinations that we can add from the airport, the more attractive Connecticut becomes to companies that are seeking to grow their own operations. I am excited that Breeze has committed to establishing a base of operations at Bradley, and I look forward to their continued growth here.”***

When Breeze first took flight on May 27 last year, Bradley was one of three destinations the airline served from day one. The airline has since flown some 60,000 Guests in and out of Hartford. Establishing Bradley as a base means that the airline will permanently house aircraft at the airport; hire local pilots, flight attendants, and mechanics; and fly new routes. Nationally, by February 19, with the addition of New York/Islip and West Palm Beach this week, the airline will provide service between Hartford and 18 cities in 14 states.

***“As a long-time Connecticut resident, it’s personally really exciting for me to announce today with Governor Lamont that Hartford’s Bradley International Airport is becoming Breeze’s fifth base of operations,”*** David Neeleman said. ***“We also can’t wait to share the news on all the new destinations coming from Hartford in just a matter of weeks.”***

Breeze plans to announce in early March the eight new destinations that it is adding at the airport. Breeze currently serves four nonstops from Bradley, including Charleston, South Carolina; Columbus, Ohio; Norfolk, Virginia; and Pittsburgh, Pennsylvania. The first deliveries of Breeze’s order of 80 brand-new Airbus A220s will operate on all four routes starting in June. Each of the four existing routes will have more weekly frequencies added, most notably the Hartford-Charleston route, which will operate with daily flights this summer.

***“Our vision to transform Bradley International Airport and drive continued growth has reached a significant milestone today,”*** Dillon said. ***“We thank Breeze Airways for recognizing Bradley International Airport’s high standing in the industry and for partnering with us to bring more jobs and exciting nonstop destinations to the region. We are honored to serve as Breeze’s fifth base and look forward to our expanded partnership.”***



***“Today’s announcement from Breeze is welcome news for both the Connecticut Airport Authority and the state’s tourism industry, with eight new routes on the way,”*** Tony Sheridan, chair of the Connecticut Airport Authority Board of Directors, said. ***“This level of interest also demonstrates Breeze’s confidence in the management and modernization of Bradley International Airport. We are excited to start unveiling these destinations in the coming weeks so we can continue enhancing the rest of the country’s access to all of Connecticut’s tourist offerings.”***

The Connecticut Department of Economic and Community Development (DECD) is supporting the project by providing a grant in arrears of up to \$1,262,000 contingent on the company creating and retaining 212 full-time jobs.

***“Breeze’s decision to establish this new base and create hundreds of jobs is great news for the state and region and underscores Bradley’s broader importance as an economic driver,”*** DECD Commissioner David Lehman and Peter Denious, president and CEO of the nonprofit organization AdvanceCT, said in a joint statement. ***“Breeze is the latest in a long line of companies investing and putting down roots in Connecticut. The fact that the Company is also adding flights is good news for business and leisure travelers alike.”***



## SkyWest Now Hiring Direct Entry Captains

**S**kyWest Airlines pilots have more opportunity and access than any other regional pilots, allowing them to truly Take Control of Their Pilot Careers. With 18 domiciles, a fleet of over 480 aircraft, and flying agreements with four mainline partners – United, Delta, American and Alaska – there has never been a better time to fly with SkyWest.

Direct Entry Captains will also be eligible for \$40,000 in bonuses, and will have access to SkyWest's new Guaranteed Pilot Interview programs with Delta, United, and Alaska Airlines.  
Bonuses and Incentives

New Direct Entry Captains at SkyWest are eligible for a variety of bonuses and incentives, including:

- **\$40,000 in bonuses**

**PLUS:**

- **Year-for-year pay credit up to a 10-year rate**
- **Pilot profit sharing**
- **Operational and financial bonuses**
- **401(k) matching**

### **Guaranteed Pilot Interview**

SkyWest is the only regional airline offering captains a guaranteed pilot interview with their choice of Delta, United and Alaska Airlines (or all three). Captains will be qualified for an interview after 24 months as PIC. Interviews are held on a regular basis and mainline carriers have committed to interviewing a specific percentage of SkyWest captains each month.

There has never been a better time to Take Control of Your Career and to enjoy the benefits and opportunities available at SkyWest Airlines.

Apply today at [www.skywest.com/pilot](http://www.skywest.com/pilot) and join the industry's premier regional airline

Be sure to check out Skywest pilot pay and work rules in [The Grid!](#)



## Epic Flight Academy Takes Delivery of New Cessna Skyhawk 172S Nav III

### **New Cessna Skyhawk 172S Nav III arriving directly from the factory**

**N**ew Smyrna Beach, FL – Epic Flight Academy has taken delivery of another brand new aircraft direct from the Cessna/Textron production facility in Independence, Kansas. The new aircraft is a Skyhawk 172S Nav III and will be used for flight training. Before officially joining the [fleet](#), Epic’s maintenance department will paint the tail bright red, a distinctive feature of Epic’s planes. Epic boasts an unblemished safety record. This is partially due to the fact that Epic purchases all training aircraft brand new. Local residents can spot Epic planes easily, because they are painted with bright red tails for safety. If the tail is not red, it’s not an Epic aircraft.

Tail numbers are unique to every airplane. The tail of Epic’s last plane, N321EP, was painted red before it could be added to the training fleet. The newest plane, N322EP, will soon sport a red tail.

***“Our students consistently comment on the ease of learning to fly in new aircraft with glass cockpits that allow them to transition with ease to the airlines,”*** said Epic COO Josh Rawlins. ***“This new plane will go first to our maintenance hangar for the tail to be painted red. The red tails are easier for all pilots to see during flight, so this is the first thing we do before the plane is added to the training fleet.”***

Epic Flight Academy has been training airline pilots since 1999, and its most popular aircraft is the Cessna Skyhawk, which is highly rated for safety.



## AVIATOR BULLETINS



**FRONTIER**  
LOW FARES DONE RIGHT

### Frontier Airlines and Spirit Airlines to Combine, Creating America's Most Competitive Ultra-Low Fare Airline

**Highly Complementary Networks to Serve Over 145 Destinations Across the United States, Latin America and the Caribbean**

**Consumers Win With \$1 Billion in Annual Savings and Even More Ultra-Low Fares to More Places Combined Airline to Drive Competition and Expand Service to Underserved Small and Mid-Sized Cities Across the United States**

**Combined Fleet Will Be the Youngest, Most Fuel-Efficient and Greenest in the United States**

**Combination Provides Better Opportunities and More Stability for 15,000 Professionals, Adding 10,000 Direct Jobs by 2026**

**S**pirit Airlines, Inc. and Frontier Group Holdings, Inc. parent company of Frontier Airlines, Inc., announced February 7, 2022, a definitive merger agreement under which the companies will combine, creating America’s most competitive ultra-low fare airline.

