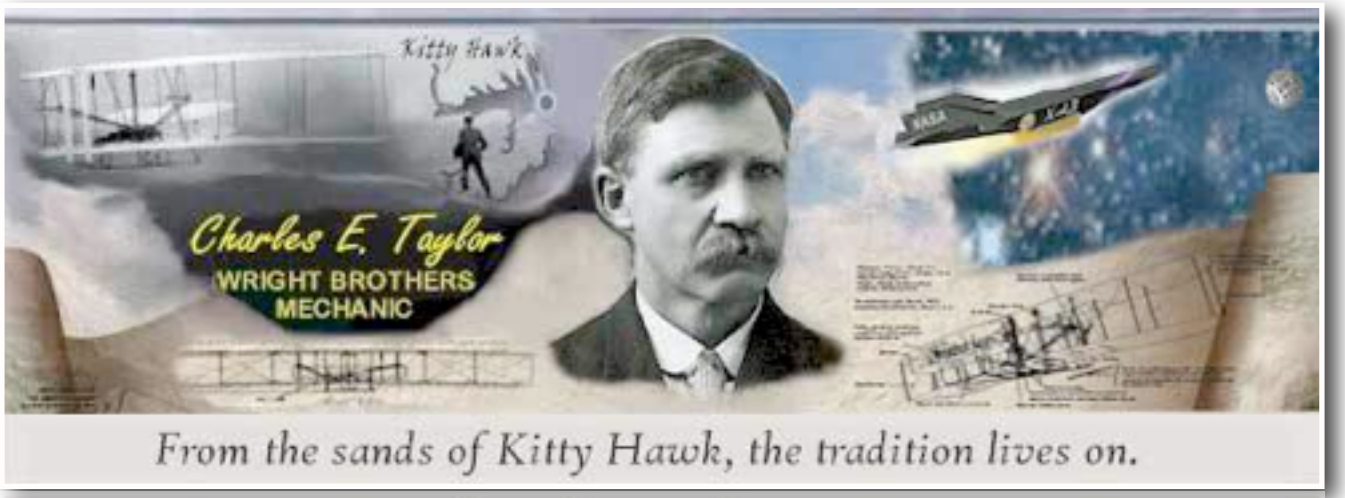
Aviation Human Factors Industry News

Volume XI. Issue 19, October 04, 2015



Hello all,

To subscribe send an email to: rhughes@humanfactorsedu.com

In this weeks edition of *Aviation Human Factors Industry News* you will read the following stories:

★Fate of MH17 puts spotlight on tension between aviation safety and commercial profits

★FAA revises guidance for safely taxiing, towing aircraft

★The 18 Inch Rule

★Western Global MD-11 catches fire in Michigan hangar

★Rudder cable separates in flight

★Fuel exhaustion bends Aeronca

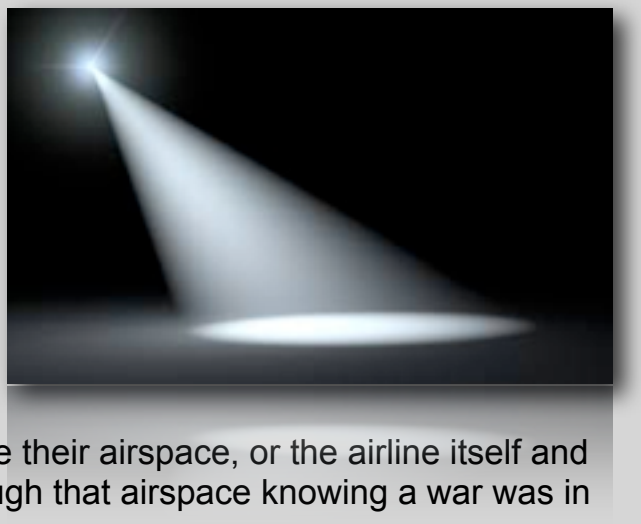
★AOPA Air Safety Institute launches weather planning video series

★DOT's IG To Audit FAA Oversight of Flight Deck Safety

★Pilot's Bill of Rights 2 Gains Senate Majority

★And Much More

Fate of MH17 puts spotlight on tension between aviation safety and commercial profits



The Dutch report on the destruction of Malaysia Airlines MH17 in Ukrainian airspace is imminent, but it is now clear that the aircraft was shot down by a missile fired from the ground. This criminal act must be properly investigated and prosecuted.

