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BUSINESS JET TRAVELER[®]

TONY ROBBINS

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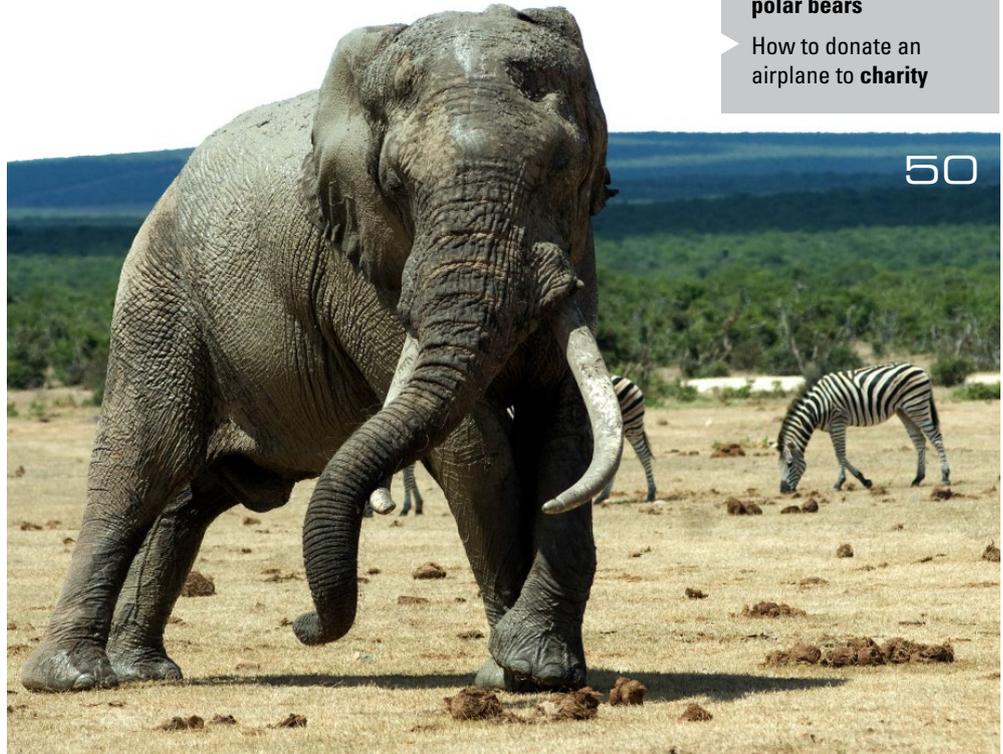
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MARK EVELEIGH

FEATURED CONTRIBUTOR

MARK EVELEIGH

Eveleigh, whose report on South Africa begins on page 50, spent six hours in 1992 reviewing his life while swinging from the end of a fraying cable in the world's highest cable car, in Venezuela. The shock of this experience sent him plummeting into the shadowy world of travel journalism. Since then he has contributed to more than 80 publications, including *Esquire*, *CNN Traveler*, *National Geographic Traveler*, and numerous inflight magazines. Undercover assignments have taken him from Zimbabwean farms to Bolivian prisons, but charging elephants and a randy Peruvian llama taught him the real importance of journalistic footwork.

Eveleigh, who grew up in Africa, led the first expedition by foreigners into Central Borneo's "valley of the spirit world" while researching his book *Fever Trees of Borneo*. He also trekked through northern Madagascar with a zebu pack-bull, a journey he recounted in the book *Maverick in Madagascar*, which *National Geographic* published. He is currently working on a trans-Indonesia travel book.



ERIC NATHAN

LEARJET CHALLENGER GLOBAL



OUR SIGHTS
ARE SET
HIGHER

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Up Front



CY CYR

Tony Robbins talks with Jennifer Leach English aboard his new jet.

Tony Robbins first appeared on our radar screen several years ago, when we heard about his extensive use of charter and love of private flight. Recently, we learned that he had made the leap to full ownership by purchasing a preowned ultra-long-range, large-cabin Bombardier Global Express XRS through The Jet Business in London.

Many readers will relate to Robbins's path to ownership. Completely self-made and the product of a difficult, impoverished childhood, he was reluctant to purchase his first charter flight 20 years ago because of the cost. But over time it became impossible for him to ignore the value that private aviation could bring to his business. Still, the transition to owning an airplane was daunting.

Robbins had become the perfect candidate for full ownership, according to Steve Varsano, owner of The Jet Business. "Tony was chartering 300 hours per year, a quarter of that internationally," Varsano told me. "It was financially imprudent and had become inconvenient. He never knew who the crew was and they never knew his preferences."

During my interview with Robbins (*page 18*), he emphasized how vital it was for him to have a broker he trusted to guide him through the process as he began the search for the right aircraft.

According to Varsano, the most valuable thing he can do for clients is to empower them with the knowledge to make the right decision. It helped that Robbins was open to the process.

"We had no problem educating Tony on all the pros and cons of every option," Varsano

said. "When you have someone who is as intense and willing to absorb information as he is, it's a pleasure to provide it. Like many first-time buyers, Tony ended up buying an aircraft that was nothing close to the one he initially thought he wanted, and he was the first one to admit this."

As you'll see from our interview, Robbins could not be happier. He now refers to his aircraft as "one of the greatest gifts" of his life and marvels daily about the ways in which it has improved his productivity.



As you know, one of our chief goals at **BJT** is to improve *your* productivity by "maximizing your investment in private air transport" (the mission statement that always appears on our covers). One way we do that is with our annual reader survey, which allows us to report your experiences with private lift, thus helping you to make smarter decisions while also influencing the manufacturers and service providers you patronize. Please help us to help you by sharing your thoughts in our 6th Annual Readers Choice Survey. This year's streamlined poll should take you only a few minutes to complete at bjtonline.com/survey.

A handwritten signature in black ink that reads "Jennifer Leach English".

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Air Force Museum Unveils Massive New Exhibits

The June 8 opening of Hangar 4 at the National Museum of the U.S. Air Force in Dayton, Ohio, will be followed by a weekend of activities and demonstrations (June 11–12) to celebrate this major expansion of the world’s largest military

aviation museum. The new 224,000-square-foot building showcases more than 70 aircraft, missiles, and space vehicles, along with engines, weapons, and artifacts.

You’ll see, for example, the modified

Boeing 707 that carried President Kennedy’s body from Dallas to Washington, D.C.; the sound barrier-busting Bell X-1B; the only remaining XB-70 Valkyrie, the gigantic experimental delta-wing bomber; the 96-ton Titan IVB space-launch vehicle and satellite booster rocket; and the C-141 Starlifter *Hanoi Taxi* that brought the first American POWs back from Vietnam.

Some one million people annually visit the free museum at Wright-Patterson Air Force Base, which features 19 acres of indoor displays.

Info: nationalmuseum.af.mil —James Wynbrandt



ROCA MOO

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Housed in the artsy Hotel Omm in the middle of Barcelona, the popular Roca Moo is a modern, stylish one-star Michelin restaurant that exudes a chic yet playful atmosphere. It is run by the three Roca brothers, who also operate El Celler de Can Roca in Girona, which was voted No. 1 on the prestigious S.Pellegrino World’s Best Restaurants list in 2013 and again last year. Prices are high but not outrageous for fine dining at this level.

Try the eight-course tasting menu with wine pairing for a serious gustatory encounter

or opt for a la carte dining. Gems include the inventive garden salad, which is bursting with fresh flavors; smoked pigeon carpaccio; subtle lemon sole; lovely salt cod in broth; spicy saddle of lamb; and for dessert, the zany chocolate “cigar.” Tables are airy and open, but for a memorable educational experience, sit at the bar in front of the open kitchen and watch chef Joan Roca prepare his creations.

You’ll find no shortage of unusual bottles on the fascinating wine list; let the sommelier select for you. —Bob Ecker



© OLGA PLANAS



A new building at the National Museum of the U.S. Air Force houses more than 70 aircraft, missiles, and space vehicles, including this Bell X-1B.

QUOTE UNQUOTE

“Um, private jets? I have such a hard time flying commercial. I always want to—it’s cheaper, it’s easier—but there can be 300 perfectly lovely people at the gate and one crazy person who ruins it for everyone, so fly-

ing private is great because I don’t have to worry.”



—actress and self-proclaimed cheapskate Jennifer Lawrence, when asked whether there’s anything she indulges in.

WIKIPEDIA GAGE SKIDMORE

SOURCE: VOGUE

Recalling a Big Day for California Wines

The clink of glasses was heard around the world on May 24, 1976, when California wines outranked respected French ones at the Paris Wine Tasting, often called the “Judgment of Paris.” The occasion fostered a rise in popularity of California wines and increased respect for their quality.

Wine expert Steven Spurrier organized the event to see whether California newcomers could compete in a blind taste test with French wines made from the same kinds of grapes. He matched French Bordeaux and white Burgundies against California Cabernet Sauvignons and Chardonnays. For judges, he chose some of France’s most acclaimed oenophiles.

At a time when many connoisseurs considered French wines the world’s best, the unexpected happened. A 1973 Stag’s Leap Wine Cellars S.L.V. Cabernet Sauvignon ranked No. 1 among reds, beating four top-rated Bordeaux. The 1973 Chateau Montelena Chardonnay from California bested its French counterparts as well.

The 1973 Stag’s Leap has been described as “drinking history in a glass.” A bottle has even garnered a place in the Smithsonian National Museum

of American History to reflect the impact that the 1976 achievement had on the U.S. wine industry.

Chardonnays normally don’t have the longevity of Cabernet Sauvignons, but that doesn’t stop collectors from buying the legendary ones. According to *Decanter Magazine*, one of the few remaining bottles of the 1973 Chateau Montelena Chardonnay sold for \$11,325 in 2010.

Today, the California labels that competed in the Judgment of Paris are still going strong. In addition to Stag’s Leap and Chateau Montelena, they include Clos du Val Winery, Heitz Wine Cellars, Freemark Abbey, Spring Mountain Vineyards, Chalone Vineyards, Ridge Vineyards, Veedercrest Vineyards, Mayacamas Vineyards, and David Bruce Winery.

Also still available are the French competitors, which include Château Mouton-Rothschild, Château Haut-Brion, Château Montrose, Château Léoville-Las Cases, Meursault Charmes Roulot, Beaune Clos des Mouches Joseph Drouhin, Batard-Montrachet Ramonet-Prudhon, and Puligny-Montrachet Les Pucelles Domaine Leflaive.

—Mary Ann DeSantis



The Napa Valley, California home of Chateau Montelena Winery, whose 1973 Chardonnay bested its French counterparts.



GIVING BACK



PRESTON KERRIS

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

Steven Siller Tunnel to Towers Foundation

(tunnel2towers.org)

The **Stephen Siller Tunnel to Towers Foundation** offers support to service people such as firefighters, police officers, and veterans, and their families. It is named for a Brooklyn firefighter who lost his life saving others during the 9/11 terrorist attacks, which killed approximately 3,000 people and caused health problems for many more, including hundreds of first responders. Tunnel to Towers raises many of its funds through local events such as 5k runs and walks, and the organization sends the money where it will provide the most relief. For example, in January 2015, the foundation raised over \$1 million to fully pay off the mortgages of the families of slain NYPD officers Wenjian Liu and Luis Ramos. The foundation also supports U.S. veterans who are returning from service through such programs as Building For America’s Bravest, which provides custom-designed homes for the catastrophically wounded. —Jennifer Leach English



JEFF BERLIN

TAYLOR GUITARS

I wanted to tell you just how much I enjoyed and appreciated your feature on Taylor Guitars [April/May 2016]. I have several guitars—my wife would say too many, one of which is a Taylor. So between that and our agency’s focus on aviation, I was particularly interested in Taylor’s journey to the G450.

Your interviews with Bob Taylor and Kurt Listug were first-rate, and I came away liking these guys all the more. I think your article is the best “why a business aircraft” testimonial I’ve read in a very long time. It’s pretty darn convincing when self-made executives are willing to trade personal income for the quality-of-life and business advantages afforded by a corporate aircraft. I thought your Exit piece in the same issue was excellent as well.

*Tom Bertels
Managing Partner, Sullivan, Higdon & Sink
Wichita, Kansas*

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

FLYING PRIVATELY

You are so on target [in “Flying ‘Under the Radar,’” Exit, December 2015/January 2016]. However, I have learned to ignore the paranoia of fickle Americans who, compared with the rest of the world, no longer understand what privacy really is. They realize what privacy is only when their accounts get hacked. I think there exists some jealousy also that leads to these attitudes [about flying privately].

*David Howell, Ph.D.
posted on bjtonline.com*

JOHN PAUL DEJORIA

Thank you for sharing the life story of John Paul DeJoria [December 2015/January 2016]. It is very inspiring and, moreover, hard to find such fine life stories in a business jet magazine with all high-flying individuals.

May he keep the good work going for humanity.

*Posina Pramod Kumar Rao
India*



MANUELO PAGANELLI

FRACTIONAL SHARES

Regarding “Move Up—or Out” [Inside Fractionals, February/March 2016]: Great article and a perfect title. I wish your editor had allowed a few more pages. The topic of private transactions (open market) alone could consume half of an article. The sentence about programs reselling shares at above-market prices deserves a couple of paragraphs.

I disagree with the characterization of buying at retail and selling at wholesale. I see it as buying at retail plus 30 percent and then selling at retail. The hidden markup on purchases can make those transactions more perilous than repurchases. The programs have no contractual

obligation to sell at a reasonable price.

On the repurchase side, the character of the company is far more important than the quality of the contract. A good company may have a lousy contract but have a track record of treating customers fairly. A lousy company may offer great repurchase language but do its utmost to ignore those provisions. NetJets is the gold standard for buybacks—both for its pricing and for its access to Uncle Warren [Buffett]’s capital. How many programs have adequate liquidity and the willingness to use it when an economic meltdown causes a surge of repurchase requests?

In the broader picture, fractionals are losing touch with their roots. There used to be a management company feel to the business: programs crewed, maintained, and looked after the planes entrusted to them by the owners. Currently, short-term business goals trump serving the owners. Owners don’t even get the model of plane they want—fractionals select the models with the biggest OEM discounts. NetJets is removing Falcon 2000s from the fleet and cramming customers with antiquated (but “new”) Challenger 650s. Likewise, Flexjet will have numerous unhappy G450 customers in five years after those residual values have tanked.

Fractionals should have more confidence in the service they offer and more confidence that their customers recognize the value. Fractionals should set the monthly fees and hourly rates to achieve their profit level—and stop the nonsense with purchase and repurchase prices, and the chicanery of foisting passé planes upon their customers.

*Daniel Herr
FractionalLaw.com
Murray Hill, New Jersey*

CORRECTION

The photo that accompanied the “Dreams for Rent” story in our last issue should have been credited to BeautyandtheBeachMalibu.com.



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More reasons to fly privately

FOTOLIA

Our columnist offers an update on the alternative, which appears to be going from bad to worse.

by Joe Sharkey

Once referred to New York's LaGuardia Airport as aviation's equivalent of the Black Hole of Calcutta, but several readers objected, on the ground that the comparison was unfair to the Black Hole. After all, one reader argued, apologists for 18th century colonial misdeeds by the East India Company luridly overstated the horrors of the prison in Calcutta, but nobody overstates the miseries of airports like LaGuardia.

For example, assuming you exited the Black Hole alive, you could at least look forward to a nice cup of tea. At LaGuardia, you drag your Rollaboard through mobs of morose travelers sprawling on the floor because there's no place to sit in the departure-gate waiting areas. Then there's a line of 40 people at a counter where you could, if you had the patience, buy a \$6 cup of coffee that wouldn't pass muster at a Salvation Army canteen. Next you trudge through dank, low-ceiling warrens, cringing at the announcements braying from loudspeakers that recall *Brave New World*, preposterously warning you not to accept packages from strangers. Finally you're outside, in the fetid

air of Queens, waiting for an hour in a snaking line for a \$40 taxi ride into Manhattan.

Not long ago, I arrived in New York after a long flight from Arizona with a connection in the overcrowded Denver airport, where I noticed long lines to the single ladies room in one terminal that resembled the queues for tickets to Springsteen concerts. The next morning, I met with a business friend who, like me, had just landed in town after a long-weekend ski vacation. But he came by private jet with his family.

"So how was your trip in?" he said.

"Don't ask. I had to get up at 3:30 in the morning and spend most of the day crammed into middle seats on two planes because I don't have elite status anymore. How was your trip?"

"Not bad," he said. "My daughter always complains about the long drive to the airport in Aspen. But on the flight, I was able to work for hours while the kids watched videos and my wife caught up on sleep."

So there you have it. Like most people with easy access to a business jet, my friend flies commercial only when it makes sense, which he says is seldom these days, with airlines packing

their planes to capacity while reducing service on all levels.

Since you're reading this magazine, you're likely in the same fortunate position as my friend and able to fly privately most or all of the time. If so, you might be interested in an update on what you're missing by avoiding airlines as the summer crush in air travel rolls in from the horizon like a dark thunderstorm.

Aside from deteriorating in-flight service and comfort, rising fares and fees, and a devaluation of elite-status loyalty programs that has infuriated frequent fliers, the biggest hassle you'll avoid in a business jet this summer is the one managed by the Transportation Security Administration. After years of gradually improving customer service, especially with the evolution of the PreCheck expedited security lanes for travelers deemed to pose no security risk, the TSA seems to have collapsed once more into its sullen bureaucracy, while complaining that Congress is being stingy with its budget, which totals about \$7 billion a year.

In many airports, PreCheck lanes now aren't even open for some periods during the

day, due to what the TSA—which employs more than 45,000 screeners—claims are staff shortages. PreCheck aside, overall security lines started growing last winter, to the point where airports are up in arms.

For example, consider the dire letter that Miguel Southwell, the administrator of Hartsfield-Jackson Atlanta International Airport, sent to TSA headquarters late last winter. “The airport is dreading the outcome of summer 2016,” as passenger demand grows and TSA backups routinely exceed an hour, he wrote. Another airport chief, Jeffrey Hamiel at Minneapolis St. Paul, wrote to the TSA about “unacceptable customer service” as security wait times increased.

At the Denver airport, security backups sometimes exceed two hours, causing travelers to miss flights. By spring, airlines were posting notices on their websites warning travelers to arrive at some airports at least two hours before flight time.