Together, Frontier and Spirit expect to change the industry for the benefit of consumers, bringing more ultra-low fares to more travelers in more destinations across the United States, Latin America and the Caribbean, including major cities as well as underserved communities. The stronger financial profile of the combined company will empower it to accelerate investment in innovation and growth and compete even more aggressively, especially against the dominant “Big Four”<sup>1</sup> airlines, among others.

William A. Franke, the Chair of Frontier’s Board of Directors and the managing partner of Indigo Partners, Frontier’s majority shareholder, noted that Indigo has a long history with both Spirit and Frontier, and is proud to partner with them in creating a disruptive airline. ***“We worked jointly with the Board of Directors and senior management team across both carriers to arrive at a combination of two complementary businesses that together will create America’s most competitive ultra-low fare airline for the benefit of consumers.”***

***“We are thrilled to join forces with Frontier to further democratize air travel,”*** said Ted Christie, President and CEO of Spirit. ***“This transaction is centered around creating an aggressive ultra-low fare competitor to serve our Guests even better, expand career opportunities for our Team Members and increase competitive pressure, resulting in more consumer-friendly fares for the flying public. We look forward to uniting our talented teams to shake up the airline industry while also continuing our commitment to excellent Guest service.”***

***“This combination is all about growth, opportunities and creating value for everyone – from our Guests to our Team Members to the flying public at large,”*** said Mac Gardner, Chairman of the Board of Spirit. ***“We’re a perfect fit – our businesses share similar values, including our longstanding commitment to affordable travel. At the same time, we have complementary footprints and fleets, including one of the youngest and greenest fleets worldwide. Together, we will be even more competitive for our Guests and our Team Members, and we are confident we can deliver on the benefits of this combination to consumers.”***

***“Together, Frontier and Spirit will be America’s Greenest Airline and deliver more ultra-low fares to more people in more places,”*** said Barry Biffle, President and CEO of Frontier. ***“I couldn’t be more excited for our team members, customers, partners, the communities we serve and our shareholders.”***

## **Consumers Win With More Ultra-Low Fares to More Places**

### **The combined airline is expected to:**

- Deliver \$1 billion in annual consumer savings.
- Offer more than 1,000 daily flights to over 145 destinations in 19 countries, across complementary networks.

- Expand with more than 350 aircraft on order to deliver more ultra-low fares.
- Increase access to ultra-low fares by adding new routes to underserved communities across the United States, Latin America and the Caribbean.
- Deliver even more reliable service through a variety of operational efficiencies.
- Expand frequent flyer and membership offerings.

## **Team Members Win With Expanded Opportunities and Increased Stability**

- By 2026 Spirit and Frontier expect to add 10,000 direct jobs and thousands of additional jobs at the companies' business partners.
- Given the growth of the combined company, it is expected that all current team members will have an opportunity to be a part of the combined airline.
- Team Members of the combined airline will have better career opportunities and more stability as part of the most competitive ultra-low fare airline in the United States.

## **Sustainability Wins With America's Greenest Airline**

Frontier and Spirit will be America's Greenest Airline, providing nationwide access to sustainable and affordable air travel. The combined airline will have the youngest, most modern and fuel-efficient fleet in the United States, featuring the largest fleet of A320neo family aircraft of any airline in the country. The combined airline is expected to achieve over 105 seat miles per gallon by 2025.

## **Shareholders Win With Superior Value Creation**

The combination of Spirit and Frontier is expected to deliver enhanced value to shareholders of both companies.

- On a combined basis, the company would have annual revenues of approximately \$5.3 billion based on 2021 results.
- 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 combined airline is expected to have a strengthened financial profile, with a cash balance of approximately \$2.42 billion as of the end of 2021 on a combined basis.

Under the terms of the merger agreement, which has been unanimously approved by the boards of directors of both companies, Spirit equity holders will receive 1.9126 shares of Frontier plus \$2.13 in cash for each existing Spirit share they own. This implies a value of \$25.83

per Spirit share at Frontier's closing stock price of \$12.39 on February 4, 2022, representing a premium of 19% over the February 4, 2022, closing price of Spirit, and a 26% premium based on the 30 trading-day volume-weighted average prices of Frontier and Spirit. The transaction values Spirit at a fully diluted equity value of \$2.9 billion, and a transaction value of \$6.6 billion when accounting for the assumption of net debt and operating lease liabilities.

Upon closing of the transaction, existing Frontier equity holders will own approximately 51.5% and existing Spirit equity holders will own approximately 48.5% of the combined airline, on a fully diluted basis, providing both Frontier and Spirit equity holders with substantial upside potential.

## **Bringing Our Airlines Together – Governance and Timing to Completion**

The Board of Directors for the new airline will be comprised of 12 directors (including the CEO), seven of whom will be named by Frontier and five of whom will be named by Spirit. Mr. Franke will be Chairman of the Board of the combined company.

The merger is expected to close in the second half of 2022, subject to satisfaction of customary closing conditions, including completion of the regulatory review process and approval by Spirit stockholders. Frontier's controlling stockholder has approved the transaction and related issuance of shares of Frontier common stock upon signing of the merger agreement. The combined company's management team, branding and headquarters will be determined by a committee led by Mr. Franke prior to close.

## **Merger Conference Call and Transaction Website Details**

Frontier and Spirit will conduct a live conference call and webcast to discuss the transaction at 6:30 AM MT / 8:30 AM ET today. To listen to the live call, please dial (800) 459-5346 or (203) 518-9544 and enter the participant code 4789568.