But who is responsible in the end? The man who fired the missile, the politicians prolonging the war, the Ukrainian government for failing to close their airspace, or the airline itself and the captain of the aircraft for flying through that airspace knowing a war was in progress?

Perhaps it is a flawed system of aviation safety being challenged at every turn by competition and immense financial pressures brought about by Open Skies policies and relaxation on the issuing of airline licenses.Malaysia Airlines, like many others, would have wanted to fly the shortest route between Amsterdam and Kuala Lumpur on that fateful night. It aimed to minimize the amount of fuel burned during the flight. So it planned a direct route which took it over the Ukrainian territory. They had been told it was safe to fly above 32,000 feet because weapons known to be used in the conflict could not reach that height. Other airlines had also followed the same route without incident.

Airline management cannot deny that costs are their major consideration and some airlines are known to have offered pilots financial rewards for cost saving. This practice is contrary to a proper safety culture and encourages operational decisions to be made on economic rather than safety considerations.

Liberalization of airspace over the last decades and the growth of airline companies has generated an intensely competitive market, which is exactly what the architects of the policy had in mind, as more competition generates lower ticket costs for the consumer. However, this also generates the risk that some air carriers may reduce their expenditure on training and maintenance.

Passengers now have the choice to fly on a low cost carrier (LCC), or a full service airline – but at a greater cost for the full in-flight service and highly experienced crews.

The question then is whether the lower cost ticket entitles the passenger to the same standards of safety and security as with a more costly ticket on a full service carrier.

In theory it should, and protection is provided by the various national aviation authorities whose job is to ensure that proper safety and security standards are maintained by all air operators under their jurisdiction. The International Civil Aviation Organization (ICAO) is responsible for developing the rules with the aim of maintaining a consistent standard across all international borders.

Unfortunately this lofty objective is not always achieved.

Many of the world's national aviation regulators are deficient in their operations and are not sufficiently resourced by their governments. This is revealed in safety audit documents published by ICAO. The European Union takes action to safeguard its airspace by prohibiting the operation of many airlines in European skies, a decision based on the capability of the national regulatory authority to manage aviation safety.

Now turn back to MH17, QZ8501 and other similar incidents.

Were the pilots under pressure from company management to save money and shave their safety margins? Would they have had to undergo an inquisition if they diverted or turned back from their assigned routes for safety reasons?

Pilots' salaries are lower now than they were before the advent of LCCs and there are some airlines where inexperienced pilots can pay for the opportunity to gain flight experience. These pilots are not employees on a salary. Do the passengers know of this situation?

The safety culture of any organization, particularly an air operator, starts with the directors of the company. The CEO and chairman are responsible for ensuring that a good safety culture permeates the entire organization. But, in the reality of the commercial world, is this entirely possible? The cost of maintaining high safety standards is high but it is certainly less expensive than having a disaster!

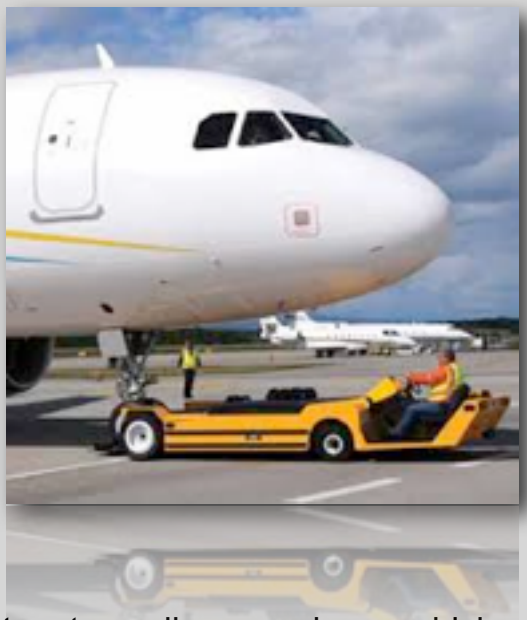
Should MH17 have diverted and flown an extra hour to ensure it was clear of the war zone? Should the pilots of AirAsia QZ8501 have turned back to Surabaya to avoid the massive storm system in their path?