Around the country, disgruntled airport officials have been threatening to opt for something Congress (bowing to lobbying

Airline passengers trudge through dank, low-ceiling warrens, cringing at the announcements braying from loudspeakers that recall *Brave New World*.

by security businesses) built into the legislation that created the TSA: the option to oust that agency from the checkpoints and hire private contractors to handle security. San Francisco International is the biggest airport currently using private contractors for checkpoint security, but the signs are growing that other airports might hire contractors, with unknown implications for both security and customer service.

At the same time, long-suffering airline crews are complaining on two fronts. One is that airlines keep raising fares and fees while wallowing in record profits (the four top airlines alone made a record \$22 billion in profits last year), and squeezing workforces with cost cutting that has even created pilot shortages throughout the industry.

The other has to do with customer service. In March, the union for pilots at American Airlines protested pay cuts in a letter to company officials that also criticized the plight of passengers. The product “is outright embarrassing, and we’re tired of apologizing to our customers,” said the letter.

“Sure, we got a response,” a lon time American pilot and union activist told me with a sour chuckle. “Basically they said to stop apologizing to the passengers, then. Problem solved.”

Aren’t you glad you fly privately? **BJT**

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

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Homeland security

You'll sleep better with a manager overseeing the staff at your residence. Here's what one can do, and what he or she might cost.

by Chana R. Schoenberger

When looking after your home and the people who work in it gets to be too much, hire a house manager. When you can no longer keep track of all your house managers, you may need an estate manager.

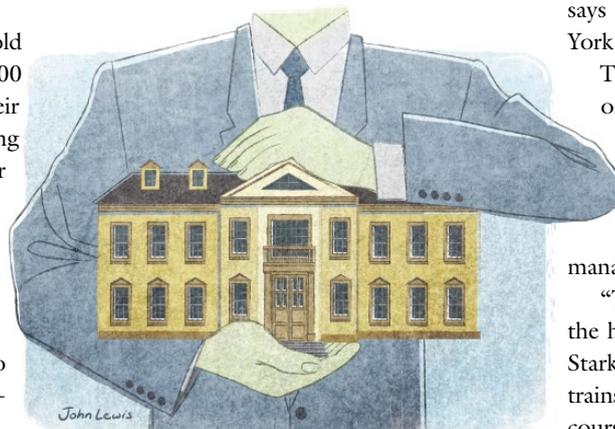
Families often look for a household manager once they have a home larger than about 10,000 square feet, and they seek estate managers when they own multiple homes of this size, says Keith Greenhouse, chief executive of Pavillion Agency, a New York company that locates staff for high-end residences. That's because managing domestic staff—sometimes as many as 10 employees per home—can become complicated at this level.

You can expect to pay an estate or household manager anywhere from \$100,000 to \$300,000 per year. Though some of them began their careers as butlers, many have experience running hotels or yachts, as well as a bachelor's degree or even an MBA or law degree, Greenhouse says. A chief of staff, whose responsibilities may include managing employees in the family office, can make \$500,000 to \$800,000. The employee's contract will almost always include strict confidentiality provisions; they often do not know the name of the family that is interviewing them when they go for an initial visit.

Unless you're hiring a candidate who comes directly from working for a family you trust, you'll need to use a recruiting agency. There are hundreds of agencies that place domestic workers, but only a dozen or so specializing in household and estate managers. Check the reputation of the agency you use by asking for references and looking at online comments and reviews on sites like Yelp and Facebook. Many states require that agencies and their principals register and go through background checks; verify the credentials of the

agency you use. Ask the agent how recently he last made a house-manager placement.

If you hire with the help of a recruiting agency, it will charge about 20 percent of the first year's salary. That fee covers background checks and reference calls; you can also ask for drug or personality testing. Agencies typically guarantee a placement for a year, meaning that if candidates don't work out, the firm will replace them at no charge. Some agencies also offer services such as handling your staff's payroll, creating



household manuals, and generating staff schedules; others can refer you to companies that can do this for you.

A house manager's responsibilities include making sure nothing goes wrong. From knowing the sizes of the Christmas trees the client wants in various rooms to ensuring snow is cleared off the roof to keeping elevators serviced, the house manager has to make sure all of the staff members—bUTler, chef, housekeepers—are doing their jobs without bothering the

employer. The manager also deals with vendors like caterers and construction companies.

Brock Gloor, a New York house manager whose employer is often away, is responsible for maintaining the home: making sure the AV system and TVs remain in working order, keeping track of the art collection, and polishing the silver. When the executive comes to town, everything has to be organized perfectly, down to the way Gloor serves his breakfast and how his shirt and tie are laid out when he gets dressed.

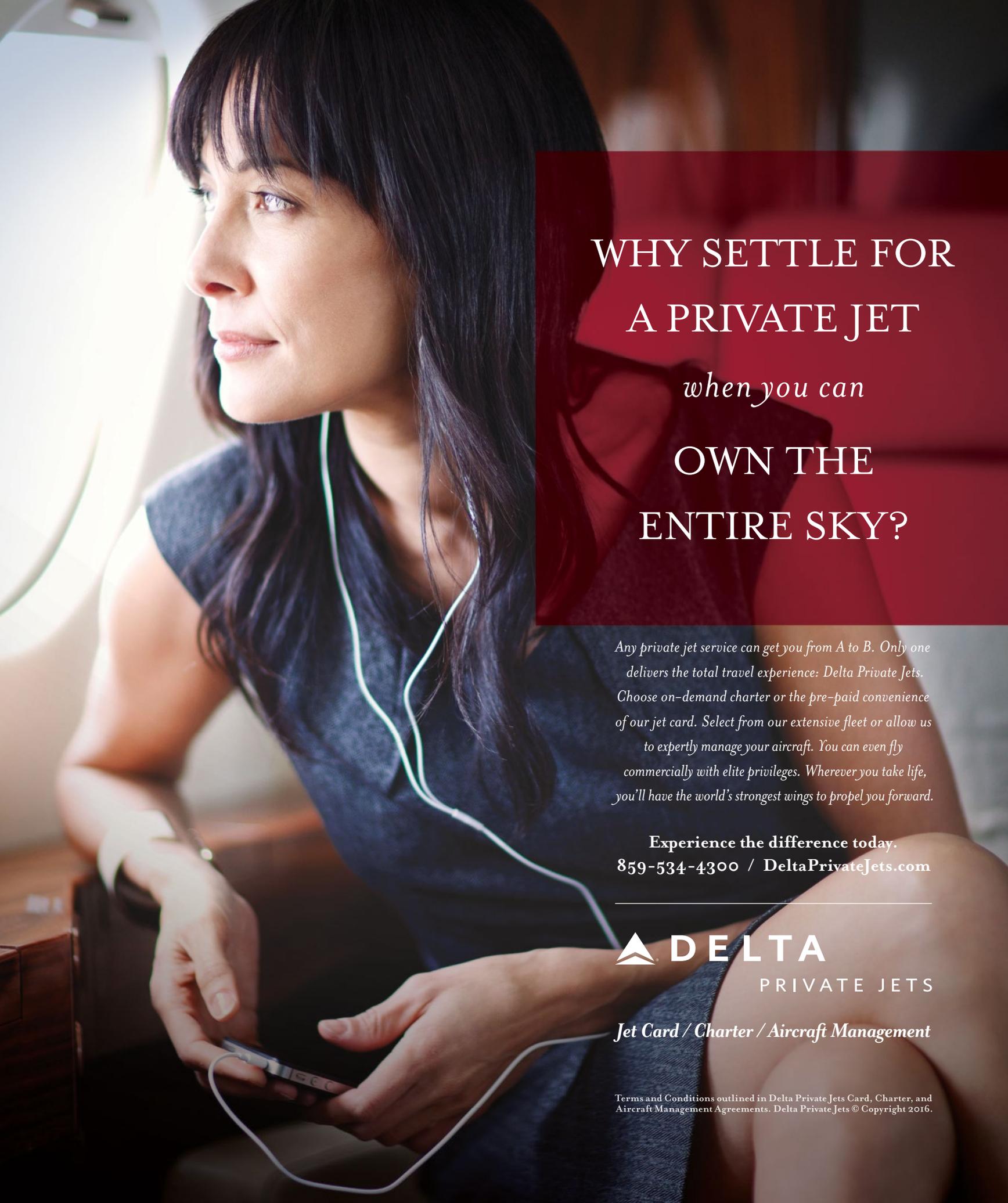
"It's like running the world's most exclusive hotel where your family are the only guests," says David Youdovin, chief executive of New York domestic-help agency Hire Society.

The manager often has considerable autonomy, either because he has experience in, say, buying an aircraft or overseeing construction of a pool house, or because the client prefers not to get involved on a daily basis. Most clients want a proactive manager, Youdovin says.

"The estate manager upholds the container of the homeowner's lifestyle," notes Mary Louise Starkey, whose Starkey International Institute trains household staff in Denver, with a special course for estate managers.

Firing an estate manager can trigger \$150,000 in turnover costs, mainly because the new hire doesn't know what's been promised to vendors and the ex-employee may not have kept careful records. It can take six months to a year to train a new manager on how your family lives, Starkey says. Moral: hire carefully. **BJT**

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



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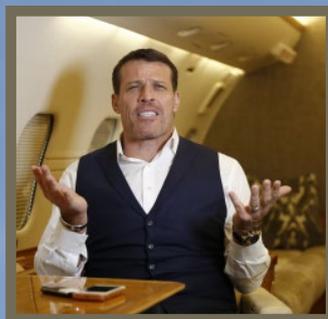
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TONY RO





ROBBINS

The life coach travels the world in his large-cabin jet, advising thousands and earning millions. He has many devoted fans as well as some critics, but even the latter group would likely agree with his statement that, “I have a work ethic that very few people have.”

by Jennifer Leach English

Tony Robbins needs to perform at his peak when he’s leading seminars for thousands of people, which he does regularly all over the world. To help make this possible, the life and business strategist has been flying privately for over two decades.

He recently made the leap from charter to full ownership with the purchase of a preowned Bombardier ultra-long-range, large-cabin Global Express XRS, and he has wasted no time putting it through its paces. In fact, his pilot shook his head in disbelief when he told me, “I regularly see him put in 16-, 18-hour workdays for weeks.”

I attended day one of Robbins’s “Unleash the Power Within” weekend seminar in Palm Beach, Florida and was stunned not only by the number of attendees (approximately 9,000), but by their level of excitement about the event, which cost them about \$1,000 to \$3,000 each, depending on whether they opted for such extras as “advance entry” and “private registration.”



PHOTOS BY CY CYR

Thanks to the wonderful team at Signature Flight Support at Palm Beach Airport, and Jennifer Foster of JL Jets.



TONY ROBBINS

Robbins exerts an astonishing amount of energy on stage and often jumps into the audience for a round of high-fives and fist-pumps to keep everyone on their toes. And while his approach has its critics, it has also attracted many admirers—including such luminaries as Oprah Winfrey, Serena Williams, Bill Clinton, and hedge-fund wunderkind Paul Tudor Jones. Some top executives pay him seven-figure annual fees to have him as their personal coach.

As such fees suggest, Robbins—a one-time janitor who did not attend college and whose childhood was characterized by poverty and abuse—has come a long way. And yet his early years seem to still be in the forefront of his mind. That may explain why his extensive philanthropic work emphasizes aid to the impoverished. (His Basket Brigade program reportedly provides food for at least two million people annually all over the world.) It may also explain why he still seems obsessively driven to make something of his life, even though he clearly already has.

When did you first fly privately?

I was 24. I was in Mexico doing a presentation for the Young Presidents Organization, and I met Bill Farley, who owned Fruit of the Loom. He said, “I’ll fly you home on a private jet; I want to pick your brain for a few hours.” I was on a

Challenger. I thought it was the most incredible thing. I just loved it and thought, “This is the life!”

When did you start to charter?

When I was 31, I was supposed to go see my friend Peter Guber [owner of Mandalay Entertainment] in Aspen. There were a lot of powerful people he wanted to introduce me to. I lived in San Diego, so I flew to L.A., L.A. to Denver, and Denver to Aspen. Everything was late, they lost my luggage, and I arrived after the dinner.

[Peter] was more than frustrated with me. He said, “Tony, you just can’t do this with the amount you fly. You spent 11 hours getting here; you missed all these meetings. You could have flown straight here and been here in one hour and 45 minutes.” I said, “Peter, I’m not a billionaire like you, give me a break!” A charter would have been \$10,000, and I flew there for \$1,100.

Peter said, “Here is what you’ve got to do: decide that [you are ready to] leave when you want, do what you want when and how you want. You can sleep on the plane. It will change your life. Come up with a budget, and don’t look at the price for each individual flight.”

So you started flying privately.

In those days it cost me around \$350,000 [per year] to charter small planes and I was still taking

commercial flights internationally because that was just too expensive for charter. [But flying privately] changed my life. The value is unbelievable.

Did you ever get a fractional share or a jet card?

No, because [fractional] is not a good deal. [Through charter] I got all the same services without all the monthly fees. There is no benefit to it. You get the same plane, the same quality pilot, the same access, and you pay all this money? It is just a suckers’ deal.

When did you decide to buy an aircraft?

About a year ago, I sold one of my companies for a couple hundred million dollars. I am traveling overseas so much. So I started looking for maybe a little Challenger or something. I thought maybe a GIV, but then I chartered one to go from Palm Beach to Poland for a private event and we had to stop in Newfoundland [to refuel and deal with a mechanical]. I thought, “I am not going to spend all this money and not be able to fly direct.”

I started looking at the GV for the range. But I am six-foot-seven, and it felt like I was [sitting in] a tube. I had been looking at brokers, but then I reached out to [friend and Wynn Resorts owner] Steve Wynn, and he recommended Steve Varasano at The Jet Business in London.





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TONY ROBBINS

Tell me about that process.

Steve had this video wall showing full-size floor plans and details of every plane in existence, but every one [I saw didn't feel quite right], so he said, "Well, how about the Global Express?" I said, "My God, I can't spend that much—it's crazy." He's like, "If you decide it's the right fit I promise you I will get you the best deal." So we picked out some planes to look at and then he called me and said, "Why don't you fly to Fort Lauderdale, because [the owner is selling] his plane? It's immaculate and I think I can get you a great deal." So I went down there and I thought, "This is like flying in an apartment building!" I got hooked. And Steve negotiated this truly magnificent deal for me and really busted his tail doing it. [This aircraft] is one of the greatest gifts in my life.

Can you give me an example of a recent trip?

A few months ago, I flew to Brazil to do an event in the Amazon, then from there to Toronto to do a seminar in front of 8,000 people. From there I flew to Las Vegas to be in front of 10,000 people. I flew from Las Vegas to my resort in Fiji for two days, and [without the jet] I wouldn't have gone at all because I don't have the time. From there I went and did a 5,000-person, four-day event in Sydney, Australia, and then I flew straight to India, then from India back to London, and then to the U.S. I circled the globe in 21 days.

It was just really cool. The difference of not stopping is—I can't even tell you what it means to me. It doesn't sound like much but those extra hours just make my life 10 times more efficient.

The amount of energy you exert at your events is impressive.

[Early in my career] I realized that when two energies meet, whichever energy is stronger dominates everything. It [probably] sounds absurd, but I look at myself as a force for good, and a force of nature. And when I walk up there, I unleash the force of nature into that room and then I can modulate it. I can drop it down and be really individually connected or I can rip open all 9,000 people's energy.



You have a full-time security detail, which clearly is a necessity.

It is, because [at events] I go into the crowd and I've had people grab my neck and things of that nature. Once someone jumped on my back. Then you have the crazies who are deluded—it's more women than men, truthfully. It doesn't matter who you are—if you are in a position of power, a certain type of woman gets excited about that. They sit in the front row. Once a woman showed up in a limousine and said she was Mrs. Robbins and convinced somebody to let her in.

How does the real Mrs. Robbins handle your life in the spotlight?

I honor and love my wife in every way. I totally worship her. And it's not like I'm Tom Cruise or something. I am just some business guy, you know? For my wife it definitely was an adjustment. Her world was jolted. [Before she met me] she lived in a town outside of Vancouver [Canada] where 42 relatives lived within 12 miles and she never really went anywhere. I am on a plane, train, helicopter, or boat every three or four days. We have six homes. She would rather have one home and just live there. So it's been real hard on her, but she's adjusted and she shares my mission, so she's OK with it.

TONY ROBBINS'S GLOBAL EXPRESS XRS

Model years produced	2005 – 11 (XRS variant)
Variable cost/hour for latest model	\$4,417
Seating (exec/max)	13/19
NBAA IFR range (4 passengers)	6,390
NBAA IFR range (13 passengers)	6,055
Max cruise speed (kt)	511
Max takeoff weight (lb)	98,000
Cost—new	N/A
Cost range—millions (used)	\$20.75 – \$28.75

Sources: Conklin & de Decker Aircraft Cost Evaluator, Conklin & de Decker Aircraft Performance Comparator, Vref Aircraft Value Reference.
Assumptions: Jet fuel, \$4.50/gallon. Variable cost includes fuel, routine maintenance reserves, misc. expenses. Range based on four passengers, 200 lb. each, including baggage. NBAA IFR fuel reserve, 200-nm alternate.

How do you stay grounded and manage your ego?

I'm privileged. I am smart in what I do, and I have a work ethic like very few people have. But there is some grace involved in this as well. I never take for granted the good fortune I have.

What are your thoughts on the U.S. Presidential election?

Both parties have someone shaking them up. You got Trump on the one side, and you got Bernie [on the other] because people are completely angry and they are willing to just firebomb the place at this point. They are just so fed up that they are willing to try anything besides the status quo. [But as] George W. Bush [recently said to me]: "The office is bigger than the occupant."



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TONY ROBBINS

So the occupant may screw up, but if we make a mistake the system will take over...and the next time we will make a better choice. And who knows? Maybe one of these people will be the best president we ever had. You never know.

Do you counsel your CEO clients on work/life balance?

I don't believe in work/life balance. I don't believe overachievers are ever going to experience that. I think it is work/life integration [we need]. I have found that if I integrate my friends, my family, and everything else into my mission, nothing suffers. For example, one of my sons is a partner with me in a couple of my financial companies, and another of my boys is in the coaching business, and we interact in those places.

Do you delegate?

I don't believe in delegating. I believe in leverage. Delegation is when you want something done, you give it to somebody, and then you check in when it's due—and it's not there on your desk. Leverage is like a lever lifting a boulder. You can lift it with little effort if you lever it right. So I make sure you understand exactly what I am after and why. I make sure you are engaged so that you see the benefit to you and then I have you figure out the how. Then I set up times before the deadline to make sure I know whether you are on target or not. I still have to stay in touch with you and make sure the outcome gets done. Most people don't like to be micromanaged [and once they know the desired outcome] they come up with better ideas than I would have. That gives me most of my leverage.