A live webcast of the conference call will be accessible through: <https://webinars.on24.com/messagebank/frontierspirit.com>. The accompanying presentation slides will be available on both the Spirit website (<https://ir.spirit.com>) and the Frontier website (<https://ir.flyfrontier.com>), as well as [www.EvenMoreUltraLowFares.com](http://www.EvenMoreUltraLowFares.com), a joint website dedicated to the transaction, at 6:15 AM MT / 8:15 AM ET. The webcast will also be available on the Spirit website (<https://ir.spirit.com>), the Frontier website (<https://ir.flyfrontier.com>) and [www.EvenMoreUltraLowFares.com](http://www.EvenMoreUltraLowFares.com).

A replay of the call will be available until February 10, 2022, by dialing (888) 274-8331 or (402) 220-7332.

## **Spirit and Frontier Fourth Quarter and Full Year 2021 Earnings Results**

In separate press releases today, Frontier and Spirit are also announcing earnings results for the fourth quarter and full year 2021. In light of today's proposed transaction, Spirit and



Frontier have canceled their previously announced calls for Wednesday, February 9, 2022, at 10:00 AM ET and 4:30 PM ET, respectively.

## Advisors

Citigroup Global Markets Inc. is serving as financial advisor and Latham & Watkins, LLP is serving as legal advisor to Frontier. Barclays and Morgan Stanley & Co. LLC are serving as financial advisors and Debevoise & Plimpton LLP is serving as legal advisor to Spirit.

## No Offer or Solicitation

This communication is for informational purposes only and is not intended to and does not constitute an offer to sell, or the solicitation of an offer to subscribe for or buy, or a solicitation of any vote or approval in any jurisdiction, nor shall there be any sale, issuance or transfer of securities in any jurisdiction in which such offer, sale or solicitation would be unlawful, prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended, and otherwise in accordance with applicable law.

## Important Additional Information Will Be Filed With the SEC

Frontier will file with the Securities and Exchange Commission (“SEC”) a Registration Statement on Form S-4 in connection with the proposed transaction, including a definitive Information Statement/Prospectus of Frontier and a definitive Proxy Statement of Spirit.

**INVESTORS AND STOCKHOLDERS ARE URGED TO READ THE REGISTRATION STATEMENT/ INFORMATION STATEMENT/ PROSPECTUS/ PROXY STATEMENT AND ANY OTHER RELEVANT DOCUMENTS TO BE FILED BY FRONTIER OR SPIRIT WITH THE SEC IN THEIR ENTIRETY CAREFULLY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT FRONTIER, SPIRIT, THE PROPOSED TRANSACTIONS AND RELATED MATTERS.** Investors and stockholders will be able to obtain free copies of the Registration Statement and the definitive Information Statement/Proxy Statement/Prospectus and other documents filed with the SEC by Frontier and Spirit through the website maintained by the SEC at [www.sec.gov](http://www.sec.gov). In addition, investors and stockholders will be able to obtain free copies of the information statement and the proxy statement and other documents filed with the SEC by Frontier and Spirit on Frontier’s Investor Relations website at <https://ir.flyfrontier.com> and on Spirit’s Investor Relations website at <https://ir.spirit.com>.

## Participants in the Solicitation

Frontier and Spirit, and certain of their respective directors and executive officers, may be deemed to be participants in the solicitation of proxies in respect of the proposed

transactions contemplated by the Merger Agreement. Information regarding Frontier's directors and executive officers is contained in Frontier's final prospectus filed with the SEC pursuant to Rule 424(b), which was filed with the SEC on April 2, 2021, and in Frontier's Current Report on Form 8-K, dated July 16, 2021, as amended. Information regarding Spirit's directors and executive officers is contained in Spirit's definitive proxy statement, which was filed with the SEC on March 31, 2021.

## **Cautionary Statement Regarding Forward-Looking Information**

Certain statements in this communication, including statements concerning Frontier, Spirit, the proposed transactions and other matters, should be considered forward-looking within the meaning of the Securities Act of 1933, as amended, the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on Frontier's and Spirit's current expectations and beliefs with respect to certain current and future events and anticipated financial and operating performance. Such forward-looking statements are and will be subject to many risks and uncertainties relating to Frontier's and Spirit's operations and business environment that may cause actual results to differ materially from any future results expressed or implied in such forward looking statements. Words such as "expects," "will," "plans," "intends," "anticipates," "indicates," "remains," "believes," "estimates," "forecast," "guidance," "outlook," "goals," "targets" and other similar expressions are intended to identify forward-looking statements. Additionally, forward-looking statements include statements that do not relate solely to historical facts, such as statements which identify uncertainties or trends, discuss the possible future effects of current known trends or uncertainties, or which indicate that the future effects of known trends or uncertainties cannot be predicted, guaranteed, or assured. All forward-looking statements in this communication are based upon information available to Frontier and Spirit on the date of this communication. Frontier and Spirit undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events, changed circumstances, or otherwise, except as required by applicable law.

Actual results could differ materially from these forward-looking statements due to numerous factors including, without limitation, the following: the occurrence of any event, change or other circumstances that could give rise to the right of one or both of the parties to terminate the merger agreement; failure to obtain applicable regulatory or Spirit stockholder approval in a timely manner or otherwise; failure to satisfy other closing conditions to the proposed transactions; failure of the parties to consummate the transaction; risks that the new businesses will not be integrated successfully or that the combined companies will not realize estimated cost savings, value of certain tax assets, synergies and growth, or that such

benefits may take longer to realize than expected; failure to realize anticipated benefits of the combined operations; risks relating to unanticipated costs of integration; demand for the combined company's services; the growth, change and competitive landscape of the markets in which the combined company participates; expected seasonality trends; diversion of managements' attention from ongoing business operations and opportunities; potential adverse reactions or changes to business or employee relationships, including those resulting from the announcement or completion of the transaction; risks related to investor and rating agency perceptions of each of parties and their respective business, operations, financial condition and the industry in which they operate; risks related to the potential impact of general economic, political and market factors on the companies or the proposed transaction; that Frontier's cash and cash equivalents balances together with the availability under certain credit facilities made available to Frontier and certain of its subsidiaries under its existing credit agreements, will be sufficient to fund Frontier's operations including capital expenditures over the next 12 months; Frontier's expectation that based on the information presently known to management, the potential liability related to Frontier's current litigation will not have a material adverse effect on its financial condition, cash flows or results of operations; that the COVID-19 pandemic will continue to impact the businesses of the companies; ongoing and increase in costs related to IT network security; and other risks and uncertainties set forth from time to time under the sections captioned "Risk Factors" in Frontier's and Spirit's reports and other documents filed with the SEC from time to time, including their Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

*1 American Airlines, Delta Airlines, Southwest Airlines, United Airlines*

*2 Pro forma unrestricted cash balance includes unrestricted cash, cash equivalents, and short-term investments and excludes transaction-related costs.*



PERSPECTIVES



# Flight Training Costs – Factors to Consider

WRITTEN BY: JOHN MCDERMOTT

**W**hat is the best way to spot a good deal on flight training? Flight schools will often attract students by posting prices that look far lower than what other pilots say they've paid. While these prices may seem attractive, it's important to keep the caveats of training in mind.