In either of these cases would the pilots have still had their jobs the following day or would they have been penalized for adding to the costs of their flights?

It is ironic that the very policy of making airlines more competitive and affordable for travelers could also mean that safety is compromised, and nobody in the aviation industry would argue that profit is more important than safety. However, there is call for better policy in an increasingly competitive market.

FAA revises guidance for safely taxiing, towing aircraft

The Federal Aviation Administration has published new guidance aimed at keeping airport workers safe as airplanes are taxied and towed.



FAA's updated "advisory circular" includes newly defined items such as airport operations areas and non-movement areas, and offers guidance for towered airports regarding non-pilot workers and equipment in the runway safety area.Airport operators are responsible for setting safety policies and procedures for workers who transport aircraft. The agency offers several recommendations on maintaining a safe control program, including:

- Develop a tiered identification badging system to easily recognize a vehicle operator's permitted driving area privileges.
- Establish policies for turning in permits when a vehicle is no longer authorized.
- Create a system to manage commercial or delivery truck activity into and out of the movement and safety areas of the airport.
- Develop training for commercial drivers who are permitted access.
- Set up a "progressive penalty policy" for violators.

http://www.faa.gov/documentLibrary/media/Advisory_Circular/150-5210-20A.pdf

THE 18 INCH RULE

When we walked to the plane, it was supposed to be just another routine A-Check. On the P-8A Poseidon, this check is a regularly scheduled maintenance inspection every 90 days. Each subsequent A-Check peels back another layer of the aircraft that may have not been previously inspected or seen. We were doing the A-4 check, meaning it was the fourth check of its kind since the aircraft's acceptance into the fleet.

Each inspection is a little different than the last, but they are usually straightforward with few surprises. The hangar was busy that afternoon. Day and night shifts were working together to get the job accomplished so the aircraft could return back to the flight line ready to execute missions in support of 7th Fleet operations. Any P-8A sitting in the hangar for an extended period of time affected the fleet's overall mission capability.
Working in Kadena's usual scorching summertime heat and humid conditions in
the hangar, we were on task card 54-800-01-01, which required removing the 431DL panel located on the forward strut fairing of the No. 1 engine. After removing the panel, we had to thoroughly inspect the area, check the integrity of the structure, and look for any corrosion or cracks – theoretically, a quick, 15-minute inspection.

For every maintainer who works daily on aircraft, the 18-inch rule is second nature. It is a simple concept, but keeping it in mind forces you to be constantly aware of your surroundings and ensures nothing is missed or overlooked. We use it every time we work on a discrepancy. This way, we can notice other discrepancies, corrosion, cracks, FOD, leaks, and abnormalities that would have not seen otherwise.

In this case, we were surprised to find an unknown tool that had clearly suffered the wear of time and moisture. It was heavily corroded, resting on a spot on the hydraulic line that appeared to be flattened out over time. The tool did not have any VP-5 markings nor was it a recognized tool in our squadron inventory.

We reported the find to a nearby maintenance chief (AEC Craig Leathers), who was assisting with the wing panels. AEC Leathers took the tool to Maintenance Control, who confirmed it did not belong to the squadron and forwarded it to the squadron's Quality Assurance team for further investigation.

The tool had originally been used to install Adel clamps. It had a small wooden handle and a thin, rectangular blade. It posed a serious threat to the safety of the aircraft while trapped away in the confines of the 431DL panel. Because of the constant flowing of hydraulic fluid throughout all phases of flight, the hydraulic line in which the tool rested on becomes heated.

As the line warms up, it expands and becomes more pliable. After numerous takeoffs, landings, accelerations and decelerations by the aircraft, the tool repeatedly moved back and forth over this line. The friction generated from the tool onto the warm pliable line gradually developed a dangerous flat spot, with the line itself becoming thinner on the surface. The damage to the hydraulic line was so significant that the aircraft was immediately put in a "down" status until further investigation and awaited a new hydraulic line.