What is the biggest challenge in taking a business to the next level?

The chokehold on the growth of any business is the psychology and the skills of the leader. Always. Eighty percent of the challenge is psychology and 20 percent is strategy. And the strategies are invaluable—the right one can save you a decade in a few days. But people who know strategies know how to apply them because of their psychology. My thing is: uncover the beliefs that will empower you. Dig in and change the leader's psychology—that is the game changer.

You've done extensive work in prisons. What is it like working with someone who is there for life or on death row?

What is really beautiful is to see a man in prison for life become free. There was a prison in Ohio—the gentleman running it used to play my original Personal Power help program [for the prisoners] back when they were on cassettes. He'd play a session each day for these guys, and most of them were lifers. They are the ones who are most violent because they've got no reason not to be. One day the prisoners took over the prison, imprisoned the guards. The only block that didn't participate was the one that went through my program.

You have made it part of your life's mission to feed the hungry.

There are 49 million people in the U.S. who don't know where their next meal is going to come from and 17 million are children, and I was one of those kids. So it isn't a statistic for me.

Your childhood was pretty horrific and you suffered significant abuse. Did you always know you were special and would overcome?

I don't know if "special" is the word I'd use. I didn't think of it that way. But I decided I would never let my family suffer the way I did. When you don't have food it is humiliating—making excuses why you don't have a lunch and that kind of stuff. But I think the biggest component for me was I knew that I loved people. I knew that I could have an impact on people.

My mother was a good woman inside; I never thought she was a bad human being. And years later, I looked back and realized that if she had been the mother I had wanted, the woman I thought she should be, I wouldn't be the guy that I am. I wouldn't have one-tenth of my drive and I wouldn't be feeding 100 million people. I choose to view my childhood as a gift.

BJT

Jennifer Leach English (jenglish@bjtonline.com), BJT's editorial director, interviewed MTV cofounder Bob Pittman for our October/November 2015 issue.

FASTFACTS

Name: Tony Robbins

Birthdate: Feb. 29, 1960 (age 56)

Occupation: Business and life strategist, entrepreneur. Author of bestselling books, including *Unlimited Power*, *Awaken the Giant Within*, and *Money: Master the Game*.

Philanthropy: The Anthony Robbins Foundation, The Feeding America 100 Million Meals Challenge

Transportation: Bombardier Global Express XRS (owned)

Personal: Married to second wife Bonnie "Pearl" Sage Robbins since 2001. Four children.

Hobbies: Golf, squash, snowboarding, ice racing



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New apps simplify charter booking

Now you can see all your options in seconds and, in some cases, even complete transactions without human interaction.

by James Wynbrandt

Apps for booking charter flights on smartphones and tablets continue to mature as accepted wisdom loses weight: it turns out that more and more convenience-minded customers are indeed willing to consummate five- and six-figure transactions without speaking to a human.

Brokers and operators build the apps to expand their businesses and stay on the cutting edge of customer service. Companies that aim to transform the industry by creating totally digital consumer marketplaces are also introducing apps.

While these apps may or may not prove transformative, they can certainly be helpful. They can provide price quotes for available aircraft for an intended route. They can also allow you to choose a specific aircraft and even the FBOs you'll use; see total charges, including all airport fees; book the flight; and pay with your fingerprint in just a couple of minutes, without human interaction. (This level of automation, available in Europe, is expected in the U.S. this year.)

At first glance, all the apps discussed below are similar. You download them from the App Store—they're compatible only with iOS devices—and create an account. Once you're logged in, you see a

screen that features fields for inputting departure and destination information; selecting one-way or round trip; and specifying the date and time, number of passengers, and category of aircraft you prefer.

You'll find that not all the apps are equally adept at recognizing airport identifiers or nominating alternative nearby airports that may reduce repositioning costs or save you money on airport fees. Most apps provide a way to make special requests that could impact aircraft availability or price before you hit the submit button, after which you wait a few seconds before the screen populates with available aircraft and estimated or exact costs. (Less commonly, some apps respond via callback or email, rather than providing instant estimates.) The apps typically list available aircraft sequentially based on price and provide flight times and other data. They also commonly present an interior and exterior photo and a diagram of the interior.

What differentiates the apps is how they handle requests, how the provider responds, and the number of aircraft available to meet your request. The state-of-the-art apps from the following charter companies illustrate these differences:



Victor

This UK-based charter broker claims 7,000 aircraft connected to its platform, and its app provides instant estimates that are within 3 percent of the actual cost, says founder and CEO Clive Jackson. Further inquiries and booking requests then go through brokers at Victor. The app doesn't provide the "instant" automated quotes that other providers cite as an attribute; instead, within an hour of your inquiry you will receive via email three or more exact quotes with detailed information on each aircraft presented, and you can click to purchase your selected choice. Victor receives a commission from the customer on each completed transaction. (Some app providers alternatively charge operators a commission or employ other income models.)

Jackson notes that his platform is "geared up" to support fully automated bookings, but says operator resistance is an issue. "The reality is, the vast majority

of operators still want eyes on the quote before it goes out," he says. "They still want the ability to price it manually."

JetSmarter

This Florida-based charter broker has some 3,100 jets in its system and offers both ad hoc charter and a membership discount charter program (\$9,000 annually with a \$3,000 initiation fee), entitling members to unlimited free empty-leg flights and individual seats on "shuttle" charter flights. The JetSmarter app is the portal for all access options, providing ad hoc or member charter price quotes and functions for accessing empty legs and single seats on select flights. For charter inquiries, the app displays the number of each category aircraft available for a requested flight and approximate price. Select any individual aircraft and its details and exact price will be displayed, along with a click-to-purchase button.

Stratajet

This UK company's app offers the completely automated booking capability referenced above. The platform weighs 246 variables in calculating the guaranteed price, says Stratajet's Monica Silva. If you specify an airport, the app will offer nearby alternatives that can save you money on repositioning or airport fees. You can use the app now for charter in Europe, where the company has 500 aircraft in the system, and Stratajet plans to expand into the U.S. this September with a minimum of 750 aircraft.

As for customers' supposed reticence about making large purchases on the Web, "last month we had three large-cabin flights that cost more than £100,000 per booking," Silva says, all purchased through the Apple Pay-supporting app.

Skyjet

This is the charter arm of Cleveland's Directional Aviation Capital, parent company of jet-card provider Sentient, and the Flight Options and Flexjet fractional-ownership programs, whose fleets Skyjet utilizes for its primary lift. Its new iPhone app can generate a real-time range of prices for available aircraft in a selected category.

Gloria Cocco, Skyjet's director of charter sales, notes that if you call a broker, the initial prices you get will be estimates, anyway. "Compare this with having to speak on the phone for half an hour, and you see the advantages," she says, summing up a benefit of all these apps. Actual price quotes, if requested, are generated manually, and arrive via email within an hour.

VistaJet

The bespoke Switzerland-based charter company, which owns its fleet of about 60 Bombardiers, recently introduced an app for booking and managing flights on its aircraft. The app doesn't provide estimates; it simply sends a request for a quote for a specified route and date. While you can use it to book flights, VistaJet's Pedro Nassif, the app's developer, says it's designed primarily to support customers once their flights are scheduled, allowing them to select their catering, get weather updates, and have other flight-specific information and functionality at their fingertips.

Stellar Labs

This California business aims to disrupt the charter industry with its completely automated

marketplace, fronted by the Stellar app, now in beta testing.

The app showcases the simple, stylish interface all these apps favor. Founder Paul Touw—who sold his Web-based logistics sourcing portal, Ariba, for \$4.3 billion before founding charter operator XOJet—plans to bring demand pricing, similar to what airlines have been using for years, to the charter world. By this summer, Touw expects the platform to be in operation with about 700 aircraft in the system.

"It's a monumental change for operators," Touw says, but that also applies to the complexity of joining the brave new booking world he envisions.

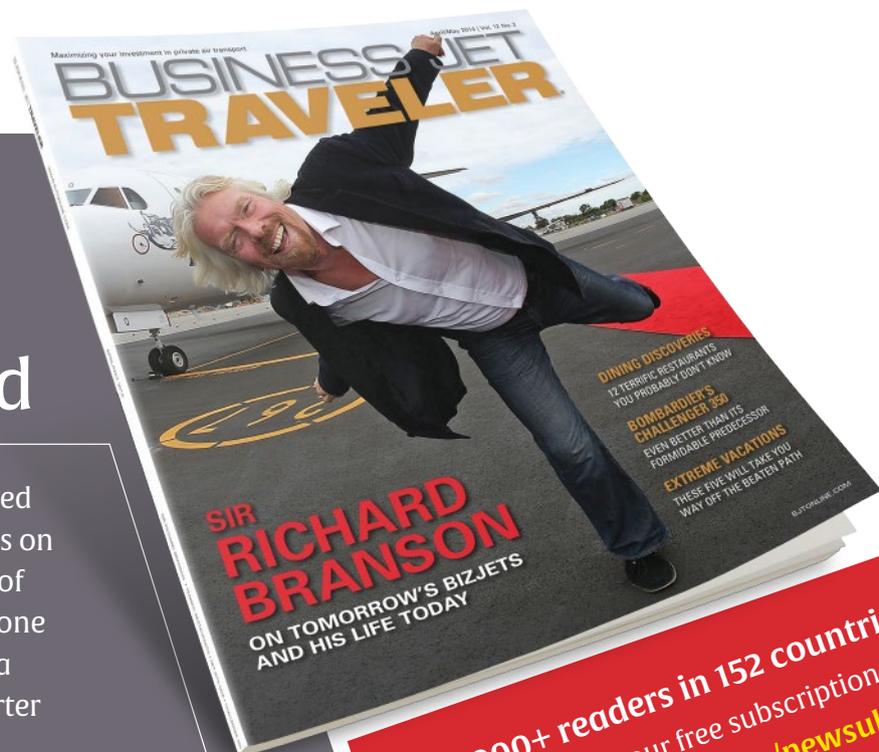
All other platforms behind these charter apps tie in to the major flight-scheduling software most operators use, but due to its power and complexity, Stellar's platform is incompatible with all of these systems, and it requires an intensive, multi-week transition process. **BJT**

James Wynbrandt (jwynbrandt@bjtonline.com), a private pilot and longtime **BJT** contributor, has written for the *New York Times*, *Forbes*, and *Barron's*.

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Bombardier Challenger 850

You can pick up a 2006 model for around \$8 million—not bad at all considering the aircraft’s speed, transcontinental range, and roomy three-zone cabin.

by Mark Huber





You've long been able to obtain ultra-large-cabin comfort for around \$10 million by converting a used regional commuter jet into a first-class executive aircraft. That has seemed like a hard-to-beat bargain for business jet travelers who crave roomy cabins—until now.

First, a little background. After Bill Lear sold Learjet, he tinkered with a design for a large-cabin aircraft that—thanks to advances in airfoils and engines—could be built and operated for

midsize-cabin prices. In 1976, he sold his design for what he called the Learstar 600 to Canadair (now Bombardier), which went on to build the airplane under the moniker Challenger. Through the end of 2015, the airframer delivered more than 1,000 Challenger 600-series aircraft. The latest model is the Challenger 650.

Building on the 600 series, Bombardier began the popular Canadair Regional Jet program in 1989 and delivered the first CRJ in 1992. It stretched the Challenger 600 fuselage by more than 19 feet and gave the airplane a larger wing and more powerful engines. Deliveries of the 44- to 50-seat CRJ (Models 100, 200, and 440) totaled 1,021 through last year. Those models are no longer in production.

The airframer later delivered some 733 stretch-model 700, 900, and 1000 series aircraft, which seat 70 to 90 in airline configuration. Still later, the company offered executive shuttle versions of these models under the names Challenger 870 and Challenger 890. In split/deluxe cabin configurations, the 870 can seat 42 to 44 passengers while the 890 can seat 52. Prior to 2006, Bombardier offered the CRJ100/200

in executive/shuttle configuration as the Challenger 800. The company manufactured more than 30 of those.

In 2006, Bombardier began delivering the Challenger 850. Based on the then recently discontinued 50-seat CRJ200 airliner, it featured the same airframe and engines but with an interior outfitted for 27, 32, or 50 passengers in commuter configuration or 14 to 16 in executive. Bombardier delivered more than 60 Challenger 850s between 2006 and 2015, with the last of them selling for nearly \$32 million; however, 2006 vintages now trade for as little as \$8 million.

For that price you get a cabin on par with that in the much pricier and slightly faster Bombardier Global 6000, whose 2006 model sells for around \$21 million. The Challenger 850's three-zone cabin features forward and aft lavs, a large forward galley, a pass-through to the baggage compartment from the aft lav, and room to create a spacious center lounge/entertainment center or an aft stateroom.

Granted, the Challenger lacks the Global’s 6,471-nautical-mile range, but it is comfortably transcontinental with a 2,985-nautical-mile range (with four passengers, two crew) if you use the saddle tanks in the rear fuselage. However, to get that range you need to throttle back to slower airline speeds. Although the 850 has a service ceiling of 41,000 feet, few operators fly it that high and almost none of its airliner cousins operate at that altitude in the wake of a Pinnacle Airlines crash of a CRJ200 in 2004.

That accident occurred on a repositioning flight after the pilots had exceeded the recommended climb rate at altitudes above 38,000

feet in an attempt to reach 41,000 feet. They did this because they wanted to join the “410 Club”—essentially bragging rights for those who had operated the CRJ200 up to its altitude limit of 41,000 feet. The climb overstressed the engines, causing a dual flameout. That, combined with incorrect restart procedures, subsequently caused the engines to develop a condition called core lock, which made them impossible to restart. Powerless, the aircraft crashed short of the runway at Jefferson City, Missouri, killing both pilots. While the National Transportation Safety Board blamed the accident on the pilots’ “unprofessional behavior”

and incompetence, it did point out the aircraft’s inherent limitations at altitude.

The General Electric CF34-3B1 turbofans (8,729 pounds of thrust each) that power the 850 are economical to maintain with inspection intervals on condition. Indeed, the aircraft is built to sustain the 12 takeoff-and-landing cycles a day that only the airlines can thrash out. So it promises to weather abuse better than your average corporate ride, and with

Bombardier Challenger 850 compared with other aircraft

Model	First year produced	Variable cost/hour	Seats exec/max	Range (nm)	Normal cruise (kt)	Max takeoff weight (lb)
Challenger 850	2006	\$3,977	15/19	2,946	442	53,000
Legacy 600	2002	\$3,926	13/15	3,429	447	49,604
Falcon 900DX	2005	\$4,349	12/19	4,050	459	46,700

Assumptions: Aircraft are 2006 models. Jet fuel \$6/gal; variable cost: fuel plus maintenance reserves; four passengers; NBAA IFR 200 nm reserve fuel; passenger weight 200 lb includes baggage; two pilots.

Cost source: Conklin & de Decker Life Cycle Cost

Performance source: Conklin & de Decker Aircraft Performance Comparator, Orleans, Mass.





You asked. We acted.

By the late 1970s, Duncan Aviation had hundreds of loyal customers who had purchased their aircraft from the company and liked having it maintained at the facility. They began to ask for even more capabilities, especially exterior paint and interior refurbishment. In 1979, Duncan Aviation acted, opening a new paint hangar and in 1981, the company began providing comprehensive interior completions.

Decades later, Duncan Aviation still provides operators with beautiful exterior paint and custom interior completions. And we still listen to customer wishes and respond by developing and providing experience, unlike any other.



Duncan Aviation's Fabrication Team created this unique airstair and entryway going on nothing but a few pictures sent by email.



more than 1,000 short-body CRJs still in service, parts are plentiful.

But fully loaded, an 850 weighs 53,000 pounds. So there are trade-offs.

First, the 850 needs lots of runway, especially under high/hot conditions. Fully loaded at sea level (standard temperature), it requires 6,300 feet to get airborne and that number can easily balloon to 11,000 at airports with even mild elevations and modest summer temperatures. This airplane should not be your first choice to fly in and out of Aspen in July.

Second, while climb times to airliner altitudes are respectable—you can reach 37,000 feet in as little as 32 minutes—anything higher will take precipitously longer and stress the aircraft to its design limits.

Third, given points one and two, most of the time you will be limited to operating an 850 at commercial airports with longer runways and flying it at altitudes where you'll mingle with airliner traffic. This will add to your travel time.

The avionics on the 850, which features the Rockwell Collins Pro Line 4 system, are capable but ancient. Navigation upgrades such as ADS-B will be required. However, given the price point of the airplane, even if you could afford to load up the cockpit with whiz-bang like synthetic vision, it probably wouldn't make a lot of sense. The standard avionics work fine for the airlines.

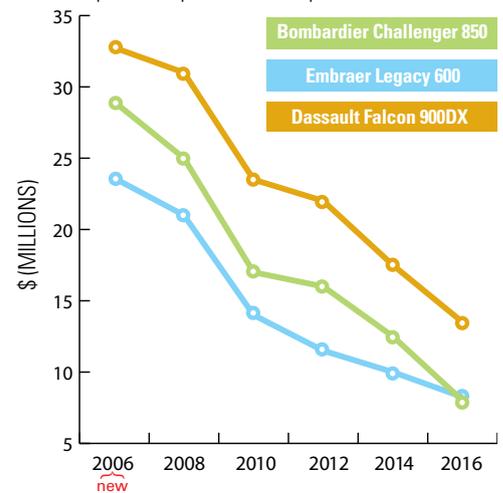
Several completion centers have extensive 850 experience. Jet Aviation in St. Louis has completed a few 850s fresh from the factory and Flying Colours in Peterborough, Ontario has done some refurbishments, including an innovative carbon-fiber interior for an Asian client. Here again, the aircraft price point may limit what makes economic sense. But given the Challenger 850's low cost and large interior, it would be understandable if you were tempted to go a little crazy.

BJT

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



FAIR MARKET VALUE
price comparison of competitive aircraft



Source: Vref Publications (vrefonline.com)

Specifications & Performance

Passengers (executive)	15
Pilots	2
Range*	2,946 nm
Max Cruise Speed	442 kt
Cabin Dimensions	Height: 6.08 ft
	Width: 8.17 ft
	Length: 48.42 ft

*IFR NBAA 200 nm reserves.

Economics

Total variable flight cost/hour	\$3,977
Total fixed cost/year	\$852,856

Source: Conklin & DeDecker, Orleans, Mass.