The most notable caveat to keep in mind is how many hours is factored into your training quote. Let's use private-pilot training as an example. Flight schools will often list their prices based on the FAA-minimum 40 hours of flight training. But note that very few students actually finish their training in these 40 hours; in fact, the average private-pilot student takes somewhere between 70 to 85 hours to finish their training, so the money allocated to the actual hours will likely be higher than what is listed.

Another factor to keep in mind is where you're training, from a geographical perspective. Areas with more convective activity, for example, will see more flight cancellations. With training more spread out, it may take more time to fine-tune the skills that one might master in fewer hours if one were in a more moderate climate.

Third, it's also important to note the size of the flight schools you're considering. Keeping in mind the goals of your training; for example, if you want to get through as quickly as possible or hope to allocate more time to learn more thoroughly. These considerations should be factored for the size of the school you're considering. How much is a specific training style, format, or syllabus worth monetarily? Training in a style that doesn't fit your needs may not be worth a lower cost if it inhibits your abilities.

If you find yourself in a situation that isn't working for you, changing flight schools or instructors may be a good option. It may be

tedious and/or cost more in the short-term, but the return on investment will be higher if you switch to a training program that will better help you succeed. Remember that the purpose of training isn't strictly to pass checkrides – regardless of whether you're simply training for private use or if you're pursuing aviation as a career – your main goal should be to become as safe a pilot as possible.

When you're preparing to start your aviation journey, be aware of all the factors that go into flight training. Ultimately, you'll save the most money if you put yourself in a situation that best fits you and your learning style. This will allow you to be able to become the best pilot possible most efficiently. If you put yourself in the best environment, being aware of the dynamics of training, you'll be prepared to face challenges as they arise. Prepare in order to take advantage of how fulfilling flight training can be.

## 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...](#)



BAGGAGE



# How to Stay Assertive in Discussions

WRITTEN BY: REINI THIJSSSEN

**A** good discussion is often part of our personal and professional lives and provides interesting insights. However, it sometimes results in a never-ending conversation or challenging situations. In the worst case, it is no longer possible to maintain your assertiveness because you feel absorbed in the point you are trying to make or belittled by the other party. So, how do you remain balanced as an assertive debater to bring your argument across respectfully while keeping the relationship intact?

Someone makes a statement, you argue (or vice versa). Carefully at first, you will let the other person know you disagree. After the initial politeness, it becomes clear that a disagreement has arisen. The arguments go back and forth, usually involving raising voices and becoming more frustrated – until one of the parties gives up or gives in, and the atmosphere between the two sides remains grim.

What is a better and healthier way to have a discussion? One where both parties, or at least one, adopt and maintain an assertive stance. The key to having a healthy debate is nothing more than making good arguments. Judging your opponent and telling them that they are “seeing it wrong” will certainly not produce a great result. They will feel attacked as a result, and it will not make the conversation more pleasant or constructive.

The essential first rule of any discussion is always to keep the relationship with the family member, friend, or colleague in mind. With this basic rule as a starting point, you can do everything to turn the discussion in your favor.

### **Rule 1: Be respectful & acknowledge each other**

Acknowledge the other person’s arguments before moving on to the facts you would like to share. Whether in a public setting or not, people want to be recognized for their intelligence and contribution. Acknowledging can be done by summarizing what your opponent has said to show that

you heard what they said before moving on to your argument. This can help prevent miscommunication and is particularly beneficial if you speak and think fast.

### **Rule 2: Keep your facts straight**

Be careful not to label anything as the ultimate sacred truth unless you know for sure. If it turns out that you were not speaking the truth, it makes your position in the discussion shaky and you can be seen as unreliable.

### **Rule 3: Stick to the Topic**

Perhaps the most challenging part of a discussion is how to stick to a debate topic. If you or your conversation partner introduce an entirely new topic, it becomes more difficult for follow up. In addition, bringing in a different subject can be your opponent’s tactic; it might signify that they feel that they are in danger of losing.

### **Rule 4: Stay Calm**

It happens all the time, your conversation partner continuously repeats their point of view. They will raise their voice to reinforce the argument. Do not participate in that competition. It is better to stay calm and conduct the discussion with focus. Remaining calm will give you more time to think, which helps to bring forward good points to reinforce your arguments. Not the loudest person, but the person with the most convincing points of view wins a dialogue.

## Rule 5: Body Language

Assertiveness during an argument means being able to calmly and clearly express your thoughts and feelings. This also applies to non-verbal communication. For example, take an open and upright stance, trying not to make the non-verbal gestures too expressive so that it comes off as aggressive. Additionally, it is essential to maintain eye contact with the other person and listen to what they say before responding. Be mindful of your body language, listen to the other person and react calmly.

## Rule 6: Seek first to understand, then be understood

It can be helpful to ask questions about the other person's point of view, rather than immediately inserting your opinion or repeating your arguments. Try to understand what the other person is conveying. When you ask critical questions, it may already be apparent that the other person does not have strong arguments.

**Pro tip:** The core difference between assertiveness and aggressiveness is staying aware of the other. Know your timing, assess the other party's response, and assess the effectiveness of your responses. Why does the other say this? Why do you think that? Focus on "why" instead of "what." In addition, use silence. Give the other person the opportunity to respond after you make a point. While

listening to your opponent, you have time to think about your subsequent response. Using silence might also lead to the conversation ending naturally as well.

### Final note

These tips help to maintain an assertive discussion with your colleagues. Remember to think about the relationship during the conversation. It forms the foundation of any personal and professional dialogue. However, if you continually find yourself triggered by certain people, it might be helpful to read more about challenging personality types. See [Dealing with Difficult People](#), Aero Crew News, April 2021.