This specific hydraulic line belonged to System A of the P-8A aircraft. If the tool was not discovered and the line was allowed to become more degraded over time, it risked eventually being punctured at the location of the flat spot and 3000 psi of pressurized hydraulic fluid could have spewed out of the line into the engine casing. The pilots flying the aircraft would unknowingly brace themselves for an eventual loss of hydraulic system A, resulting in a loss of many components critical to flight. Some of the major components powered by that hydraulic system are the aircraft's ailerons, elevator, rudder, landing gear, flight and ground spoilers, and the number one engine thrust reverser for landing rollout. This demonstrates how severely damaging and dangerous one small missing tool or similar FOD can be to an aircraft and its aircrew.

Western Global MD-11 catches fire in Michigan hangar

Three people sustained "serious" injuries after a fire ignited on 17 September in the cargo hold of a Boeing MD-11 freighter operated by Western Global Airlines, according to the US Federal Aviation Administration.

The fire occurred on the ground at about 15:50 local time, while the aircraft was undergoing maintenance in a hangar in Oscoda, Michigan, according to the FAA's preliminary report.

"Three people were burned and the Oscoda fire department responded," an FAA spokesperson tells Flightglobal. The agency's staff at Grand Rapids are investigating, the spokesperson adds.The National Transportation Safety Board and the Oscoda-Wurtsmith Airport Authority did not immediately provide more information.

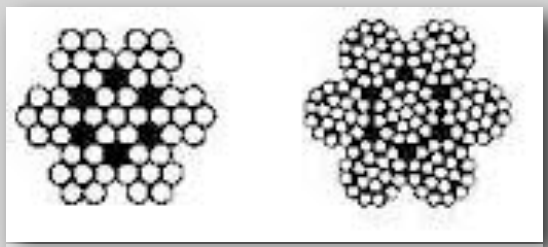
The aircraft, registration N415JN, is operated by Western Global and owned by a company called M48415 LLC. Neither company could immediately be reached for comment.

The MD-11 was delivered new to Taiwan's EVA Air in 1994 and is powered by General Electric CF6 80C2D1F turbofans, according to the Ascend Fleets database.

Western Global operates three MD-11s, according to Ascend.

Rudder cable separates in flight

While in flight, the Champion 7GCB's rudder cable separated. The pilot was able to return to the airport in Pearsall, Texas, and align the airplane to land.



During the landing flare, the plane began to drift and the pilot was not able to correct the drift. He initiated a go-around, however the airplane then entered an aerodynamic stall and subsequently hit the ground.Examination of the rudder cable separation area found localized melting, darkening, and oxidation consistent with electrical arcing. The elongation and oxidation of the overstressed wires was consistent with separation at high temperature.

According to the pilot, the passenger had gotten his foot caught in the rudder cable. The pilot believed that the rudder cable came in contact with the battery at that time; the battery box did not have a cover, and the positive terminal of the battery was unguarded. The contact would have resulted in the electrical arcing and the subsequent cable separation.

The NTSB determined the probable cause as the failure of the rudder cable due to electrical arcing damage from contact with an unguarded battery and the pilot's subsequent loss of control during the go-around.

NTSB Identification: CEN13LA518

This August 2013 accident report is provided by the National Transportation Safety Board. Published as an educational tool, it is intended to help pilots learn from the misfortunes of others.

Fuel exhaustion bends Aeronca

According to the pilot, the Aeronca 65 was fueled the day prior to the accident and flown 246 miles.

Prior to the accident flight, which was 213 miles, he added approximately two gallons of fuel to the main fuel tanks, which provided about 13 total gallons of fuel on board for the flight.

While enroute to the intended destination the pilot made an unexpected landing near Thomaston, Ga., to accommodate the needs of a passenger and was on the ground for about eight minutes.The remaining portion of the flight was uneventful until approximately 12 miles from the destination airport when the airplane experienced a total loss of engine power.

The pilot attempted to land on a nearby road, however, the airplane hit tree tops and came to rest in a nose-down attitude, which resulted in substantial damage to the fuselage and wings.