Please see the online version of this article for detailed specifications and performance data as well as a report on all hourly and annual fixed and variable expenses.



WE'VE ARRIVED

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5th Annual

BOOK of Lists



FOTOLIA

Welcome to BJT's fifth annual Book of Lists, a treasure trove of useful, funny, entertaining, and occasionally amazing information and trivia. Visit bjtonline.com/2016lists for expanded versions of many of these lists, plus links to related places, products, and information.

8 American Restaurants that Predate the Civil War

1. **Olde Ebbitt Grill, Washington, D.C.**, est. 1856
2. **Tadich Grill, San Francisco**, est. 1849
3. **Antoine's, New Orleans**, est. 1840
4. **Durgin-Park, Boston**, est. 1827
5. **Union Oyster House, Boston**, est. 1826
6. **Griswold Inn, Essex, Connecticut**, est. 1776
7. **Fraunces Tavern, New York**, est. 1762
8. **White Horse Tavern, Newport, Rhode Island**, est. 1673

—John Grossmann

3 Ski Resorts to Visit Off-Season

1. **Stowe, Vermont.** A zip line lets you race down Mount Mansfield, and Stowe offers options for hikers, golfers, and bikers.
2. **Aspen, Colorado.** Fishermen and rafters enjoy the splendor of the Roaring Fork and Frying Pan rivers. Bikers and festival-goers also love off-season Aspen.
3. **Sun Valley, Idaho.** This world-famous winter resort draws hikers and bikers off-season and is also known for its art galleries and Sun Valley Summer Symphony.

—Robert Kiener

7 Best Aftermarket Aircraft Options

- 1. SiriusXM Satellite Weather.** Access live reports worldwide.
- 2. GoGo Text & Talk.** Use your own smartphone and number to call and text over the aircraft's Wi-Fi system, without access codes.
- 3. Aviation Partners' blended winglets.** Besides looking cool, they typically increase range 5 to 7 percent and enable faster climbs to altitude, saving fuel in the process.
- 4. Hartzell swept-blade "turbofan" aluminum and composite propellers.** These propellers for many turboprops cut cabin noise, increase speed, and decrease takeoff and landing rolls.
- 5. Raisbeck lockers.** These wing lockers on Beechcraft King Airs and aft fuselage lockers on Bombardier Learjet 60s add substantially to luggage capacity without increasing drag.
- 6. Electric berthing divans.** Several companies make couches that open into beds at the touch of a button—an improvement over manual units, which were cumbersome and prone to failure.

7. Anti-skid brakes. These weren't even options on some new aircraft. Companies like Advent Aircraft Systems now offer them for airplanes that weigh up to 20,000 pounds.

—Mark Huber

Aviation-industry veteran Huber has reviewed aircraft for **BJT** since 2005.

5 of the Best Factory Tours

- 1. Boeing, Mukilteo, Washington.** Fly-in parking is available at this factory, where you learn how airplanes are manufactured.
- 2. Ford Motors Rouge Factory, Dearborn, Michigan.** See trucks being built, and view multisensory films and iconic vehicles.
- 3. Ben & Jerry's, Waterbury, Vermont.** Sample Cherry Garcia and other ice cream flavors, and see how they're made.
- 4. Pez Candy, Orange, Connecticut.** Fans of the wacky candy dispensers can view the production line and visit the factory's museum.
- 5. Louisville Slugger, Louisville, Kentucky.** See where the celebrated bats are crafted and walk through a museum of baseball history.

—Chana R. Schoenberger

5 Places to Drink with Hemingway's Ghost

- 1. La Floridita, Havana.** Home of the daiquiri, where novelist Ernest Hemingway spent more nights than at any other bar during the 1950s.
- 2. Captain Tony's Saloon, Key West, Florida.** The original Sloppy Joe's, owned by Hemingway sidekick and rumrunner Joe Russell during the 1930s, still has rustic dirt floors.
- 3. Ritz Hotel, Paris.** Where Hemingway celebrated the end of World War II with champagne toasts. The elegant bar is named in his honor. ▶
- 4. Restaurante Botín, Madrid, Spain.** Roast suckling pig and red wine was Hemingway's favorite at this 1725 classic, where he set the last scene in *The Sun Also Rises*.
- 5. Sun Valley Lodge, Sun Valley, Idaho.** Hemingway enjoyed drinks here after a day of working on *For Whom the Bell Tolls*—or hunting pheasants with actor Gary Cooper.

—Thomas R. Pero



9 Places for Music Fans to Visit

- 1. The Rock & Roll Hall of Fame & Museum, Cleveland.** You could spend days here watching films, exploring the archives, and viewing the permanent and special exhibits.
- 2. EMP Museum, Seattle.** Microsoft cofounder Paul Allen launched this facility, which houses huge collections devoted to rockers Jimi Hendrix and Nirvana, both from Seattle.
- 3. Nashville, Tennessee.** Attend a broadcast of the Grand Ol' Opry radio show, which has aired weekly since 1925, and stop by the Johnny Cash Museum.
- 4. The Museum at Bethel Woods, Bethel, New York.** Exhibits, programs, and events celebrate the 1969 Woodstock music festival “and the entire decade that it came to represent.”
- 5. Asbury Park, New Jersey.** Visit the boardwalk Springsteen sang about and the Stone Pony club where he has often played, then drive to nearby Monmouth University, which houses 20,000 Springsteen-related books, recordings, and posters.
- 6. Memphis, Tennessee.** Get a double dose of rock history with stops at Elvis Presley's Graceland home and Sun Studios, where Presley, Johnny Cash, and Jerry Lee Lewis made early records.

- 7. Liverpool, England.** A Magical Mystery Tour takes you to the Beatles' birthplaces, the place where Lennon and McCartney first met, the Cavern Club, and the locations that inspired such songs as “Penny Lane” and “Strawberry Fields Forever.”



NATIONAAL ARCHIEF, DEN HAAG, RIJKSFOTOGRAFIE; FOTOCOLECTIE ALGEMEEN NEDERLANDS FOTOPERSBUREAU (ANIEFO)

- 8. Hibbing, Minnesota.** See Bob Dylan's childhood home, elementary school, and high school; the site of his father's business; the place where he had his bar mitzvah; and the town library's extensive collection of Dylan books, articles, and memorabilia.

- 9. Bob Marley Museum, Kingston, Jamaica.** The reggae giant's home—the site of a failed assassination attempt—is now a museum that includes a 3D hologram of Marley and his recording studio.

—Jeff Burger

BJT editor Burger's latest book, *Lennon on Lennon: Conversations with John Lennon*, will be published in November by Chicago Review Press.

5 Must-have Experiences in France

- 1. Eating in a crêperie in Brittany.** These restaurants specialize in savory pancakes, and each cook makes them a little differently. Try La Capitainerie in Quiberon.
- 2. Hiking in the Pyrenees.** Though not as famous as the Alps, they're worth the trip.
- 3. Getting lost in Lyon's renaissance district.** Walk narrow streets and explore passageways inside five-century-old buildings.
- 4. Visiting Marseille's MuCEM.** An amazing permanent exhibit at this architecturally breathtaking new museum will give you a deep understanding of Mediterranean cultures.
- 5. Learning about the life of the monks in the Chartreuse mountains.** Chartreuse is the name of a massif, a monastery, and an aromatic herb-based spirit. Learn about all three—and be sure to sample the spirit—in a charming part of the Alps.

—Thierry Dubois

3 Monuments to Love

- 1. Taj Mahal, Agra, India.** This marble mausoleum was completed about 1653 by Mughal emperor Shah Jahan in memory of his wife, Mumtaz Mahal.
- 2. Kodai-ji Temple, Kyoto, Japan.** After the death of Toyotomi Hideyoshi, a 16th century warlord, his wife built this complex. The main temple houses artwork and lacquer furnishings and is surrounded by a memorial hall with carved images of the couple, a mausoleum, and gardens.



3. Mirabell Palace, Salzburg, Austria. This baroque mansion and its gardens were a gift from prince archbishop Wolf Dietrich von Raitenau to his mistress, Salome Alt, in 1606.

—Marilyn Jones

4 City Centers to Explore on Foot

- 1. Jaipur, India.** Labyrinths of narrow streets are lined with craftsmen creating one-of-a-kind treasures.
- 2. Santiago, Chile.** Walk from Santa Lucia Hill Park and the four-century-old San Francisco Church to La Moneda Palace, the seat of government, and Plaza de Armas.
- 3. Old Town Edinburgh, Scotland.** See 12th century Edinburgh Castle to the west, 16th century Palace of Holyrood house to the east, and the Royal Mile connecting the two.
- 4. Ghent, Belgium.** One of Belgium's oldest cities has beautiful gothic public buildings, towering churches, and historic homes.

—Marilyn Jones

7 of the World's Most Exotic Foods

- 1. Balut.** Popular in Southeast Asia, this boiled fertilized duck egg embryo (beak, eyes, head, and all) is best eaten with a dash of sea salt and, for first timers, your eyes closed.

- 2. Cobra hearts.** Considered an aphrodisiac by the Vietnamese, the cobra's fresh heart (just killed, best when still beating) is eaten raw, often followed by a gulp of cobra blood or some rice wine.

- 3. Puffer fish.** Because Japan's fugu contains tetrodotoxin—a lethal, paralyzing poison for which no known antidote exists—chefs must be specially licensed to serve the fish, which over the years has resulted in deaths.

- 4. Jellied moose nose.** Alaskans prefer the term “boiled moose snout” for this northern delicacy, which is cooked until it is gelatinous and served with onion, garlic, and spices.

- 5. Casu marzu.** Although it's technically illegal, you can buy this sheep's milk cheese, or pecorino, on Italy's black market. It's eaten after it has been allowed to become infested by maggots.

- 6. Fruit bat soup.** Drop a fruit bat (often still alive) into boiling milk; add sea salt, ginger, onions, and scallions; simmer; and serve.

- 7. Fried tarantulas.** Cambodians call these a-ping and serve them deep-fried with sugar, salt, and garlic. Aside from their usually squishy abdomens they are crispy and chewy; pull off the legs and eat those first.

—Robert Kiener

Kiener, who lived in Guam for two years, has sampled items 1 and 7 on his list.



8 Exotic Spa Treatments

1. Manaka Tapping, Lake Austin Spa Resort, Austin, Texas.

The therapist taps a wooden peg with a hammer on your body to relieve pain and induce euphoria.



LAKE AUSTIN SPA RESORT

2. Full-body “Doctor Fish,” Termeden Waterpark, Icheon, South Korea.

Fish tickle-nibble off old, dead skin in this water treatment.

3. Ku Nye Five, ITC Grand Bharat, Gurgaon, India.

Regeneration with Himalayan salt, hot poultices, and rose quartz crystals.

4. Gemology treatment, Gstaad Palace, Gstaad, Switzerland.

Fade wrinkles with treatments using diamonds, jade, rubies, and pearls.

5. Sobada Maya at Hacienda Temozon, Yucatan, Mexico.

Indigenous Mayan healing massage in a cenote, an underwater cave.

6. Dream Catcher, Nemaocolin Woodlands Resort, Pittsburgh, Pennsylvania.

Dreamy Native American healing with sage smudging, cranial sacral, and Lomi Lomi.

7. “Euga Geneous” Hotel Chinzanso, Tokyo.

Massage uses nourishing euglena, an organism that cleanses, nourishes, and moisturizes.

8. The Olive Branch Journey, Mandarin Oriental, Bodrum, Turkey.

Olive tree leaf muslin wrap with buckwheat and rose yogurt.

—Margie Goldsmith

5 Little-known Civil War Battlefields Worth Visiting

1. Rich Mountain, near Beverly, West Virginia.

A scenic mountaintop where a battle occurred in July 1861.

2. Mill Springs, near Nancy, Kentucky.

Where Gen. Felix Zollicoffer was killed in an ill-fated offensive in January 1862.

3. Grand Gulf, near Port Gibson, Mississippi.

Where Ulysses S. Grant was repelled while attacking Vicksburg in 1863.

4. Honey Springs, near Rentiesville, Oklahoma.

The largest battle in what was then “Indian territory.”

5. Fort Pillow, Henning, Tennessee.

Where surrendering African-American soldiers were massacred by Confederates.

—Jeff Wieand

8 Unusual American Restaurants

1. The Yurt at Solitude, Park City, Utah.

Snowshoe through a forest to a Mongolian-style yurt and enjoy a four-course meal.

2. Miami Supercar Rooms, Miami.

Dine in a private pod showcasing an ultra-rare, exotic, or custom-made auto.

3. Opaque, San Diego, Santa Monica, San Francisco.

Blind or sight-impaired waiters lead blindfolded patrons to seats in a pitch-black restaurant.

4. The Airplane Restaurant, Colorado Springs, Colorado.

Dine inside a Boeing KC-97 flight-refueling tanker.

5. Forbes Island, San Francisco.

The floating “island” offers a 40-foot lighthouse; views of Coit Tower, Alcatraz, and the Golden Gate Bridge; and downstairs tables with underwater views of the bay.

6. Naked Sushi, Las Vegas.

Experience the Japanese tradition of nyotaimori, the serving of sushi and sashimi from the body of a naked or barely clad woman (or, sometimes, man) who lies statue-still on a table.

7. Safe House, Milwaukee, Wisconsin. No name appears outside this spy-themed restaurant, which features secret doors, hidden passageways, and two-way mirrors.

8. The Traveler Restaurant, Union, Connecticut. You can select three free books from the upstairs shelves. Some 20,000 more used books, a more alluring cache, are for sale downstairs.

—John Grossmann

7. Owl Pen Books, Greenwich, New York. Down a dirt road is a delightful, friendly bookstore in a barn with 100,000 books.

8. Powell's Books, Portland, Oregon and Chicago. The Portland location is one of the world's most famous bookstores. The Chicago store is known for its academic books.

9. Strand Book Store, New York. A massive place, with a huge selection of review copies.

—Jeff Wieand

9 Great Bookstores Specializing in Used and Rare Volumes

1. Baldwin's Book Barn, West Chester, Pennsylvania.

You can get lost in this large and charming bookstore in an 1822 barn.

2. Brattle Bookshop, Boston. Don't miss the rare-book room or the bargain carts outside.

3. Cellar Stories Bookstore, Providence, Rhode Island.

Up a flight of stairs, not in a cellar!

4. Hermitage Bookshop, Denver. Many rare items aren't on display, so if you don't see it, ask.

5. Lyrical Ballad Bookstore, Saratoga Springs, New York.

A warren of rooms, plus a rare-book collection in a vault.

6. Merrill's Book Shop, Hallowell, Maine. Excellent stock on the shelves and many rare books to be viewed on request.

4 Musicians Who Own Wineries

1. Boz Scaggs (Scaggs Vineyards, Napa Valley, California).

Scaggs—whose hits include “Lowdown” and “Lido Shuffle”—and his wife Dominique have been offering wines since 2000.

2. Sting (Il Palagio, Tuscany, Italy). The British singer and his wife bought a rundown Italian estate in 1999 and now produce four varietals, including a recently released Sangiovese blend.

3. Stacy “Fergie” Ferguson (Ferguson Crest Winery, Santa Ynez Valley, California). The Black-Eyed Peas lead singer teamed with her father to create a boutique winery that offers organic wines.

4. Dave Matthews (Dreaming Tree, Sonoma County California). The Dave Matthews Band founder owned a Virginia winery before heading west to produce the popular Dreaming Tree varietals.

—Mary Ann DeSantis



MATTHEW STRAUBMULLER



10 of America's Most Scenic Roads

- 1. Pacific Coast Highway/Rte. 1, California.** Rent a convertible and drive from Pebble Beach through the Cypresses to Big Sur and Santa Barbara.
- 2. The Blue Ridge Parkway, North Carolina to Virginia.** America's longest rural parkway includes Great Smoky Mountain National Park.
- 3. Going to the Sun Road, Glacier National Park, Montana.** A pristine drive through thick pines, glacial lakes and beside snow-covered mountains.
- 4. San Juan Skyway, Colorado.** Drive past three 14,000-foot peaks in Telluride, Ponderosa pines, and quaint mining towns.
- 5. The Aufderheide Scenic Byway, Oregon.** Drive past lush forests and cascading streams in Eugene, the Cascades, and Oregon's coast region.
- 6. Scenic Byway 12, Utah.** Admire the red hills and drop-dead scenery of Zion National Park, and head to the unworldly hoodoos and cliffs of Bryce Canyon.
- 7. Route 89A, Arizona.** Begin in Flagstaff and descend mountain switchbacks to Sedona's red-stone formations.
- 8. Denali National Park Road, Alaska.** Six million acres of pristine wilderness, only one road, and exceptional abundant wildlife.

9. Russell-Brasstown Scenic Byway, Georgia. Gorgeous drive wending through the Chattahoochee-Oconee National Forest.

10. Road to Hana, Maui, Hawaii. HI-360, with 620 curves and 59 bridges, adjoins rainforest, waterfalls, and dramatic seascapes.

—Margie Goldsmith

9 Greatest American Symphonies

- 1. Charles Ives's Symphony No. 4**
(Litton/Dallas Symphony)
- 2. Howard Hanson's Symphony No. 2, "Romantic"**
(Slatkin/St. Louis Symphony)
- 3. Samuel Barber's Symphony No. 1**
(Slatkin/St. Louis Symphony)
- 4. Walter Piston's Symphony No. 2**
(Thomas/Boston Symphony)
- 5. Walter Piston's Symphony No. 6**
(Munch/Boston Symphony)
- 6. William Schuman's Symphony No. 3**
(Bernstein/New York Philharmonic)
- 7. William Schuman's Symphony No. 6**
(Schwartz/Seattle Symphony)



6 High-Altitude Hotels

- 1. Hotel Everest View, Nepal, 12,729 feet.** In Sagarmatha National Park. Chopper in from Katmandu and walk one mile.
- 2. Le Refuge du Gôûter, Chamonix, France, 12,582 feet.** On the slopes of Mont Blanc, on the border of France and Italy. You have to climb to arrive.
- 3. Cristal Samana, Uyuni, Bolivia, 12,500 feet.** The hotel's walls, floor, and furnishings are all made of salt.
- 4. Inkaterra La Casona, Cusco, Peru, 11,000 feet.** An exquisite restored 16th century mansion with only 11 gorgeous suites.
- 5. 3100 Kulmhotel Gornergrat, Zermatt, Switzerland, 10,170 feet.** The highest hotel in the Swiss Alps near Zermatt with views of the iconic Matterhorn.
- 6. Costilla Lodge at Vermejo Park Ranch, Santa Fe, New Mexico, 10,000 feet.** Ted Turner's full-service guest ranch.