### 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...](#)





MONEY



# Market Volatility

We fear the wrong things and it costs us dearly

WRITTEN BY: CHARLIE MATTINGLY

**W**hat's up with recent stock market volatility and what should you do about it? January 2022 was the worst month in the stock market since March 2020. By the time you read this article, the markets may have recovered and gone higher, or perhaps new and unexpected news may have caused the markets to tank even further. Is this something we should be worried about or fear?

## We fear the wrong things:

When I flew F-16's for the Air Force, I worried about and feared the wrong things. Looking back now, I'm amazed at how much energy and effort I put into the things that really didn't matter much. Instead of focusing on executing the specific tactic that would allow us to accomplish our mission that day, I was consumed with worry and uncertainty about how the instructor might be grading my performance.

I remember one upgrade ride particularly. After we landed, I was so wrapped up with how bad I thought my performance had been that I failed to focus on the upcoming debrief and what we could have learned from that sortie – you know, the really important stuff! It's embarrassing to look back now, but experience brings a perspective that is difficult to recognize as a young fighter pilot.

As it turns out, I'm not the only one worried or fearful of the wrong things. Sharks have a reputation for being people-eating monsters, however, sharks are only responsible for ten fatalities per year *worldwide*.<sup>1</sup> On the other hand, eight deaths every day in the United States are caused by people texting while *driving*.<sup>2</sup> My daughter loves to ride horses but unfortunately, she's twice as likely to die while riding horses than by shark *attack*.<sup>3</sup> I'm going to have a heck of a time convincing her to scuba dive with me because of her fear of what's below the surface of the ocean. It turns out that scuba diving in the depths of the ocean is one of the safest places to be!

Similarly, normal stock market volatility is not the thing we should be concerned with or fear. However, this normal behavior of the stock market causes people to do irrational things that can hurt their long-term investment performance . . . and it's really expensive!

## Why is the stock market down this January 2022?

There's plenty of stuff to be worried about for sure. Here's a sampling of the headlines in mid-January from MarketWatch.com, January 23, 2022:

- "Nasdaq is down 11% in 2022 and poised for the worst start to a year since 2008."
- 'Godfather' of technical analysis says the stock market could fall 20% or more, but don't panic
- "Good luck! We'll all need it" – Jeremy Grantham sees approaching end of a 'superbubble.'
- "Omicron, high inflation, worried consumers: Just how bad is it for the economy?"
- "Weekend reads: Is this the end of the bull market for stocks?"

The experts responsible for these headlines are very intelligent people. However, I'm confident that if you invest according to these messages, you will NOT be a successful investor.

And the data is on my side. (See graphic below.) The average investor reads these headlines, experiences fear and uncertainty, and sells their investments to prevent being a victim of the “superbubble,” the “worst start to a year since 2008,” the impending “fall of 20% or more.”

So, why the rocky start to 2022? Here are a few thoughts:

1. The Fed’s December meeting minutes released on January 5 were more aggressive than the market anticipated. In other words, they warned of reducing long-term treasury purchases and multiple potential interest rate increases coming in the near future.
2. The markets are worried about the Russia/Ukraine escalation.
3. Inflation fears
4. The 2021 year-end rally was probably an overshoot.
5. Growth, tech-focused assets were overvalued to begin with. Furthermore, when interest rates rise, growth-focused stocks tend to do poorly due to their heavy reliance on cheap debt.
6. The Omicron variant of COVID-19 continues to weigh on economic growth.

Okay, now what is the real reason the market is down year to date (Jan 31, 2022)? Two words; expectations and uncertainty. When it comes to the behavior (volatility) of the markets, it is not the actual event, news headline, Fed decision, etc. that has the biggest impact. What causes the most volatility is if the new information or the new event is different than what was expected.

Omicron is the perfect example of this. Mr. Market was expecting COVID-19 to be behind us in late 2021. When in fact a new strain was discovered in South Africa instead. Here’s the direct quote from December 15, 2021, Federal Reserve press release (meeting notes.): “The path of the economy continues to depend on the course of the virus. Progress on vaccinations and an easing of supply constraints are expected to support continued gains in economic activity and employment as well as a reduction in inflation. Risks to the economic outlook remain, including from new variants of the virus.”

## **Focus on our mission as investors?**

Just like my flying performance suffered during an upgrade flight solely due to me focusing on the wrong things, our investment performance and retirement success can also suffer from focusing on irrelevant short-term noise. One of our most common axioms in retirement planning is, “Do not let short-term events or news headlines affect your long-term plan.”

What is your mission as an investor? For most, it is to build wealth over the long term. Even if you are at or near retirement, you are a long-term investor. What the evidence shows us is oftentimes avoiding short-term discomfort in the stock market will work against the accomplishment of your mission. Know your mission and do the things that increase your odds of a successful mission. I believe one of the keys to success is to understand that it’s not about timing the market, but instead it is about time in the markets. According to the Putnam Investments graphic below, by staying fully invested over the past 15 years, you would have earned \$22,270 more than someone who missed the market’s ten best days. Furthermore, if you

## Stay invested so you don't miss the market's best days

\$10,000 invested in the S&P 500 (12/31/06-12/31/21)



By staying fully invested over the past 15 years, you would have earned \$24,753 more than someone who missed the market's 10 best days.

Data is historical. Past performance is not a guarantee of future results. The best time to invest assumes shares are bought when market prices are low.

missed just the ten best days in the S&P 500 15-year period from December 2005 to December 2020 your annualized return would go from 9.88% to 4.31%!

[Click here to see the full PDF presentation from Putnam Investments4](#)

### What is the biggest enemy of long-term investing success - Mission Accomplishment?

What happens when you heed the advice of experts and prognosticators who don't know a thing about your personal circumstances or financial goals? In short, they win and you lose!

The main goal of online news sources, social media, etc. is to provoke strong, negative emotions so you'll view their ads and buy what they're selling. The same can be said for your favorite Twitter feed, 24-hour financial news source, or even someone on YouTube shouting Armageddon from the rooftops.

Large media sources and social media platforms spend gobs of money to employ expert psychologists and use sophisticated algorithms to feed you the news that will hook you. They also know that if they feed you the information you already believe to be true, you'll be more likely to stay on their site for longer periods of time. Reading news that "agrees with you" is especially dangerous because it feeds your confirmation bias. Making you even more confident of the belief system you already had, which unfortunately may or may not be useful as it relates to your investments.