According to a report from the Sheriff's Department, the passenger stated "they ran out of fuel."

Post-accident examination revealed about one quart of fuel remained in the fuel system.

The NTSB determined the probable cause as the pilot's inadequate pre-flight planning and in-flight monitoring of the fuel level, which resulted in a total loss of engine power due to fuel exhaustion.

NTSB Identification: ERA13CA435

This August 2013 accident report is provided by the National Transportation Safety Board. Published as an educational tool, it is intended to help pilots learn from the misfortunes of others.

AOPA Air Safety Institute launches weather planning video series

The Aircraft Owners and Pilots Association (AOPA) Air Safety Institute (ASI) has released the first in a multi-part video series covering aviation weather, with an emphasis on preflight planning and en route weather evaluation.

As the most complex variable in any flight, weather, and a pilot's understanding of it, play a critical role in flight safety. The video series is designed to provide "real world" techniques and an understanding of the resources available.
Many weather-related accidents are attributable to inadequate preflight planning.

In 45 per cent of fatal weather-related accidents investigated in the past 10 years, there is no record of the pilot having received an official weather briefing. While these pilots may have obtained information from unofficial sources, the fact remains that failure to gather and properly interpret weather information has a significant impact on safety.

The first video in the series, "Weather Wise: Gathering Information," covers critical preflight planning skills, including how to sort through the many sources of weather information to pinpoint what's relevant to a particular flight.

The video, released Sept. 18, also shows pilots how to effectively integrate official reports, forecasts, weather briefings, personal observations, and online weather tools to better cope with evolving weather during flight.

Later videos will cover additional weather topics, including an exploration of the resources available through aviationweather.gov, conducting preflight weather assessments for VFR and IFR flights, understanding the most common weather-related mistakes, making the go/no-go decision, maintaining weather awareness during a flight, and the ways technology is changing weather flying.

"The fact that weather is a causal or contributing factor in so many accidents makes this an important topic for every pilot," said George Perry, senior vice president of the AOPA Air Safety Institute.

"Whether you're new to aviation or have been flying for decades, changing weather prediction technology and the sheer complexity of the weather itself means there's always something more to learn."

The video series is made possible with funding from the National Oceanic and Atmospheric Administration's National Weather Service.

AOPA's Air Safety Institute is dedicated exclusively to providing continuing pilot education and safety programs for general aviation.

It is funded by donations from individual pilots and organizations, which support the cause of improved general aviation safety. Since 1950, ASI has served all pilots and aviation enthusiasts—not just AOPA members—by providing free safety education, research, and data analysis.

ASI offers award-winning online courses, nearly 200 live seminars annually throughout the U.S., flight instructor refresher courses, safety videos, accident case studies, and other materials to keep pilots safe and well informed.

To learn more, visit ASI at airsafetyinstitute.org.

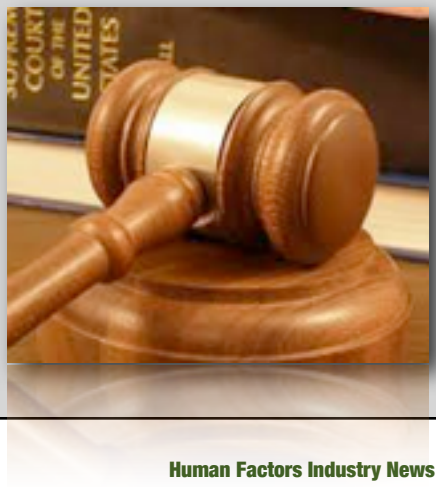
http://www.aopa.org/AOPA-Live?watch=%7BDBC41264-3D06-4AA4-A71E-6CF9306B600B%7D#ooid=00bmlndzowF6BIr-22HypMdegPHZBWed

DOT's IG To Audit FAA Oversight of Flight Deck Safety

In light of last March's Germanwings accident in which the first officer deliberately flew the aircraft into the mountains, as well as the March 2012 JetBlue incident in which that flight's first officer locked the captain out of the cockpit because of the PIC's erratic behavior, Sen. Dianne Feinstein (D-Calif.) has requested that the DOT Inspector General (IG) evaluate how the FAA oversees the security on the flight deck of commercial airlines in the U.S.Specifically, the senator asked the IG to examine how the FAA, working in conjunction with the TSA, mitigates the risk of intentional pilot actions against the aircraft, aircrew and passengers, whether current aviation industry cockpit security and hiring standards are sufficient to ensure aviation safety and precisely what steps the FAA is taking to evaluate the psychological health of pilots. The senator also wants to know whether the FAA's oversight of commercial airlines is sufficient to ensure cockpit security measures are implemented effectively. The IG audits are expected to begin before the end of this month.