—Margie Goldsmith

8. Peter Mennin's Symphony No. 7

(Martinon/Chicago Symphony)

9. Aaron Copland's Symphony No. 3

(Bernstein/New York Philharmonic)

—Jeff Wieand

Wieand, a **BJT** columnist, is the world's greatest classical-music expert, according to Wieand, the self-proclaimed world's greatest rater of classical-music experts.

10 Best Obscure U.S. National Parks

- 1. Kenai Fjords National Park, Alaska.** Walk on a glacier, see wildlife on a boat tour, and ski in winter.
- 2. Badlands National Park, South Dakota.** Stunning dark skies, and a maze of canyons and pinnacles where bighorn sheep and antelope roam.
- 3. Isle Royale National Park, Lake Superior, Michigan.** A spectacular Great Lakes wilderness offers solitude and adventure.
- 4. Sequoia and Kings Canyon National Park, California.** Towering sequoias, glacial canyons, river valleys, alpine lakes, and more.
- 5. Voyageurs National Park, Minnesota.** This remote 218,000-acre natural wonder is the largest freshwater-based national park.

6. Wind Cave National Park, South Dakota. The world's densest cave system, and above it, a mix of ponderosa forest and prairie.

7. Great Basin National Park, Nevada. View 5,000-year-old bristlecone pines, and the Lehman Cave ecosystem.

8. Capitol Reef National Park, Torrey, Utah. Petroglyphs, gorgeous hiking trails, and rare geological formations.

9. Gulf Islands National Seashore, Santa Rosa County, Florida. Eight miles of undeveloped beachfront, towering dunes, and nesting sea turtles.

10. Channel Islands National Park, California. Five eco-rich islands with 249,354 acres relatively undeveloped.

—Margie Goldsmith

3 Places to Watch a Rocket Launch

- 1. Cape Canaveral, Florida.** Launches by NASA and SpaceX are announced via spaceflightnow.com.
- 2. Wallops Island, Virginia.** The NASA Visitor Center offers a perfect view of launches. For dates, see the What's Up at Wallops app.
- 3. Baikonur Cosmodrome, Kazakhstan.** Spaceadventures.com's VIP tours can seat you less than a mile from the launch pad.

—Kimberly Button

5 Places to Take Non-African Safaris

- 1. India.** Take a guided tour of Ranthambore National Park, home to perhaps 50 of the world's estimated 3,200 tigers in the wild.
- 2. Canada.** See polar bears in Churchill, Manitoba, as they migrate back onto the frozen Hudson Bay to hunt seal.
- 3. Australia.** Safaris offer a chance to view animals that are unique to the continent, including kangaroo, koala, dingo, platypus, wallaby, and wombat.
- 4. Borneo.** Hike several hours into the interior of Kubah National Park in Sarawak or take a cruise along the Kinabatangan River and you'll see abundant wild-life, including orangutans.
- 5. China.** The Minshan Mountains of Sichuan province provide shelter for some of the world's most endangered wildlife, including panda bears, moon bears, and golden monkeys.

—Marilyn Jones



10 Memorable Music Festivals

- 1. New Orleans Jazz & Heritage Festival.** Jazz aplenty, plus zydeco, brass bands, gospel, rock, and much more. April–May.
- 2. The Santa Fe Chamber Music Festival.** Chamber music over six weeks surrounded by the Sangre de Cristo Mountains. July–August.
- 3. Festival Acadian de Caraquet, New Brunswick, Canada.** A giant party, ending with the raucous Tinamarre parade. August.
- 4. Wide Open Bluegrass, Raleigh, North Carolina.** Largest urban bluegrass fest in the U.S., plus old-time, roots, and Americana on six stages. September–October.
- 5. Blues Music Awards, Memphis, Tennessee.** America's top blues players entertain in this one-night event. May.
- 6. Fuji Rock Festival, Nigata Prefecture, Japan.** Take a cable car to reach this three-day rock event at a ski resort. July.

7. Lake of Stars Malawi Arts Festival, Mangochi, Malawi.

The best of Afro-pop by a gorgeous lake. September.

8. NYC Musical Saw Festival, New York.

Musicians make beautiful music on carpenter's saws. No kidding. July.

9. Night in the Country, Yerington, Nevada.

Country music and bull riding for three nights. Does it get more country than that? July.

10. Lollapalooza, Chicago.

Nostalgic for the 90s? Four-day iconic event with 170 performances in Grant Park. July.

—Margie Goldsmith

5 Places to Encounter Apex Predators

- 1. Polar Park, Norway.** Kiss socialized wolves and join the pack.
- 2. Seal River Heritage Lodge, Canada.** Approach polar bears on foot.
- 3. Tysfjord, Norway.** Free dive with Orcas.
- 4. Harar, Ethiopia.** Feed hyenas from a stick held in your mouth.
- 5. Yellowstone National Park, Wyoming.** Track wolf packs.

—Chris Allsop

6 Best Island Getaways

- 1. Sumba Island, Indonesia.** Nihiwatu Resort has gorgeous villas and is the closest a mere mortal will get to paradise.
- 2. Tetiaroa Island, French Polynesia.** Stay at Brando's Resort.
- 3. Mustique Island, the Caribbean.** A stunning 1,400-acre private island among St. Vincent and the Grenadines.
- 4. Easter Island, Chile.** The famous Moai statues will dazzle you, as will the posh hotel, Explora Rapa Nui.
- 5. Mallorca Island, Spain.** Relax at Belmond La Residencia on the edge of an artist's village overlooking the Mediterranean Sea.
- 6. Salt Spring Island, British Columbia, Canada.** For romance and relaxation, choose the Hastings House Country House Hotel.

—Margie Goldsmith

3 Excellent Wine Varietals You've Probably Never Tried

- 1. Furmint.** One of the backbones of Hungarian viticulture, this is the main grape used to produce the famous Tokaji sweet dessert wines. Kaps candy Family Winery in Napa Valley offers an intriguing Furmint/Muscat Blanc blend.
- 2. Grenache Blanc.** Grown and blended in the Rhone region of France as well as parts of Spain, this varietal is increasingly being vinified around the world. Sample a Grenache Blanc from Priest Ranch in Napa, California.
- 3. Gruner Veltliner.** Mostly grown in Austria, this sharp, crisp, and racy white exhibits high acidity with an enchanting finish.

—Bob Ecker

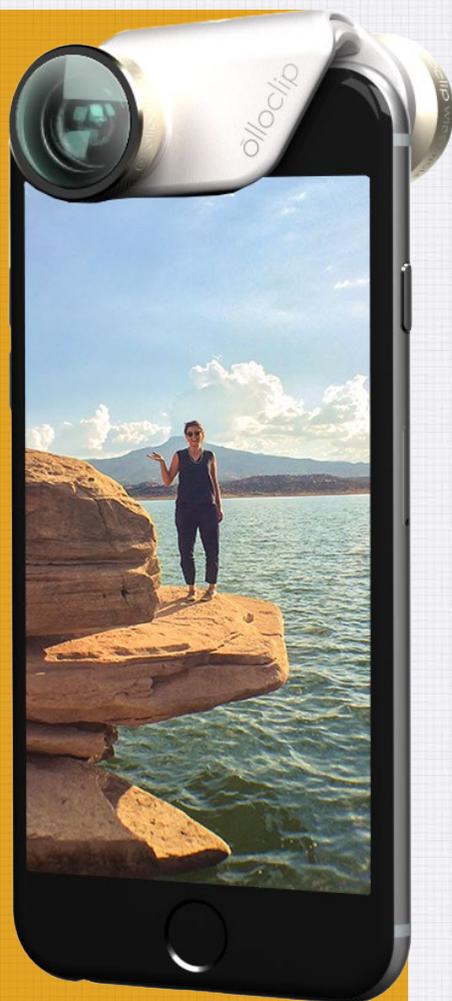
5 Vacations That Cost Over \$50,000

- 1. Whichaway Camp, Antarctica.** Nine days of expert guidance across the southernmost continent will cost you \$65,000.
- 2. Dunton Hot Springs, Dunton, Colorado.** For \$135,885 a week, you can have exclusive use of a restored ghost town.
- 3. Calivigny Island, Caribbean.** The island, equipped for luxury living, is available for up to 12 guests for \$190,000 a week.
- 4. The Journey to Nature's Edge.** A three-month safari seeking 18 of the world's most charismatic megafauna costs \$1,422,134.
- 5. The King of the Castle.** Up to 120 guests can use three of India's greatest palaces for three days each for a mere \$3,071,811.

—Chris Allsop

4 Gadgets for Cell-Phone Camera Buffs

- 1. Olloclip.** Four lenses in one clip-on accessory provide wide-angle, macro, and fisheye options. Info: olloclip.com ▶
- 2. Pakpod.** This compact tripod adjusts to all terrains to help you take photos anywhere. Info: pakpod.com
- 3. Leef.** You won't max out your storage when you have this device to easily transfer and save files. Info: leefco.com
- 4. LuMee.** This front-lit cell-phone case illuminates your subject without draining your phone's battery. Info: lumee.com



—Kimberly Button

3 Superb American Vodkas

- 1. Hanson Vodkas, Sonoma, California.** A true artisanal producer using the largest column-still in the U.S. and making small-batch vodka from locally sourced grapes.
- 2. Oryza Vodka, Thibodaux, Louisiana.** Filtered an amazing 17 times for the smoothest vodka you'll ever taste.
- 3. Charbay's Blood Orange Vodka, St. Helena, California.** Made from organically grown California blood oranges, picked fresh and ripe, it's the tastiest infused vodka on the market.

—Bob Ecker

3 Memorable Private Jet Tours

- 1. Peru, Brazil, and Venezuela (Amazing Peru and Beyond).** Machu Pichu, Angel Falls, and Rio de Janeiro are among highlights of this 14-day tour via a Learjet 35 or Beechcraft Premier 1.
- 2. Wildlife Encounters by Private Jet (Travcoa).** See Bengal tigers, humpback whales, and other creatures in natural habitats in Africa, India, Asia, and the Pacific on a 20-day journey aboard a B-757.
- 3. Africa Revealed (Abercrombie & Kent).** Travel from Marrakech to Cape Town on a seven-country, 21-day tour on a 50-seat B-757.

—James Wynbrandt

6 Luxury Tree-House Hotels

- 1. Treehotel, Harads, Sweden.** Options range from the twig-ensconced Bird's Nest to the futuristic UFO.
- 2. Hapuku Lodge & Tree Houses, Kaikoura, New Zealand.** Set 30 feet off the ground in a Manuka grove, tree houses offer modern amenities and dramatic mountain views.
- 3. Kanopi House, Port Antonio, Jamaica.** Four wood-framed accommodations with French doors and louvered windows, perched among soaring banyan trees.
- 4. Post Ranch Inn, Big Sur, California.** Seven elevated suites with private decks and disarming views of the California coast.
- 5. Tsala Treetop Lodge, Plettenberg Bay, South Africa.** Ten secluded tree-house suites with floor-to-ceiling windows.
- 6. Chewton Glen, Hampshire, England.** Perched on stilts overlooking 130 acres of rolling gardens, with hot tubs and outdoor terraces.

—Marion Flanagan

5 Great New Jersey Boardwalks

- 1. Wildwood.** The centerpiece of what has been jokingly called Philadelphia's Riviera has giant amusement-park piers and a few of the East Coast's best roller coasters.
- 2. Ocean City.** Wildwood's slightly less raucous older cousin just up the coast has a two-and-a-half-mile boardwalk lined with shops, eateries, and amusement-park rides.
- 3. Atlantic City.** Don't let the Coney Island aficionados tell you otherwise: Atlantic City's boardwalk was the first, and it's still the biggest. And it offers much more than casinos and nightclubs.
- 4. Seaside Heights.** The carnival-like boardwalk here, which is famous thanks to the Jersey Shore TV show, includes the magnificent antique Dentzell-Looff carousel.
- 5. Asbury Park.** This grand boardwalk achieved new fame with Bruce Springsteen's 1973 song "4th of July, Asbury Park (Sandy)."

—Joe Sharkey



3 Favorite African Destinations of John Paul DeJoria

- 1. Mali.** I've been appointed to serve as honorary counsel general of Mali to help develop the country with ecology in mind.
- 2. Mt. Kilimanjaro, Tanzania.** I spent a week last year climbing Mt. Kilimanjaro with my son. It was a life-changing experience.
- 3. The Saxon Hotel, Johannesburg, South Africa.** I always book the suite where Nelson Mandela stayed when he was released from prison, and imagine what it must have been like for him to go from jail to one of the world's finest hotels.

Paul Mitchell Systems cofounder DeJoria was featured in **BJT** last December.

MANUELO PAGANELLI

4 Best Undiscovered Locations

1. **Chad, Africa.** The only place where you'll find surfing hippos, elephants, and gorillas hanging out on the beach.
2. **The Philippines.** Most people think of beaches, but there's much more to discover, including 100 tribal groups scattered throughout the islands.
3. **The Yukon, Canada.** The national parks offer some of the world's most jaw-dropping scenery.
4. **Somaliland, Ethiopia.** Northern Somalia is stable, safe, and self-governed. The people are incredibly friendly and proud to share their culture with visitors.

—Paula Froelich

Froelich is the founder of the A Broad Abroad brand and video series.

9 Restaurants That Recently Won Three-star Michelin Ratings

1. **Cheval Blanc**, Basel, Switzerland
2. **Geranium**, Copenhagen, Denmark
3. **T'ang Court**, Hong Kong
4. **Manresa**, Los Gatos, California
5. **Maaemo**, Oslo, Norway
6. **Le Cinq, Hotel George V**, Paris
7. **Plaza Athénée**, Paris
8. **Pavillon Ledoyen**, Paris
9. **Kohaku**, Tokyo

—Chris Allsop

7 Business Jets Offering Best Overall Value in their Category

1. **Cessna Citation M2** (VLJ)
2. **Hawker Beechcraft Premier 1A** (small-cabin/light jet)
3. **Cessna Citation XLS+** (super-light jet)
4. **Embraer Legacy 450** (midsize-cabin jet)
5. **Gulfstream 280** (super-midsize-cabin jet)

6. **Falcon 2000/EX/DX** (large-cabin jet)

7. **Gulfstream 650** (ultra-long-range/heavy jet)

—James Wynbrandt

Source: Jet Advisors' Private Jet Index, which incorporates data regarding runway performance, speed, fuel consumption, and cabin volume on 600-nautical-mile flight for aircraft from model year 2000 and later.

5 Stops at Dayton, Ohio's Aviation Heritage National Historical Park

1. **National Museum of the U.S. Air Force.** World's largest military aviation museum. [See story on page 10 —Ed.]
2. **Huffman Prairie Flying Field.** Testing ground for Wright Brothers' first "practical airplane."
3. **Woodland Cemetery and Arboretum.** This is the burial place of luminaries, including the Wright Brothers.
4. **Carillon Park.** Attractions range from the 1905 Wright Flyer III to craft beer from the 1880s-style Carillon Brewery.
5. **National Aviation Hall of Fame.** Celebrates more than 200 American aviation pioneers and heroes, and its Research Center covers eras from early flight to the space age.

—James Wynbrandt

6 U.S. Warships Open to the Public

1. **U.S.S. Alabama, Mobile, Alabama.** Had nine battle stars supporting WWII assaults on Japanese islands.
2. **U.S.S. Midway, San Diego.** One of America's longest-serving warships (1945–92).
3. **U.S.S. Iowa, San Pedro, California.** Ruled the waves during WWII.
4. **U.S.S. Jeremiah O'Brien, San Diego.** One of only two remaining of the 2,700 famed Liberty ships built during WWII.
5. **U.S.S. Nautilus, Groton, Connecticut.** This world-famous submarine was the Navy's first nuclear warship.
6. **U.S.S. Intrepid, New York.** Aircraft carrier served in WWII, Korea, and Vietnam.

—Joe Sharkey

4 Best Movie Studio Tours

- 1. Universal, Burbank, California.** A tram ride takes you along a dozen blocks of studio history, enhanced by theme-park attractions.
- 2. Paramount, Los Angeles.** Visit soundstages and back lots and, if you opt for a VIP tour, explore archives and props from old films.
- 3. Sony, Culver City, California.** This is the legendary MGM lot where *The Wizard of Oz* and hundreds of other movies were shot and where movies and TV shows are still produced.
- 4. Warner Brothers, Burbank, California.** A behind-the-scenes look at famous TV shows and films and at an iconic 110-acre back lot.

—Joe Sharkey

7 Great Waterfront Bike Routes

- 1. American River Bike Trail, Sacramento, California.** Trail runs for 32 miles through protected habitat.
- 2. Burke-Gillman Trail, Seattle.** Running through parks and leafy neighborhoods along Pontiac Bay, this 20-mile trail is a centerpiece of Seattle's 90 miles of signed bike routes.
- 3. Great Miami River Bikeway, Dayton, Ohio.** Riverfront 20-mile route is the crown jewel of the U.S.'s largest municipal biking network.
- 4. Lakefront Trail, Chicago.** Multiuse pathway runs 18 miles along Lake Michigan waterfront, through parks and past beaches, athletic fields, marinas, museums, and downtown.
- 5. Manhattan Waterfront Greenway, New York.** Waterfront 32-mile bike route passes world-renowned landmarks.
- 6. The Green Ring, Copenhagen, Denmark.** The 20-mile route from Island Brygge to downtown Copenhagen passes through parks, green space, and gem-like lakes.
- 7. The Old and New Dutch Architecture Route, Amsterdam, Holland.** Twenty-mile route through Europe's most bicycle-friendly city wends along canals and past a medieval castle.

—James Wynbrandt

7 Jets with Lowest Operating Costs in their Category

- 1. One Aviation Eclipse 550 (VLJ), \$900/hr.**
- 2. Cessna Citation M2 (small-cabin/light jet), \$1,395/hr.**
- 3. Bombardier Learjet 70 (midsize-cabin jet), \$2,166/hr. ▼**
- 4. Gulfstream 200 (super-midsize-cabin jet), \$3,113/hr.**
- 5. Dassault Falcon 2000LX (large-cabin jet), \$3,090/hr.**
- 6. Gulfstream 550 (ultra-long-range/heavy jet), \$4,731/hr.**
- 7. Boeing BBJ (bizliner), \$6,851/hr.**

Source: Conklin & de Decker,
Orleans, Massachusetts





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Gulfstreams **add** to the **oversupply** of large-cabin jets

Like-new G650s are suddenly on sale.

by James Wynbrandt

Gulfstream's long-range, large-cabin jets, which set the standard for value retention in a size category that long defied the broader market's slack demand, are now joining the group's descent. Deutsche Bank recently downgraded stock of the airframer's parent company, General Dynamics, because of concerns that swelling inventories of preowned G650/G650ERs—flagship of the manufacturer's fleet—will affect sales of new ones.