We all have seen real-world examples of far-out, but possible, belief systems that have cost investors tons of money. Is the end of capitalism possible? Absolutely! Could the United States become a communist country? Unfortunately, it's possible. However tragic these events would be, they are not reasons to stop investing in globally diversified portfolios.

Every year JP Morgan Asset Management updates their record of asset class investment returns, and they include the average equity-investor performance along with it. Due to the

roller coaster ride of emotions for the average investor, they tend to sell after markets have declined (sell low) and tend to re-purchase those investments after they have recovered (buying high). This repeated cycle of either chasing returns or trying to avoid the next crash leads to very poor investment performance. In fact, the average investor can underperform the actual performance of the mutual fund, ETF, or stock they are invested in.

**From J.P. Morgan Asset Management “Guide to the Markets”<sup>5</sup>**

“The top chart shows the powerful effects of portfolio diversification. It illustrates the difference in movements between the S&P 500, a 60/40 portfolio, and a 40/60 portfolio indicating when each respective portfolio would have recovered its original value at the peak of the market on February 19th from the market bottom on March 23rd. It shows that the S&P 500 fell far more than either of the two diversified portfolios and also took longer to recover its value. The bottom chart shows 20-year annualized returns by asset class, as well as how an “average investor” would have fared. The average investor asset allocation return is based on an analysis by Dalbar, which utilizes the net of aggregate mutual fund sales, redemptions, and exchanges each month as a measure of investor behavior. ([Click here for the source graphic.](#)<sup>5</sup>)



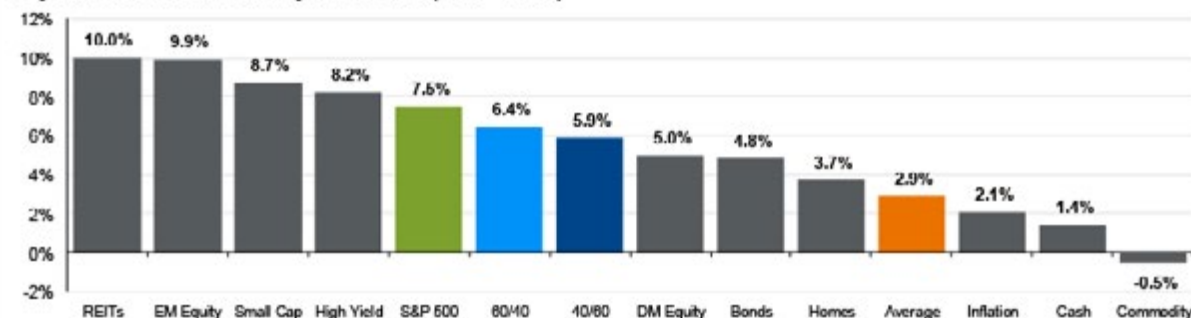
**Diversification and the average investor**

GTM U.S. 64

**Portfolio returns: Equities vs. equity and fixed income blend**



**20-year annualized returns by asset class (2001 – 2020)**



Source: Bloomberg, FactSet, Standard & Poor's, J.P. Morgan Asset Management; (Bottom) Dalbar Inc, MSCI, NAREIT, Russell. Indices used are as follows: REITs: NAREIT Equity REIT Index, Small Cap: Russell 2000, EM Equity: MSCI EM, DM Equity: MSCI EAFE, Commodity: Bloomberg Commodity Index, High Yield: Bloomberg Global HY Index, Bonds: Bloomberg U.S. Aggregate Index, Homes: median sale price of existing single family homes, Cash: Bloomberg 1 3m Treasury, Inflation: CPI 60/40: A balanced portfolio with 60% invested in S&P 500 Index and 40% invested in high-quality U.S. fixed income, represented by the Bloomberg U.S. Aggregate Index. The portfolio is rebalanced annually. Average asset allocation investor return is based on an analysis by Dalbar Inc., which utilizes the net of aggregate mutual fund sales, redemptions and exchanges each month as a measure of investor behavior. Guide to the Markets – U.S. Data are as of January 31, 2022.

## Maintain Aircraft Control!

Just like flying the airplane – success in investing is no secret or magic potion. It's all about basic principles and discipline:

1. Maintaining aircraft control
2. Analyze the situation
3. Take appropriate action
4. Maintain situational awareness.

### 1. Maintain Aircraft Control

- a. Turn off the financial news or Twitter feed that jacks you up! Trust me, you'll be a happier person and your investments will do better because you won't fear the wrong things or worry about things you can't control.
- b. Fly the airplane first – focus on what you can control. On or about March 20, 2020, one client said to me; "There is no recession or market crash for those that have cash!" How true is that? I'm certainly not recommending holding cash in your investments while waiting for the stock market to fall, however, I do highly recommend maintaining a solid emergency fund of cash and low debt, so you're not stressed out when the next crash comes along. We have seen how this can greatly improve quality of life as well as investment returns. Furthermore, you'll be like a well-run airline (oxymoron) that is ready to take over market share when other airlines are trying to NOT go bankrupt.

### 2. Analyze the Situation

- a. Understand that while the news, world events (e.g., Russia-Ukraine) could be terribly tragic and scary, they may not affect your investment plan. In fact, it probably won't. The stock market has been through some pretty scary stuff and investors have managed to handily outpace inflation over the long term. (See the 1960s; The Cuban Missile Crisis, President JFK assassination, Martin Luther King, Jr. assassination, race riots, Vietnam War, etc.)
- b. Remember, you invest in the stock of companies, and they are amazingly good at making products we need and want. And therefore, making profits we can share during good times and bad.

### 3. Take the Proper Action

- a. You must prepare for “The Crash”, before “The Crash.” Take the time to develop a well-thought-out financial plan and investment policy statement.
  - i. Just like the simulator prepares you for the emergency before you ever face one in the airplane, thinking about what you’ll do when the next recession comes along could help you get through the event without real (only paper) losses in the stock market.
- b. Rely on your financial plan to help you understand “the why” behind your investment strategy. Having a game plan will help you understand what news headline or event might impact your financial goals.
- c. Be a humble investor. A good investor acknowledges that some things, such as short-term market gyrations, are unknowable. Furthermore, the best investors prepare for multiple outcomes (diversify!) and they are prepared to be wrong, always.
  - i. Investment diversification will save you, even if it appears everything is going down at the same time.
- d. Ignore the apocalyptic predictions. Someone will benefit from making these predictions, but it won’t be you!
- e. When markets tank, crash, correct, etc. consider the following strategies:
  - i. Tax-loss harvesting.
  - ii. Roth IRA conversions
  - iii. Rebalancing into the pain - I.e., buy equities (Funds, ETFs) that are low.
  - iv. If you’re worried or fearful, consider revisiting your risk tolerance and investing game plan.
  - v. Seek the counsel of trusted advisors. E.g., fiduciary, fee-only advisors, trusted family or friends.