Pilot's Bill of Rights 2 Gains Senate Majority

A bill to enhance U.S. pilots' legal protections has received majority support within the U.S. Senate, according to the National Business Aviation Association. The Pilot's Bill of Rights 2 (PBOR2) (S.571), proposed by U.S. Sen. James Inhofe, has received more than 60 cosponsors in the Senate, giving it a three-fifths supermajority and protecting it from a potential filibuster.



Building upon the original 2012 Pilot's Bill of Rights, the new NBAA-influenced bill is meant to streamline various regulatory processes affecting GA pilots and private sector employees—in particular, providing pilots facing FAA enforcement actions with prompt information necessary for them seek proper legal counsel.

‘Exhausted’ pilots pen letter to employer about safety concerns

PILOTS at Cathay Pacific have sent a warning to the airline’s management that flight safety is under threat because of fatigue and exhaustion.

The letter, published in full by the *South China Morning Post*, reveals a number of captains at the Hong Kong-based carrier are deeply concerned about several issues, including rostering practices, pilot experience levels and fatigue.

The letter, dated August 19, 2015 and addressed to Cathay Pacific’s director of flight operations, asks: “Is safety still our priority?”In a response letter from Cathay Pacific they insist safety remains their number one priority. Established in 1946, Hong Kong’s flagship carrier has never had an aviation accident resulting in a plane being written off beyond repair.

The letter from the pilots begins: “We the undersigned are writing to you to express our utmost concern and alarm at the recent termination of our Rostering Practices Agreement, specifically the potential change in crewing levels and how this may effect fatigue levels, and by extension, flight safety”.

The pilots state that a fatigued crew, combined with declining experience levels, takes them a “step closer to disaster”. They continue to explain how they’re particularly concerned about the crewing levels on Australian and European flights.

"We are concerned specifically about the reduction of manning of some European and Australian flights, particularly when your flight crew body is already overworked and fatigued," they say.

The *Sunday Morning Post* received a letter from a Cathay Pacific spokeswoman, who responded to the concerns raised by the pilots.

"We received a letter from a number of our Check and Training Captains in which they expressed some concerns," it said.

"As part of our standard process we are looking at these concerns and engaging directly with the pilots."

She said matters relating to safety received the airline's utmost attention.

"The safety of passengers and crew is the number one priority of Cathay Pacific.

"We do have measures in place to manage any issues identified, such as fatigue.

"These include a Fatigue Risk Management System which works to minimize risk by using preventive measures.

"Further, pilot's rosters are designed and monitored to ensure fatigue is minimized."

ELMS Aviation aims to raise safety standards in aircraft engineering

An Exeter-based company is preparing to launch a product it believes will help to raise safety standards in the aviation and aerospace industry.

ELMS Aviation Ltd has spent three years developing an application to ensure engineers are qualified to carry out maintenance, manufacturing and operational tasks. The Electronic Logbook Management System, or ELMS, is a cloud-based application that uses complex algorithms to evaluate a worker's competence.

This analysis is carried out in line with current European Aviation Safety Agency and UK Civil Aviation Authority regulations.The application evaluates a range of data provided by users, including their training, qualifications and work experience records, to provide an accurate indication of their competency to carry out a particular job role or activity. Visibility of this intelligence will enable organizations to build a clearer picture of staff competence, thereby creating opportunities to improve efficiency, safety and the overall quality of their operations.

Individual users will benefit from the ability to build and share a digital CV and logbook, reducing the need to supply large quantities of paperwork for quality boards and recruiters. The application also provides the opportunity to showcase their work experience in a fashion that exceeds the capacity of a traditional CV and also allows for measurement and reporting.