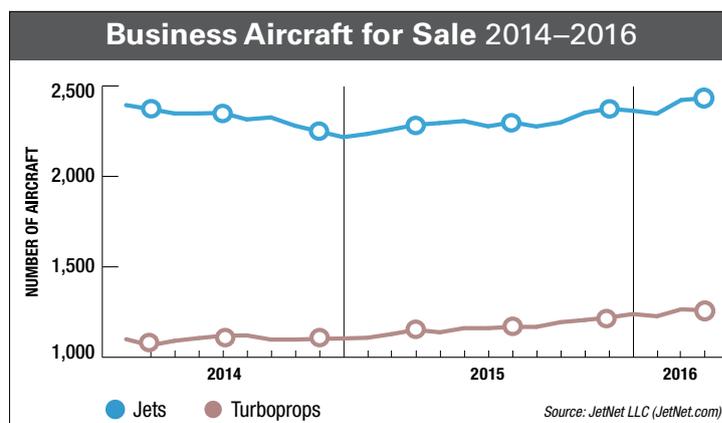
Figures reported by JetNet and AircraftPost.com chart the market's downward arc. It's a critical line to follow if you're looking for a great buy on a premium large-cabin jet

or seeking to exit ownership while recouping as much value as possible from your Gulfstream.

In March last year, six G650/G650ERs were for sale, according to JetNet, and by this March inventory had more than tripled, to 18, or about 11 percent of the in-service fleet. (Experts typically regard 10 percent to be the upper limit of a stable market.) Pricing trends present a more graphic picture. Last summer, nine G650/G650ERs were listed at about \$68 million to \$75 million, according to AircraftPost.com, while five sold over the prior six months brought \$66.5 million to \$73 million. By this March, the price range of

G650s had dropped to about \$59 million to \$73 million, AircraftPost reported, while the four sold in the preceding six months fetched \$62 million to \$65 million.

The latest decline in preowned values is particularly noteworthy given the quality of new inventory. Several of the G650s recently offered for sale are almost new,



Some Popular Preowned Large-Cabin Models 2014-2016

	GULFSTREAM G550	GULFSTREAM G450	BOMBARDIER GLOBAL 6000	BOMBARDIER GLOBAL 5000	BOMBARDIER GLOBAL EXPRESS	EMBRAER LEGACY 600	DASSAULT FALCON 7X	DASSAULT FALCON 900	DASSAULT FALCON 2000	GULFSTREAM G650	GULFSTREAM G650ER
No. in Operation	520	331	187	207	148	174	250	176	230	118	169
No. for Sale	33	31	6	20	18	28	23	25	23	14	18
Avg. Price 2014 (millions)	\$38,688	\$22,958	N/A	\$24,460	\$19,084	\$10,405	\$39,750	\$7,159	\$7,597	N/A	N/A
Avg. Price 2015 (millions)	\$30,877	\$22,038	\$41,500	\$20,561	\$14,982	\$9,573	\$33,338	\$6,864	\$6,814	\$70,133	\$70,133
Avg. Price 2016 (millions)	\$31,073	\$18,026	\$42,583	\$17,367	\$14,111	\$8,556	\$30,038	\$5,129	\$4,986	\$63,450	\$64,061

Note: Prices are as of March in each year. Source: JetNet LLC (JetNet.com)

with only delivery hours on the airframes. “Some G450/G550 owners are electing to put their just-delivered G650s on the market,” explains Rolland Vincent of consultancy Rolland Vincent & Associates, “as they cannot or do not want to accept the pricing they are being offered for their trade-ins.”

If you’d ordered a large-cabin jet from another manufacturer and suddenly gotten cold feet, you might have simply sold your delivery position to another buyer without ever taking possession of the aircraft. But Gulfstream has rigid purchase contracts that preclude customers from selling delivery positions, and cancelling an order triggers significant financial penalties, leaving such buyers with little recourse beyond putting their new jet on the market. Whatever the trade-in allowance Gulfstream is offering, G550/

The decline in G650 values, says one analyst, reflects the long-range, large-cabin-market malaise that’s already hit other models.

G450 values are also under pressure, Vincent says.

Last July, 26 G450s on the market were priced at \$15 million to \$36.5 million, according to AircraftPost, and the nine sold in the six months prior matched that range of asking prices. By this April, at least 32 G450s, or 10 percent of the fleet, were available, priced from \$11 million to \$31 million, with six-month prior sales ranging from \$11.75 million to

\$26.5 million. Part of the G450/G550 value decline is due to the forthcoming G500/G600 models, Vincent says; though deliveries won’t begin until near the end of the decade, the new models are already affecting prices of those they’ll largely replace.

Dennis Rousseau, founder and president of AircraftPost, sees concerns about long-term G650 values as an overreaction triggered “because it was such a hot commodity for the last two years,” adding that “a lot of these were bought with the intent to resell.” The “global economic downturn” has changed the calculus for some such buyers, he says. “I know a couple of people who ordered early 650s, who had a 550, and [have now] said, ‘Whichever one sells first, that’s the one we’ll get rid of.’”

The current decline in the G650’s fortunes, Rousseau says, is simply

symptomatic of the long-range, large-cabin market malaise that’s already hit Bombardier and Dassault Falcon. Consider the Falcon 7X: this April, with 10 percent of the fleet available (27 aircraft), AircraftPost reported that asking prices ranged from \$19.35 million to \$41.5 million, while those on the block sold for \$21.21 million to \$32.5 million over the prior six months. Last summer, with 8 percent of the 7X fleet on the market (20 aircraft), listings ranged from \$23 million to \$47.5 million, while buyers paid \$24 million to \$37.1 million over the previous six months.

With little to suggest strengthening demand, don’t expect big changes in large-cabin value trends in the near term. **BJT**

James Wynbrandt (jwynbrandt@bjtonline.com) is a private pilot and longtime BJT contributor.

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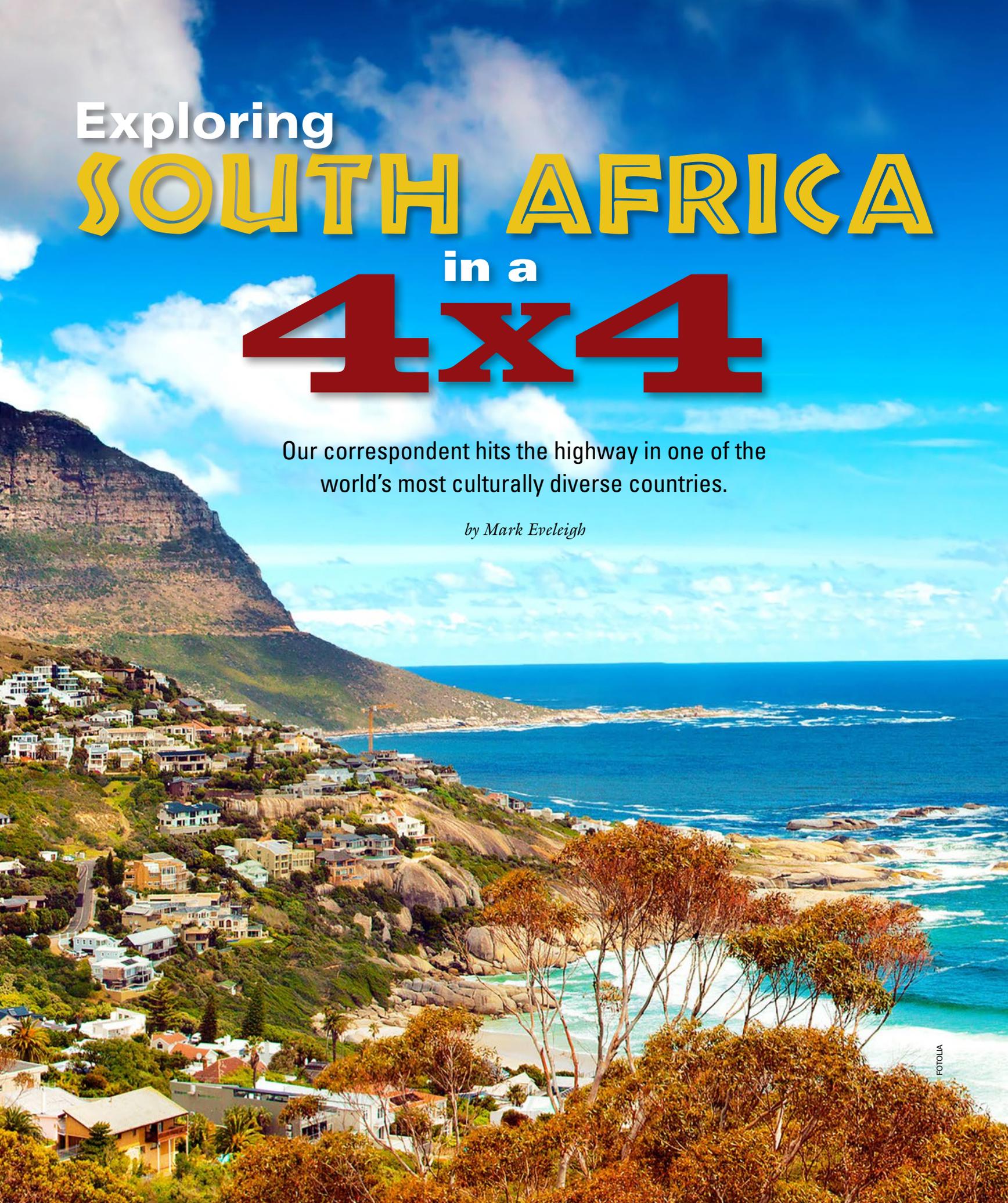
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Exploring
SOUTH AFRICA
in a
4x4

Our correspondent hits the highway in one of the world's most culturally diverse countries.

by Mark Eveleigh

Traveler Fast Facts

GETTING THERE:

While Cape Town and Durban can accommodate private jets at their international airports (longest runways, 10,502 and 8,005 feet, respectively), Johannesburg's O.R. Tambo International Airport (longest runway, 14,495 feet) is the usual hub for southern Africa. Besides accommodating private aircraft, it services many of the world's major airlines including Air France, Cathay Pacific, Delta, Emirates, KLM, Qatar, and SAA. Domestic airlines connecting Johannesburg with Durban include Kalula, Mango, and SAA.

CLIMATE:

Durban is hot and tropical (think Miami) but Cape Town—where two oceans collide—can be windy and changeable (on a bad day, think Chicago). In the southern hemisphere summer can be wet, and the winter will be dry and sunny but with chillier nights. In the Cape, however, this is reversed.

GETTING AROUND:

Major car-rental operations at Durban's King Shaka International Airport include Avis, Budget, Hertz, and Thrifty. You don't need to hire a 4x4 to travel between Durban and Cape Town, as the main roads are paved all the way. If, however, you intend to explore a little more adventurously (e.g., by visiting battlefields and national parks or going off-road into the Karoo), four-wheel drive will give you an added sense of security. Roads are well sign-posted and, in general, people are helpful and hospitable throughout South Africa. Even if you get lost there will always be somebody willing to set you on the right path.

WHAT TO BRING:

A GPS can be an advantage in rural areas, and it's worth investing in a small portable inverter (which plugs into a cigarette lighter) to charge gadgets and camera batteries. A soft, padded cool bag can be a good idea since roadside *padstalle* (farm stores) are sure to tempt you with delicacies. Dress as you would imagine for Africa but take a warmer, waterproof jacket and long trousers for the highlands.

MORE INFO:

Visit southafrica.net or contact South Africa Tourism (travel@southafrica.net, +27 (0) 11 895 3000).

It's just after dawn on what promises to be a sunny South African summer day and I'm fueling up our 4x4 rental at a petrol station near the east-coast city of Durban. The attendant hands me a frosty bottle of Stony ginger beer—so spicy that it makes my nose tingle—and asks where we're heading.

"It's a long, long way," he says when I tell him we're going to Cape Town, the country's third-biggest metropolis and the continent's southernmost city. "But you'll see many wonderful things."

By mid-morning I'm already convinced he's right. We're driving through a chain of Zulu communities with their quirky little *rondavels*

(round houses) painted in pretty pastel hues. The Nguni cattle that have always been the sign of wealth for the Zulu people graze out on the plains, with their lyre-shaped horns glinting in the sunlight. My South African girlfriend, Narina, points out that the Zulus have scores of names for the distinctive markings on their cattle.

"There's pure poetry in many of the names," she says. "My favorites are 'the maiden who lifts her skirts

and walks in a hurry' and 'flight of the egrets at sunset.'"

The first stop on our 2,000-kilometer journey is two hours inland from Durban at the place known simply as "The Capture Site." A pathway called the "Long Walk to Freedom" and an intriguing modern-art sculpture mark the spot where Nelson Mandela was captured—starting his 27-year incarceration but also setting in motion the sequence of events that would lead to unification of this great country.

Throughout the afternoon we drive past countryside that feels strangely familiar to me and my British parents, who are traveling with us. It's been almost 20 years since I lived in England but the long, sweeping valleys and rolling grassland of the KwaZulu-Natal Midlands

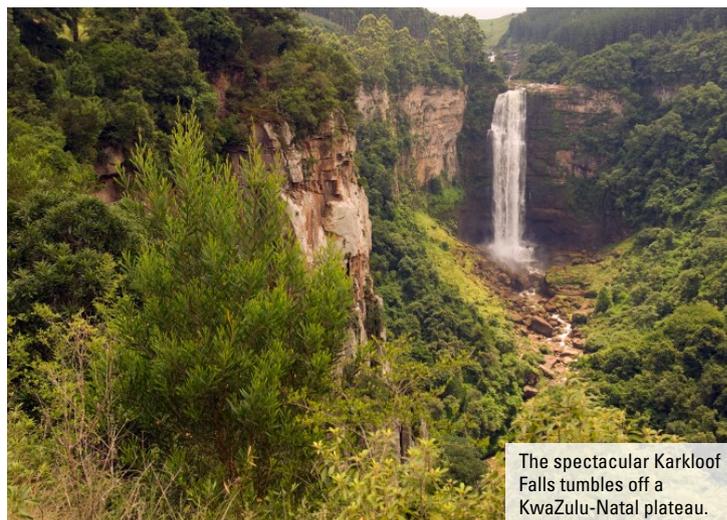


PHOTOS: MARK EVELEIGH UNLESS OTHERWISE INDICATED

"The Capture Site"—decorated by an intriguing modern-art sculpture—marks the spot where Nelson Mandela was captured.



An amusing—if slightly disturbing—ad gives an insight into the prevailing hobby in coastal KwaZulu-Natal.



The spectacular Karkloof Falls tumbles off a KwaZulu-Natal plateau.

Traveler Report Card

ACCOMMODATIONS (B+):

You'll find hotels of every sort in Durban. **Acorn B&B** (acornbandb.co.za) is a wonderful little boutique property that oozes colonial charm. At the battlefields, stay at **Rorke's Drift Hotel** (rorkes-drifhotel.com), built right beside the river at the old drift (crossing) where so much drama took place. **Birkenhead House** (birkenheadhouse.com), at Hermanus Bay, might be the best hotel in the world for whale watching: you can observe them breaching without leaving the comfort of the bar. **The One & Only** (oneandonlycapetown.com) is Cape Town's finest urban hotel and from the upper balconies offers classic views of Table Mountain.

FOOD (A):

The big cities have more than their share of fine dining. Don't miss **Reuben's Restaurant** at the One & Only, one of the best dining establishments in all of Africa, where Capetonian superstar chef Reuben Riffel works his magic. Once you get into the small towns that dot the wilderness you'll find a culinary tradition that's hard to beat. Check out the quirky **Roadkill Cafe** at Ronnie's Sex Shop (ronniessexshop.co.za) on Route 62, South Africa's version of Route 66, and **Angie's G Spot** (angiesgspot.co.za) on Prince Alfred's Pass.

ACTIVITIES (A):

South Africans tend to be sporty, outdoorsy people, and many places you stay will have access to mountain bikes and can offer advice on local running trails or walking routes. Most towns in the bush will have a stable close by, and anywhere you go that is close to a national park or reserve will provide game-driving opportunities, either self-driving or with a guide.

QUIETUDE (B+):

In KwaZulu-Natal you'll hear the singing of Zulu farmhands or the raucous natural alarm call of the hadida ibis. In Durban and Hermanus, you'll be lulled by the rumble of waves, and at Cape Town you might hear the evocative call of the Mosque from the Bo Kaap (the Malay quarters). You're unlikely to be plagued by the bleat of traffic-jam taxis or the clatter of a subway, though.

still bring back memories of the UK. This pretty area has become a favorite weekend escape for South Africans, and an attractive art, craft, and gastronomy route called the Midlands Meander has developed here.

About sunset I steer the car onto a tree-shaded dirt track that leads to a wonderfully secluded lakeside bungalow at Hartford House. This is the only world-class hotel anywhere on a world-class racehorse stud, and its most celebrated long-term guests include the stallions of the ruling family of Dubai.

It can be surprisingly cool in the Midlands at night, and we wake, cozily swaddled in blankets, to the harsh squawking of hadida ibis—almost your guaranteed alarm call in this part of the country. The morning meal is delicious, but Narina reminds us that it's not advisable to breakfast too heartily



Above: The site of the Zulu massacre at Isandlwana. Right: A Welsh flag lies as a memorial at Rorke's Drift, where British soldiers defended themselves in what became the biggest ever defeat by a tribal army over a modern European force.



during a South African road trip because culinary temptation lies at virtually every bend in the road and the Midlands Meander, in particular, offers what must be some of the quirkiest roadside dining in the world.