### 4. Maintain Situational Awareness

- a. Instead of relying on YouTube or Facebook (TikTok?) for your financial education, consider taking the time to read reputable financial books that stand the test of time. These books will help you understand that market volatility is a healthy and normal part of investing.
  - i. Read anything by Jack Bogle and William Bernstein. Their books are timeless and principle based. They may be boring to some, but if you’re not willing to read boring, timeless, principle-based books about investing then you should pay someone else to invest for you.

- b. Understand that there is no magic signal that alerts us of the bottom of the downturn. Furthermore, if you exit the markets during volatile times, you're very likely to miss the largest return days as well. Oftentimes the largest returns come right on the heels of the worst days.

Finally, remember, the only reason there is an expected investment return in the stock market is because there is uncertainty, volatility, and risk of loss. In other words, if it were a smooth elevator ride up, there would be no reward.

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### About the Author



**Charlie Mattingly** a CERTIFIED FINANCIAL PLANNER™ professional, is a first officer for Southwest Airlines based in Atlanta.

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# KNOWLEDGE BASE



# Night Operations – Risk Management and Preflight Planning

WRITTEN BY: SERGIO SOVERO

**F**lying at night may be a challenge, especially for a newly certified private pilot. In some European countries, flying at night is even restricted to instrument-rated pilots only. Understanding the limitations of night operations allows pilots to increase their situational awareness and to identify threats to manage them. In darkness, it takes time for the human eye to adjust to the new environment. Maximum dark adaptation can take up to 30 minutes. As part of the preflight preparation, pilots shall avoid bright light exposure, as it takes significantly less time to impair night vision. Given red light is non-glaring, it is the preferred flashlight color for cockpit operations (except when viewing certain aeronautical charts). With electronic flight bags becoming increasingly popular, many charts can be electronically displayed, eliminating the need for a flashlight and minimizing vision impairment. Be sure to adjust the brightness to an acceptable level.

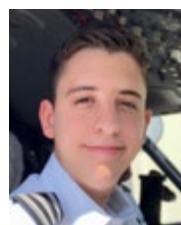
Several illusions are associated exclusively with night operations. Visual illusions are particularly hazardous, as pilots flying under visual flight rules rely solely on exterior visual cues to control the aircraft. The two most common and prominent are autokinesis and false horizons. In order to take the necessary steps to avoid their effects, it is key that pilots understand their causal factors.

Likewise, illusions also affect two of the most critical phases of flight: takeoff and landing. Although the takeoff procedure is no different from daytime, pilots must be aware of the lack of a runway's visual cues. Hence, the importance of frequently cross-checking flight instruments during the takeoff roll and initial climb-out. During the landing phase, utilizing visual guidance indications such as PAPI or VASI, are particularly useful to control and adjust the glidepath to ensure a stabilized approach. As part of a diligent preflight, consult the airport diagram to familiarize yourself with the airport-specific approach lighting system, runway slope and terrain.

Finally, encountering an emergency at night is a valid concern for many pilots with limited night flying experience. In any event, the most important action is to fly the aircraft and maintain positive control. When considering an emergency landing, consider flying to areas with public access, as it will expedite rescue and emergency services to reach the aircraft. Effectively managing resources becomes particularly important, to include onboard navigation equipment and air traffic control services. Familiarize yourself with the local

air traffic control agency frequencies prior to departure and, if their help is needed, be clear about your intentions when stating the nature of the emergency. Identifying an airport at night may also be challenging. Airports' rotating beacons are one of the most prominent cues for recognition, in conjunction with aid from air traffic control. Never hesitate to declare an emergency and request for radar vectors. Workload will inherently increase as the pilot completes the required abnormal checklists and navigates to the point of intended landing.

Without a doubt, night operations pose additional risks for pilots. Risk assessment of each is imperative for a successful outcome. These range from understanding aeromedical factors pertaining night vision to carrying additional equipment onboard. Awareness of the human susceptibility to illusions will help prevent their occurrence. As always, currency does not equate to proficiency. Prior to attempting night flying, pilots must receive adequate training by a qualified instructor and follow a detailed preflight of all elements pertaining to the flight.



### 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...](#)



FLYING



# The Game Drive - An African Adventure

WRITTEN BY: LIA OCAMPO

**B**efore my trip in September 2019 to Botswana, Africa, my knowledge about African safari was limited. That trip has educated me and given me an incredible experience of a lifetime.

Botswana is a landlocked country located in the subregion of Southern Africa bordering Namibia, South Africa, Zambia, and Zimbabwe. The main safari destinations in Africa that are recognized for their abundance of wildlife are in Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

My African safari started from Victoria Falls, Zimbabwe, where I celebrated my 50th birthday. From Victoria Falls, I embarked on a full-day safari comprising a game drive in Chobe National Park and a cruise on the Chobe River. The drive from Botswana was an hour from Victoria Falls with a few stops on the road for elephant sightings.

What is an African safari? The word safari comes from the African language Swahili with an Arabic origin meaning “journey.” It is a tour to a wildlife reserve to see and photograph wildlife in its habitat and observe the animals’ ways of life.



The game drive is the most popular type of African safari. It is an adventure that entails viewing wildlife in a 4x4 open off-road vehicle, often a Land Rover. Morning game drives are the best for game viewing and often the best time to see predators. Late afternoon game drives will often offer sights of animals cropping, resting in the shade, or drinking from waterholes.