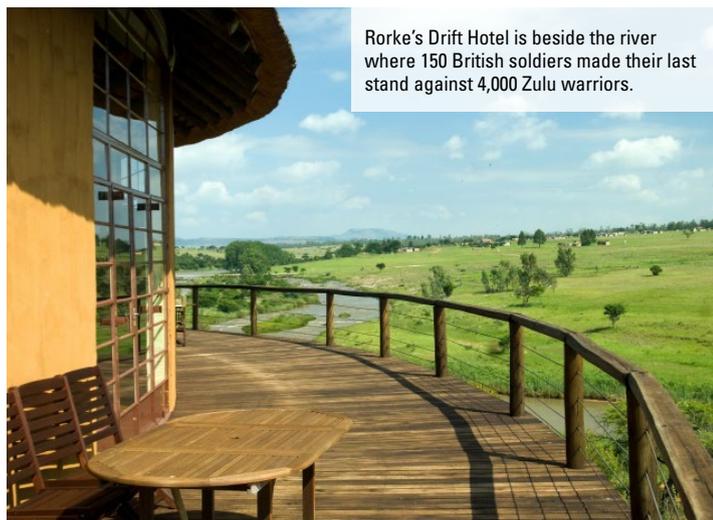
The Farmer's Daughter is a charming shabby-chic little cottage eatery in Lion's River that offers irresistible Dutch-origin Afrikaans specialties like *regmaaker* (literally "right maker") pick-me-up breakfasts. Chocolate Heaven, at Nottingham Road, is a hit with kids who are thrilled by the chance to eat a mind-boggling assortment of items (fruit, licorice, pickled onions,

jellies, even chili peppers) all dipped in melted chocolate.

Originally *padstalle* were simply stalls that were set up along the roadside to sell traditional farm produce, but they have become a celebrated South African institution, and many locals plan their weekend drive around the great *padkos* (road-food) venues.

Our discovery of the padstalle tradition was to add a new spice (and countless calories) to our trip, and as we watched the kilometers click past we nibbled on delicious kudu and ostrich biltong, apple strudel,

Rorke's Drift Hotel is beside the river where 150 British soldiers made their last stand against 4,000 Zulu warriors.





cookies, and homemade fudge. We were still on a detour into the Zulu homelands, heading toward the scene of one of the most dramatic battles in the country's history. The legendary battlegrounds of Rorke's Drift and Isandlwana are the African and British equivalent of Little Big Horn.

"Isandlwana went down in history as the biggest-ever defeat by a tribal army over a modern European force," says major Charles Aikenhead, who owns Rorke's Drift Hotel. Entire regiments of military experts have analyzed the decisions that led to the fateful (for the British) massacres of January 22, 1879. You don't need to be a military buff, however, to be enthralled, thrilled, and frequently horrified by what happened when a mighty force of 4,000 Zulu warriors smashed into the 150 British soldiers who took their last stand in the tiny barricaded area (not much larger than a tennis court) at Rorke's Drift.

The tales of heroism that were spawned on the fist-shaped mountain at Isandlwana during the long, desperate night at Rorke's Drift sound as if they should have come from a Boys Own Adventure book. But this is history in all its blood and glory.

Our own retreat from Zululand was immeasurably more relaxing, and we drove slowly through villages, stopping from time to time to sample local produce. A scrawled blackboard outside a farm stall advertising homemade biltong (deliciously spiced air-dried meat) or fresh cheese would tempt us to stock up again with sustenance for the road. We had no set itinerary and few plans beyond making a leisurely drive south so we looped back towards the Midlands and stopped at beautiful King's Grant, which was once a Trappist seminary and working farm established on land that had been gifted to Boer war hero Dick King.

The next morning, we were woken shortly after dawn by the delightfully rhythmic singing of Zulu farmworkers starting a new day in the fields.

We still had a long way to go and, turning south, we headed for the narrow hinterland between the mountains of Lesotho and the Wild Coast. There was one detour we considered crucial and, two days later, we found ourselves at the edge of Addo Elephant National Park, South Africa's third-biggest park.

Many legends surround African elephants and their mysterious social lives. Bushmen and hunters used to bring back tales of mass reunions that take place as if organized through some telepathic force. At Addo we sat at a waterhole for several hours watching one of these legendary elephant meetings: all afternoon these huge animals trudged out of the bushveld in small family groups until a

congregation of what appeared to be more than 300 elephants had gathered around the waterhole.

There are two types of travelers: those who prefer the picture-perfect pretty landscapes of the Garden Route and those who gravitate more towards the rugged, hauntingly desolate expanses of the Little Karoo desert. We took an in-car vote and decided unanimously that we would take the route less traveled. My father took a turn at the wheel as we tuned the music system to haunting ballads by Rodriguez—an American musician who is more popular here than in his own country—and rolled along the shimmering desert highways and dirt tracks towards Nieu Bethesda.

Nieu Bethesda, the Karoo's artistic center, has become known as one of South Africa's offbeat cultural capitals. Here we saw the home of the late reclusive artist Helen Martins. Now a museum called the Owl House, it has become a place

Prince Alfred's Pass is one of South Africa's most dramatic roads.



Restaurateur Aunty Evelyn also devotes her culinary skills to charity, serving soup to as many as 100 hungry children each day.



of homage for hundreds of visitors who travel the winding country roads into what still feels like a dusty frontier town.

Equally deserving of a lasting place in the town's history is Auntie Evelyne, who lives in a humble house in the township a mile up the road. She established Antie Evelyne Se Eetplek (Auntie Evelyne's Eating Place) as a way to help the poor: tourists dine on great local food created in her restaurant, while, in an adjoining building, she offers a soup kitchen that feeds up to 100 hungry children each day.

"I never want to turn anyone away," Auntie Evelyn told us. "If somebody comes to me and says he needs new trousers for school, I must find them somewhere."

Historically the Karoo was a place of hardship and suffering for many travelers. The early Voortrekkers (the Afrikaans pioneers who first set out into the bush) feared this area as a land of great heat, frosts, and drought. North of here lies the region they called Bushmanland and then, farther still, the "great thirstland" of the Kalahari. In our air-conditioned 4x4, the Karoo doesn't present anything like the challenge it used to, and by sunset the next day we'd crossed the area known as the Tankwa Karoo (which receives only about three inches



of rain a year) and were already a long way from the desert.

Through the sea-spray-splashed windows of Birkenhead House Hotel we could see dozens of whales breaching and rolling in the breakers. Southern right whales undertake one of the biggest annual migrations of the animal kingdom—traveling from Antarctica to Australia—and, along the way, up to 120 of these giant mammals break the journey to spend months at a time calving here in Hermanus Bay.

I could see why anyone might want to stay longer on this dramatic coastline but by early afternoon the next day, we'd reached the end of our own migration.

Sunlight glistened on white-washed Cape Dutch buildings as we approached the historic trading settlement that many South Africans still know as the Mother City. A brisk wind draped a blanket of cloud over the looming mass of Table Mountain. Our long journey had ended and we had arrived in Cape Town, one of the world's most beautiful cities. **BJT**

Mark Eveleigh (meveleigh@bjtonline.com) has written about travel for more than 80 publications, including the *New York Times*, *National Geographic*, and *Esquire*. He received complimentary accommodations at Acorn B&B, Hartford House, Rorke's Drift Hotel, Birkenhead House, and The One & Only but paid all of his other expenses on this trip.



The sleepy farm town of Nieu Bethesda has become famous as the artistic capital of the Little Karoo.



At a quirky little eatery called Angie's G-Spot, a sign makes small promises.



Dramatic Indian Ocean breakers crash against the coast near the town of Wilderness.

Private City CLUBS

They offer opportunities for entertaining, conducting business, and networking, and many of them have reciprocal arrangements with other clubs that extend their benefits.

by Kimberly Button

Comedian Groucho Marx famously once said that he didn't want to belong to any club that would have him as a member, but he's clearly in a minority. Many people who can afford to do so join one or more of the private city clubs that operate in most major metropolitan areas in the U.S. and around the world.

That's understandable, given what the clubs offer. They can serve as both a home away from home and a second office. Many offer work areas and concierge services as well as spas, gyms, salons, and even movie theaters.

Core:, a New York City club, lists more than 380 events in its annual cultural-programming calendar, including conversations with actor/producer Jeremy Piven, former Secretary of Defense Leon Panetta, musician Carlos Santana, and former CBS Entertainment chairwoman Nina Tassler. Cercle de Lorraine in Brussels hosts diplomatic roundtables with ambassadors working in Belgium as well as lunch meetings with personalities in fields such as finance and politics.

Capital Club in Dubai, U.A.E. offers "clubs within the club," to address members' interests in such topics as travel and wine. The University Club of Chicago, meanwhile, hosts small groups catering to members interested in subjects such as photography and music-making. As some clubs start to attract a younger demographic, child-friendly events are becoming more common.

Fine dining is virtually always an option. At Core:, for example, James Beard-award-winning chefs join director of culinary operations Bernard Liberatore to develop a menu that changes at least eight times a year. At the University Club of Chicago, the executive chef is Mark Baker, who worked with the Four Seasons resorts for over two decades and has



led teams at two restaurants that have received the AAA Five Diamond rating.

Some clubs also offer lodging. The Duquesne Club, in the business and financial district of Pittsburgh, Pennsylvania, has 42 hotel rooms and suites for members' guests that include such amenities as heated marble floors and complimentary access to a health and fitness center. The University Club of Chicago provides lodging to members and guests attending club-sponsored events. Other clubs, such as Washington, D.C.'s The George Town Club, offer overnight accommodations via arrangement with leading area hotels.



A Sampling of City Clubs

Reciprocal agreements expand the benefits of memberships. Many independent clubs have partnered with ones of the same caliber to allow entrance to one another's members. In other cases, clubs have their own networks. Soho House, which has 15 locations worldwide, offers local memberships as well as a higher-priced option to use all of its clubs. ClubCorp—which owns and operates golf and country clubs in addition to city clubs—gives its members access to all of its more than 200 properties in Washington, D.C., 26 U.S. states, and other countries.

Tapping such benefits typically requires paying an initiation fee—a few hundred dollars to \$50,000 or more—and annual dues, which usually run at least several thousand dollars. But to join, you almost invariably have to do more than produce a credit card or check. Many clubs require that prospective members be referred by one or more current members. You may have to be a member of a certain profession or have a college degree. Some clubs have age requirements, though an increasing number welcome the young. (Soho House even offers a child membership.) You may also be subject to interviews to determine whether your personality is a good fit for the club and whether you can provide networking opportunities or mentoring.

Before you go through this process, find out what rules the club imposes on members and make sure you'd be comfortable with them. The Metropolitan Club in New York City, for example, is one of many clubs that require men to wear jackets and ties. (Others, such as Capital Club in Dubai, have relaxed their dress codes in recent years.) To foster distraction-free networking, also, many clubs forbid use of cellular phones or laptops in certain areas. The Metropolitan Club and the Duquesne Club, for instance, permit talking on cell phones only in enclosed booths and other designated locations. Some facilities, such as the Hong Kong Club, allow electronic tablets and similar devices as long as they emit no audible sounds.

Groucho Marx would probably not be pleased by such rules, but the thousands of people who renew their private-club memberships every year don't seem to mind.

BJT

Kimberly Button (kbutton@bjtonline.com) is a Florida-based freelance writer.

ATLANTA

Commerce Club-Atlanta, (402) 222-0191, commerceclubatlanta.com. Sweeping views of Atlanta and personal wine lockers are among benefits at this club, which boasts state-of-the-art technology in meeting rooms and work spaces. Open to anyone. Initiation fee: \$200–\$500, depending on age. Monthly dues: \$179–\$240, depending on age.

BRUSSELS, BELGIUM

Cercle de Lorraine, +32 2 374 65 25, cercledelorraine.be. Located in a 1910 Belgian chateau. Diplomats and royalty network through organized hunting trips and classic-car excursions. Application available online. Members must speak French or Flemish. Initiation fee: €1,750 (approx. \$2,000). Annual dues: €1,500 (approx. \$1,700).

CHICAGO

The University Club of Chicago, (312) 726-2840, ucco.com. The club's athletics department offers a wide array of facilities, from squash courts to steam rooms, and a staff that can improve a member's golf game or fitness level. Applicants must have college degree and three letters of recommendation from members. Fees data unavailable.

DUBAI, U.A.E.

Capital Club, +971 4 364 0111, capitalclubdubai.com. Named one of the 10 best clubs in the world by CNN, this 1,500-member facility is in the heart of Dubai's financial district. Membership by invitation only. Fees data unavailable.

HONG KONG

The Hong Kong Club, +852 2978 9500, thehongkongclub.hk. The library, with nearly 18,000 titles, is a focus of the 1,550-member club, which was founded in 1846. Membership by invitation only. Fees data unavailable.

LONDON

Hurlingham Club, +44 20 7610 7400, hurlinghamclub.org.uk. Located on a 42-acre estate bordering the Thames, the circa-1867 club boasts premier outdoor sporting facilities, including grounds where King Edward VII engaged in pigeon shooting. Prospective members must join a waiting list, which is currently closed. Fees data unavailable.

Reform Club, +44 20 7930 9374, reformclub.com. Once a political headquarters, the club's 60-foot-high main hall with marble columns is among the stunning features of its stately Renaissance architecture. Members must be nominated by current ones. Initiation fee: £1,842 (approx. \$2,600). Annual dues: £1,500 (approx. \$2,100). (Amounts are for UK residents and as of 2014.)

LOS ANGELES

City Club Los Angeles, (213) 620-9662, clubcorp.com/Clubs/City-Club-Los-Angeles. A screening room, along with rooms for smaller meetings and one-on-one conversations, are among the options at this location, which has skyline views of the city. Open to anyone. Initiation fee: \$1,500–\$2,000. Monthly dues: \$215–\$365. (Amounts depend on age and membership type.)

NEW YORK

Core: club, (212) 486-6600, thecoreclub.com. Founded in 2005, Core: boasts members such as Bill Clinton and Starbucks CEO Howard Schultz. By invitation only. Initiation fee: \$50,000. Annual dues: \$17,000.

Metropolitan Club, (212) 863-7400, metropolitanclubnyc.org. J.P. Morgan was the first president of the club, which was established in 1891 and offers Central Park views. Members have included Richard Nixon and Salman Rushdie. By invitation only. Initiation fee: data unavailable. Annual dues: \$5,000.

Soho House New York, (212) 627-9800, sohohouseny.com. Perks include a heated rooftop pool with views of Manhattan, a 44-seat screening room, and a spa. Two members must propose applicants. Initiation fee: \$150–\$300, based on age. Annual dues: \$1,000–\$2,800, depending on membership level. Fourteen other locations in England; Miami; Chicago; West Hollywood, California; Istanbul, Turkey; Berlin; and Toronto.

PITTSBURGH

The Duquesne Club, (412) 391-1500, duquesne.org. Known for its "President's Room" where only company presidents may belong, the 2,700-member club was founded in 1873 by Andrew Carnegie. By invitation only. Initiation fee: \$9,000. Annual dues: \$4,000.

SAN FRANCISCO

Concordia-Argonaut, (415) 673-9522, concordia-argonaut.com. The basketball court and members' tournaments are a benefit of the club, which was founded by Levi Strauss and has been housed in the same historical building since 1891. By invitation only. Fees data unavailable.

TOKYO

Roppongi Hills Club, +81 3 6406 6000, ropponjihillsclub.com. Situated on the 51st floor of Roppongi Hills Mori Tower. Offers 360-degree views of Tokyo. Members include political leaders and ambassadors from more than 100 countries. Membership by application. Initiation fee: ¥1,200,000 (approx. \$10,500). Annual dues: ¥180,000 (approx. \$1,500).

WASHINGTON, D.C.

The George Town Club, (202) 333-9330, georgetownclub.org. Housed in an 18th century home believed to be where President George Washington and Major Pierre L'Enfant planned Washington, D.C. By invitation only. Fees data unavailable.

A flight-sharing scheme collides with federal regulations

A company tried to connect private pilots with prospective passengers, but the FAA nixed its plans.

by Jeff Wieand

Imagine being able to fly to your destination on a private aircraft simply by helping a pilot cover his expenses for the trip. Inspired by companies like Uber and Airbnb, which connect people needing a service to ordinary folks who can provide it, some Boston-based entrepreneurs initiated a startup in 2014 called Flytenow. Their concept was simple: create an online club to connect pilots who are planning to fly a certain trip with “general aviation enthusiasts” who would like to go along.

A Flytenow member with a Tuesday trip from Chicago to St. Louis, for example, could check the company’s website to see whether any pilots happen to be flying that route on that day. The member could then ask the pilot to be included as a passenger in exchange for helping to pay for the direct operating costs. (Flytenow would reportedly receive a \$10 commission for each pairing it arranged.)

Another brilliant American business innovation? Almost. Following a battle in court, the Federal Aviation Administration summarily shut down Flytenow in January.

Unlike some other Uber-inspired aviation businesses like EvoLux Transportation, Flytenow was designed for non-commercial Part 91 flights. As a result, it collided with the

twin FAA roadblocks of “compensation” and “common carriage.”

Ordinarily, to receive compensation for a flight, a pilot (like a taxi driver) must have a commercial (pilot) license. “Compensation” includes any benefit received by the pilot for carrying a passenger, including help with paying for the direct operating costs of the

of the operating expenses (fuel and airport and rental fees) for a flight if there is a “common purpose” for their travel. Basically, the FAA says that if my Aunt Gertrude and I are both going from Chicago to St. Louis to see the Cardinals play on Sunday, as a private pilot I can give Gertrude a ride in exchange for her paying for half the fuel.



trip, and profit is not a requirement. [See “The Consequences of Compensation,” December/January 2016, available at bjtonline.com.—Ed.] However, an FAA regulatory exception allows private pilots (pilots without a commercial license) to receive reimbursements from passengers for a pro-rata share

What’s the difference between Aunt Gertrude and a Flytenow member? Well, since I know Aunt Gertrude, we arrange to get together for the flight as a private matter. I didn’t use a billboard on Lake Shore Drive to advertise that space would be available in my airplane for a flight to St. Louis. She’s a rabid Cardinals

fan, so I simply asked her whether she wanted to go to the game.

The difference is captured by the concept of “common carriage,” a term that isn’t defined by statute and is left for the FAA to interpret. Thirty years ago, the FAA attempted to dispel confusion about common carriage by issuing an Advisory Circular, the agency’s way of dispensing advice about how to comply with its requirements. The Advisory Circular (AC No. 120–12A) identified four elements of the concept: “(1) a holding out of a willingness to (2) transport persons or property (3) from place to place (4) for compensation.”

This statement is curious not only for its failure to mention aviation but for including the third element, which is essentially irrelevant. If I offer helicopter tours of the Grand Canyon, I can’t say I don’t engage in common carriage just because I take off and land at the same place. The FAA could argue that the tour goes from place to place around the Canyon, but that idea is already covered in the second element, which refers to the “transport” of persons or property.

These conundrums aside, if I engage in common carriage, I must have an “air carrier” certificate issued by the FAA. This certificate entitles me not only to receive compensation for transporting

persons or property but to *hold out a willingness to do so*. This is the main stumbling block that Flytenow faced.

The company did try to play by the rules. First, the pilot posted a planned trip on the website, but only club members had access and the pilot retained discretion as to whether to accept a passenger or not. Presumably, that was supposed to militate against the pilot evincing a willingness to carry anyone—unlike a taxi driver cruising in an empty cab. The description of members as “general aviation enthusiasts” implied that they were more interested in flying in private airplanes than in trying to get from one place to another. Further, the pilot would apparently be charging only for a pro-rata share of operating expenses, as permitted by the private-pilot exception, and there was no indication of an ability to earn a profit.

Thus, Flytenow’s operators may have had high hopes when they requested an interpretation from the FAA in 2015 that their web-based service complied with the agency’s requirements. If so, they were sorely disappointed: in an August 2015 legal interpretation, the FAA concluded that pilots sharing rides through Flytenow were engaged in common carriage.

True, not just anyone could propose going on a flight; you had to be a Flytenow member. But being contacted by someone you don’t know who is a member of an organization with potentially millions of members isn’t like having a chat with Aunt Gertrude. As the FAA pointed out in the Advisory Circular, “The number of contracts must not be too great, otherwise it implies a willingness to make a contract with anybody.”

In other words, the FAA viewed a pilot’s posting of a trip on Flytenow as a *holding out* of a willingness to transport persons. Of more substantive concern is that, by signing on to travel with pilots they don’t know, Flytenow members would have little ability to assess the pilots’ competence. Aunt Gertrude knows I’m not a habitual drunkard violating my parole by flying to St. Louis, but

Being contacted by a stranger from a huge organization isn’t like having a chat with Aunt Gertrude.

Flytenow members may know nothing about its pilots. And unlike charter or airline passengers, they’re not being transported by an FAA-certified air carrier flown by commercial pilots in accordance with FAA charter operating rules.

Flytenow countered by suing the FAA, arguing that its interpretation was arbitrary and capricious and inconsistent with applicable law. The U.S. Court of Appeals for the D.C. Circuit, however, sided with the FAA, which shut down Flytenow almost immediately thereafter. A competing service called AirPooler suffered a similar fate.

As Flytenow mulls a possible appeal of the court decision, Congressman Mark Sanford (R-South Carolina) seeks to amend the 2016 FAA reauthorization act to require the FAA to issue new regulations to facilitate operation of flight-sharing websites such as Flytenow. He should expect no help from the FAA. **BJT**

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A Race

to Paradise

An iconic June yacht race will end in beautiful Bermuda, where a week-long celebration will mark the event.

by Thomas R. Pero



It's a famous island in the Atlantic Ocean that's the perfect outdoor summer playground—secluded yet accessible. Its 21 square miles boast more golf courses per mile than anywhere else in the world. This enchanting destination has hosted the PGA Grand Slam of Golf, exciting equestrian matches, and a prestigious yacht race from Newport, Rhode Island. And it's a quick flight from the U.S. mainland. Martha's Vineyard? No, Bermuda.

Many think of Bermuda as being in the Caribbean. In fact, it's much farther north. The subtropical fish-hook-shaped archipelago lies 665 miles east of Cape Hatteras, North Carolina, where its spectacular pink-sand beaches and multicolored coral reefs are enriched from northward-flowing Gulf Stream currents.

Few tests of blue-water seamanship are as iconic as the 635-mile Newport Bermuda Race, which has long been run every other year. It's nicknamed "the thrash to the onion patch," based on the high swells that boats typically encounter on their way to the place where sweet Bermuda onions really do grow. The New York-based Cruising Club of America and the Royal Bermuda Yacht Club have jointly organized the event since the 1920s.

On Friday afternoon, June 17, 2016, the 50th Newport Bermuda Race will begin over the course of several hours. At the sound of the gun, as many as 200 yachts will cross the starting line at the mouth of Rhode Island's Narragansett Bay at the foot of Castle Hill Inn, where spectators will gather on the long, sloping hotel lawn. Each sailboat





will be rated and handicapped according to size and speed. The fleet will then disappear across the open Atlantic, where it will be out of range of rescue helicopters for much of the route. Cohesive, well-trained, and well-rehearsed crews of 10 sailors will be on their own.

On Sunday or Monday, the first super yacht will appear on the horizon in Bermuda. The first winner will pass the finish line in sight of St. David's Lighthouse, a red-and-white-stone structure on the island's east end that has been

flashing warning signals to vessels since 1879. Smaller boats will follow on Tuesday and Wednesday. Some of them will be winners, too, based on their performance in one of seven major categories.

During the race, the Royal Bermuda Yacht Club will host a week-long celebration of the event, culminating in a lavish awards ceremony at the governor of Bermuda's historic official residence, which overlooks the island's north shore.

What to do in Bermuda while you're not on the golf course or waiting for the colorful yachts to appear on the horizon? Enjoy Elbow Beach Resort and Horseshoe Bay, arguably the island's most famous beach. June through September are ideal for swimming, snorkeling, and diving, with air and seawater temperatures averaging about 80 degrees Fahrenheit. **BJT**

TRAVELER INFO

For more on the Newport Bermuda Race, go to bermudarace.com or call (401) 537-9156. For general visitor information, see gotobermuda.com. Private jets and airliners arrive at L. F. Wade International Airport (bermudaairport.com), which has a 9,669-foot runway. Longtail Aviation Ltd. (longtailaviation.bm, 442-293-5971) provides private jet charters and aircraft support.

Thomas R. Pero (tpero@bjtonline.com) is publisher of Wild River Press and the author of two books about fly fishing.

A BIT OF HISTORY

BermudaRace.com reports that in 1906, the sailing establishment believed it would be perilous for amateur sailors to race offshore in boats that were under 80 feet long. Thomas Fleming Day, the editor of *The Rudder* magazine, disagreed, according to the website, insisting, "The danger of the sea for generations has been preached by the ignorant." Believing that an ocean race would be safe and would make for more skilled sailors, Day founded one on his own. The Brooklyn Yacht Club started the race in New York Bay; the Royal Bermuda Yacht Club finished it off at St. David's Head.

Critics forecast disaster. Rumors suggested that the three boats in the race carried funeral wreaths so the sailors would be ready for a decent burial at sea. The smallest entry then (and in the race's history) was a 28-foot sloop that was notorious for her size and because the crew included a woman. Today, she wouldn't stand out among the 200 to 300 female sailors in a typical Bermuda race. —T.R.P.



The lighthouse at St. David's Head

TRAVELER CALENDAR

May 9–July 2

AMERICAN BALLET THEATRE

Lincoln Center, New York City. The Metropolitan Opera's season includes *Romeo and Juliet*, *The Sleeping Beauty*, *Swan Lake*, and more.

Info: abt.org

June 2–4

PARIS AIR EXPO

Pontoise-Cormeilles Airport, Géricourt, France.

Info: cannesairshow.com

June 9

BUSINESS AVIATION REGIONAL FORUM

Van Nuys Airport, Van Nuys, California.

Networking opportunities for those in the business aviation community. **Info:** nbaa.org

June 9–11

BELMONT STAKES

Elmont, New York. The third event in horseracing's Triple Crown. **Info:** belmontstakes.com

June 10–12

HONG KONG DRAGON BOAT CARNIVAL

Hong Kong. Three days of races at Victoria Harbour, plus parties, music, and lots of beer at the San Miguel Beerfest.

Info: discoverhongkong.com

ASPEN IN SUMMER

Getting in and out of Colorado's Aspen/Pitkin County Airport is less nerve-wracking in summer, when the ice disappears and wildflowers take over. Why not fly in for one of the many summer celebrations and events? Two we recommend:

Aspen Valley Marathon. Break in your Nikes for this scenic run along the historic Rio Grande Trail on July 16. You'll travel 1,418 feet downhill, enjoying extraordinary mountain views. Events include full and half marathons and a 5K. **Info:** aspenvalleymarathon.com



JORDAN CURIET

Artcrush. Prefer loafers and Louboutins to sneakers? Polish up in time for Artcrush, the major fundraising event for the Aspen Art Museum, happening August 3–5. Events surrounding Artcrush include a wine tasting (Winecrush), seated dinner, and live and silent auctions of major contemporary-art works. This year the museum will honor contemporary artist Gabriel Orozco. **Info:** aspenartmuseum.org —Jennifer Leach English

June 10–12

CHICAGO BLUES FESTIVAL

Chicago. Three days of music, food, and people-watching in a city long known for great blues.

Info: cityofchicago.org

June 13–19

U.S. OPEN

Oakmont Country Club, Oakmont, Pennsylvania. Fun fact: the final day of this golf tournament almost always coincides with Father's Day (U.S.).

Info: usopen.com

June 19

RODEO DRIVE CONCOURS D'ELEGANCE

Beverly Hills, California. This annual Father's Day event showcases vintage and luxury automobiles against the backdrop of Rodeo Drive boutiques.

Info: rodeodrive-bh.com

June 20

SUMMER SOLSTICE/MIDSUMMER EVE

Stockholm, Sweden. Celebrations abound worldwide, and especially in Sweden, to celebrate the longest day of the year. **Info:** Sweden.se

June 27–July 10

WIMBLEDON

London. Feast on strawberries and cream at the world's oldest tennis tournament.

Info: wimbledon.com

July 11–17

FARNBOROUGH AIR SHOW

Farnborough Airport, Hampshire, England. One of the largest air shows for aerospace and defense. Our sister publication, *Aviation International News*, will provide daily coverage at ainonline.com.

Info: farnborough.com

July–August, various dates

WATERFIRE PROVIDENCE

Providence, Rhode Island. Featuring a public art sculpture comprised of 100 fires installed on three downtown rivers, Waterfire has evolved into a cultural and social event where hundreds of spectators walk along the riverfront and can enjoy boat rides, dinner, and art.

Info: waterfire.org

July 25–31

PGA CHAMPIONSHIP

Springfield, New Jersey. Thousands of fans will line the fairways at Baltusrol Golf Club. **Info:** pga.com

August 3–7

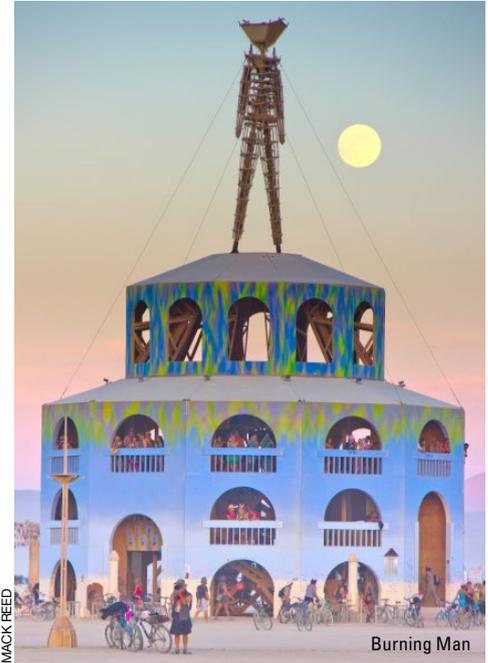
MAINE LOBSTER FESTIVAL

Rockland, Maine. Parades, entertainment, and 20,000 pounds of lobster. **Info:** mainelobsterfestival.com

August 5–21

OLYMPIC GAMES

Rio de Janeiro. More than 10,500 athletes, representing



MACCK REED

Burning Man

over 200 teams from around the world, will compete in 28 summer sports at the Games of the XXXI Olympiad.

Info: olympic.org

August 13–14

CORINTHIAN CLASSIC YACHT REGATTA

Marblehead, Massachusetts. The race will "offer fantastic reaches and limit beats."

Info: corinthianclassic.org

August 19

THE QUAIL, A MOTORSPORTS GATHERING

Carmel, California. This car show features approximately 200 automobiles at the Quail Lodge & Golf Club. Tickets are limited to avoid crowds.

Info: peninsula.com

August 21

PEBBLE BEACH CONCOURS

Automobiles and motorcycles are judged for historical accuracy, technical merit, and style.

Info: pebblebeachconcours.net

August 28–September 4

THE HAMPTON CLASSIC

Bridgehampton, New York. This prestigious horse show incorporates on-site luxury shopping, activities for kids, and more. **Info:** hamptonclassic.com

August 28–September 5

BURNING MAN

Black Rock Desert, Nevada. "A temporary metropolis dedicated to community, art, self expression, and self-reliance." **Info:** burningman.org

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

A peek down the road

text and photos by Ian Whelan

A look at five of the most auspicious 2017-model luxury cars.

BJT recently visited the New York International Auto Show to see what automakers have in store for the 2017 model year. With product portfolios diversifying more than ever, there's something for every taste, whether you're interested in performance, luxury, technology, or all of the above. Here are a handful of our favorites from the show.

BMW M760Li xDrive

BMW's M division has finally developed a variant of the 7-series sedan and has equipped it with a 600-hp twin-turbo 6.6-liter V12 engine driving all four wheels. If you want the performance without the M-specific exterior trim, BMW will build you a sleeper if you check the box for the "Excellence Design" option package.



Alfa Romeo Giulia Quadrifoglio

The historic Italian manufacturer hasn't offered a volume car in the U.S. since the early '90s. After a limited return with the 8C and 4C sports cars, Alfa is finally delivering the Giulia sedan. A Ferrari-developed 505-hp twin-turbo 2.9-liter V6 powers the top-of-the-line Quadrifoglio version.



Mercedes-AMG C63 S Cabriolet

How do you make the C63 coupe even better? Drop the top and enjoy the roar of that amazing 503-hp turbocharged 4.0-liter V8. AMG has transformed the docile C-Class into a bespoke super-sports car that remains luxurious.

Volvo S90

The Swedish manufacturer is mounting a serious challenge to the Germans and revitalizing the brand with the S90 sedan. It offers semi-autonomous driving technology, a beautiful interior with elegant design and ergonomics, and an optional 407-hp hybrid powertrain with all-wheel-drive.

Porsche 911R

Porsche has been adding luxury and technology to its models for a while now, but the 911R is for fans of the classic, no-frills sports cars of the past. This variation of the venerable 911 offers retro styling cues, low weight, that amazing 500-hp 4.0-liter flat six from the GT3 RS, and most importantly, a proper six-speed manual gearbox.



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

When Warren waited

Our columnist recalls a time when the Oracle of Omaha had to twiddle his thumbs for 30 minutes.

by Mark Phelps



Warren Buffett, chairman/CEO of Berkshire Hathaway, which owns NetJets.

STUART ISETT/FORTUNE MOST POWERFUL WOMEN

Once kept Warren Buffett waiting for me for half an hour.

OK, it wasn't just me. I was among a group of business aviation journalists who were delayed en route to an important PR event.

It was in the late 1990s, shortly after Buffett's Berkshire Hathaway bought the parent company of the NetJets fractional-ownership program. His directive was, "Spend whatever it takes to be the safest and most secure. Then, spend whatever it takes to stay that way." The company took that mandate to heart, and laid out plans for a multimillion-dollar operational nerve center at Ohio's Port Columbus International Airport. Now the Oracle of Omaha was on hand to celebrate the facility's groundbreaking.

NetJets was starting to expand the role of computers to keep track of its burgeoning fleet of jets, and the new center represented a leap in the company's use of information technology. Besides riding herd on hundreds of flights per day, the facility was designed to track pilots' hours, maintenance schedules, billing, insurance data, FAA records, and more. It seems rudimentary today, but close to two decades ago, the scope of the information to be processed at the new headquarters was mindboggling.

To help get the word out, NetJets had arranged to fly about a half-dozen of us journalists from New Jersey's Teterboro Airport, outside New York, to the ceremony, and back home the same day so we could meet our deadlines. Early that morning, the NetJets marketing director shepherded us onto one of NetJets' Cessna Citations, and away we went.

The flight should have taken less than two hours, giving us plenty of time to listen to the

speeches, take photos of all the men in suits and hard hats, and chat with Buffett before reboarding for the ride home. But Mother Nature had other ideas.

No more than 15 minutes into the flight, we all noticed that the Citation was making a 180-degree turn. Since all of us passengers (except Marketing Man) were pilots familiar with the area, we recognized that we were entering a holding pattern over the Robbinsville, New Jersey, navigation beacon.

It was a hot, humid midsummer day, the kind where thunderstorms erupt along the eastern seaboard like shouting matches at a campaign debate. A wall of dangerous storms had, indeed, formed between us and Columbus, and we'd just have to circle until the weather either moved on or dissipated—and controllers had time to sort out the resulting traffic jam.

These were stubborn storms, and with each turn of the holding pattern, Marketing Man's expensive shirt got a little damper under the armpits. We understood his dilemma. How would it look if the press missed the festivities because their NetJets ride didn't get them there on time? More than once, he made use of the on-board telephone, cupping his hand over the receiver, apparently so we wouldn't be able to read his lips.

Actually, Marketing Man needn't have been so panicked. As pilots, all of us in the back of that Citation understood that no event is worth butting heads with a vicious thunderstorm. And I'm confident NetJets would have gotten a pass on any negative PR, even if we'd missed the ceremony. In fact, the prudent pilots up front would probably have gotten an "all-thumbs-up" review from their passengers that day.

It was about an hour-and-a-half delay before we were finally released westward—and even then, we passed through some of the darkest and bumpiest clouds I've seen, before or since.

We all knew that the scheduled start time for the event was passing, even as we began our final approach through broken clouds and emerging sunlight. Marketing Man was on the phone again, and after a fast taxi through puddles steaming in the summer heat, he reluctantly agreed to a fast bathroom break before we'd board the van to the construction site.

As we slipped into a crowded tent, I could see Warren Buffett, rumpled suit and all, nibbling on a pig-in-a-blanket as he chatted with someone near the podium. Once we all got inside, someone passed him the high-sign, and he stepped up to the microphone, none the worse for waiting an extra 30 minutes to begin the program.

We still got our chance to sit down with one of the wealthiest men in the known universe, and he brushed off our apologies for making him cool his heels. In the years since then, his stewardship of NetJets has had its ups and downs, but he has never wavered in his appreciation of business aviation and understanding that safety always comes first. And so it was on the afternoon he sat waiting for me and my fellow journalists. A half hour of his time may have been worth more than the mortgage on my house, but he knew the reason for our delay and didn't seem to mind a bit. **BJT**

Mark Phelps (mphelps@bjtonline.com), a managing editor at **BJT** sister publication *Aviation International News*, interviewed Taylor Guitars' founders for our last issue.



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