***Chobe National Park is Botswana’s first national park and Botswana’s third-largest park after Central Kalahari Game Reserve and Gembok National Park. The park covers 11,700 square kilometers. Because it is home to vast concentrations of game and one of the highest concentrations of elephants in the world, it is the most visited national park in Botswana.***



**Did you know that elephants are very social animals? They live in groups and communicate using a variety of low-frequency rumbles that can travel for many miles.**



Often heard is the phrase “**Big Five**” in the African continent. **The big five represent the safari royalty: lion, leopard, elephant, buffalo, and rhino.** Early hunters used the term to recognize that these animals were the hardest and most dangerous animals to hunt on foot. I was fortunate to see three among the big five: buffalo, rhino, and elephant. (Lions and leopards were hiding due to the warm weather.)

I hoped to see a giraffe and I even put on my giraffe-inspired top for them. Eureka! They didn’t disappoint me. I could hear them breathe. Seeing them up close and personal was one of the highlights of my African safari. My heart was pounding after having seen them. Aren’t they gorgeous?

***Giraffes are the tallest animals on earth and reach 18 feet tall. They are herbivores, eating only plants and trees. Their long neck allows them to reach their food with a tongue that is 18 inches long. A giraffe may not be one of the big five but don’t be surprised to learn that a giraffe’s kick can kill a lion.***



## These are the common safaris in Botswana:

1. Water-based safari by boat or canoe is where you can sit comfortably while spotting wildlife, especially aquatically based creatures. You will witness the massive elephant herds along the Chobe Riverfront.
2. Lodge safari allows for some aerial game viewing and interesting scenic flights where you travel by light aircraft from one lodge to another.
3. Mobile safari is where private rented camps are set up for you.
4. Photographic safari is with guides who are photographers themselves, and the guides position the vehicles to capture the best possible shot.
5. Horseback safari is where you ride a horse into areas with various wildlife. Fitness is crucial and the ability to move quickly is essential.
6. Walking safari is an adventurous but safe way to experience the African wildlife where you are accompanied by an armed and highly trained safari guide.



The best time to visit Botswana for safari is from May to October. You will have more chances to see more wildlife and a volume of species. Since it is the peak season, you may have to pay more for safari. September and October are generally the hottest months. During the summer months, which are November to April, the costs of safari are lower.

Embark on a new journey. African safari is not just about animals and scenery. It is a rewarding experience of nature at its most beautiful and unspoiled.



### About the Author

**Lia Ocampo** is a passionate flight attendant and author. Her flying experiences give her the opportunity to meet amazing people and create wonderful memories. [Read More...](#)





# Bob Anderson

B-17 Pathfinder During WWII

WRITTEN BY: JUSTIN ABRAMS

**R**obert (Bob) Anderson had quite the illustrious career. Despite growing up in the throes of the Great Depression, he turned hardship into opportunity and went on to have several successful aviation careers in both the military and civilian worlds. Bob's son Bill, a pilot for a major US airline, takes pride in sharing his father's legacy and it is no surprise that he followed in his father's footsteps as an airline pilot. Bill provided me with images and stories about Bob's life in aviation, many of which can be found in this article.



Bob was born in 1922 in Indianapolis and raised in Salt Lake City, Utah. When he was seventeen, he joined the Civilian Conservation Corps (CCC), and worked on various construction projects for the National Park Service. Utilizing knowledge and skills from his time with the CCC, he gained employment with Douglas Aircraft Company, working on wingtip sections, as well as fabrication and other metal-repair work on DC-3 aircraft. In 1942, Bob found himself at a crossroads. An announcement was made over the factory loudspeakers to inform all employees that as of midnight, they would be frozen in their jobs in order to support the continuous production of aircraft needed for World War II. Knowing that he wished to contribute to the military in other ways, he enlisted in the Army that evening. Before being sent out on his first scheduled deployment, he was selected as a cadet for the Army Air Corps. Though too

tall for a fighter aircraft, he was assigned to the B-17. The year-long training was, as one would expect, quite difficult and grueling, but nonetheless Bob persevered.

Bob's active-duty service began in November 1943. He arrived in England after his initial flight training and was selected for additional training to become a Pathfinder. Though technology was advancing at a great rate, certain operations were still dependent upon weather conditions. A low layer of clouds or marginal visibility significantly hampered operations, a hurdle that many were attempting to overcome. A solution came in the form of airborne radar where an operator, known as a Pathfinder, would have the ability to determine locations on the ground despite not being able to acquire them visually. In poor weather conditions, B-17s specially equipped with the new radar systems were





able to lead a squadron of aircraft to complete their missions. As his B-17 approached a target site, Bob's duties would change from Pilot to Pathfinder when he would use the airborne radar to locate the target. Ensuring that the other aircraft in the mission had visual contact with his aircraft, Bob would provide instructions on when to drop the aircraft's payload. Subsequent aircraft would follow and drop their payloads.

Over the course of his military career, Bob flew with the 384th and 379th squadrons, and completed a total of 35 combat missions over Europe. His mission logbook provides some insight into the breadth of his military experiences, including two missions flown on June 6, 1944 – D-Day. His mission loggings reveal stressful, exciting, and sometimes terrifying events that undoubtedly challenged him and his squadron. On one such mission, he lost two of four engines over Germany and was almost shot down by two German fighter aircraft! He witnessed first-hand the further development of Pathfinder radar technology and its utilization in the military. When he began his Pathfinder assignment, there were

only three Pathfinders in all of England, but by the end of his tour, there was one for each squadron. After completing his 35 missions, he volunteered for a position in the Pacific. He received training to become an engineer and was tasked with running a maintenance, repair, and pilot-operations base in the Philippines. In 1946, he transitioned to the USAF Reserves and returned home to be with his wife. Eleven years later, he retired with the rank of Major. His service and dedication had earned him four Air Medals and the Distinguished Flying Cross.

When his military flying career came to a close, aviation remained at the center of Bob's life. After flying for several airlines including TWA, Mid-Continent, and Braniff Airlines. In 1953, Bob ultimately joined Eastern Airlines where he worked until his retirement in 1982. Outside the flight deck, he served as Simulator Instructor, Check Airman, and Assistant Chief Pilot. As quoted in his obituary, "He had two loves in life, one was his family and one was flying". His career and personal life exemplify the ideals of service and passion. After his passing in 2010, he was laid to rest with full military honors at Arlington National Cemetery in his Eastern Air Line's Captain's uniform.



## About the Author

**Justin Abrams** is a first officer for a major US airline. He earned a Bachelor of Science degree in Aviation with a minor in Security and Intelligence from the Ohio State University in 2015. [Read More...](#)



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