Based at Exeter Airport Business Park, ELMS is a sister company of JMC Group, which supplies thousands of agency workers a month to airlines and maintenance companies around the world.

The concept for the application has been developed by a team of industry specialists as a response to regulatory reform and an industry wide demand for better risk based oversight and performance management.

Director Marshall Barrand said: “From the outset, it was very important that we had the right people involved in the project. We have employed an experienced team of developers to build the software informed by our own experience in the aviation maintenance environment.

“It was critical that we developed a solution that would allow for standardization and consistency across the industry. To that end we drew together an independent advisory group, which includes key representatives from the UK Civil Aviation Authority, leading MROs and airlines. This group provided us with valuable guidance and recommendations, many of which have contributed to core functionality within the system.”

Demand for the system has been made more acute by factors including public and political pressure, high profile incidents, forecasted growth of the global fleet and advances in materials, design and manufacturing processes. Certa360 is expected to launch the ELMS product this autumn.

Do You Need More Sleep After a Workout?

Building in extra bed time may be the secret to a better body.

You turn in earlier when you've lined up a big workout for the following day, but what about the other side of the clock? Once you've hit your foam roller and refueled with the necessary nutrients, do athletes actually need to sleep more post-hard workout? "The simple answer is absolutely," says W. Christopher Winter, M.D., and director of the Martha Jefferson Sleep Medicine Center in Charlottesville, Virginia.

For the most part, everyone needs about 7 hours of sleep in a 24-hour window.

But "if you're active—either physically or mentally—your body creates more adenosine, a chemical that works to create sleepiness, and you'll accrue more of a drive to sleep," Winter says. Consider ATP, the energy current of your body. Our bodies create it and break it down to give us energy. "A runner is burning a lot of ATP and using that for energy," Winter says. And a byproduct of that ATP? Adenosine.But does more of an urge to sleep mean more of a need to sleep? In many ways, yes. "There are mechanisms within sleep that help clear adenosine from our brain," Winter says. So when you get enough sleep, you'll wake up refreshed. If you don't, you may wake up groggy, with adenosine still circulating.

And more sleep has its athletic perks. One study found that when tennis players upped their shuteye to 10 hours a night, they sprinted faster and improved the accuracy of their hits. On the other hand, research has demonstrated that regular exercise—at least 150 minutes a week—can improve sleep quality and energy levels throughout the day.

Of course, fitness levels do matter when it comes to how much exercise will leave you exhausted. Take two twins, one who's a runner and one who's not. The non-runner will likely have a much different response to a long, hard jog.

“If you’re breaking down more ATP and have a stronger stress response, you’ll probably be a lot sleepier,” says Winter.

To build in ample bedtime: Think about post-workout zzz’s like you think about post-workout food, suggests Winter. “If you’re really active, you’re going to be hungrier than if you’re sitting around all day,“ he says. "But while intense exercise is likely to increase your sleep need over time, the exact amount is unclear. It depends on the athlete.” You know your body best—if after a hard workout day, you tend to wake up feeling groggier than normal, you probably need to nix the pre-bed Netflix and prioritize that extra hour of sleep instead.

Productivity Hacks: How to Get Twice as Much Done in Half the Time

Feel like there's not enough time in the day to get through your to-do list? Here are three productivity hacks that can help you prioritize.

Everyone seems obsessed with productivity. We’re all trying to do more in less time, always hoping we’ll cross that last thing off our to-do list. Here’s the plain truth: That to-do list is endless. Not only that, but if you measure success solely by the number of tasks you do, you’re doomed.We have to start by redefining productivity. It’s not the number of tasks we accomplish that matters. It’s the quality, the benefits of those tasks that really matters. So we must start with our definition: productivity is accomplishing the most important tasks more efficiently.

I find one thing that's effective for me is to articulate the benefit I gain from being more productive. Whether my goal is to make more money or carve out more personal time to spend with my family, keeping the end result in mind helps me stay focused on the tasks that really do matter, that really move me toward my goal.

Rethinking Deadlines

Once you've defined productivity, one of the most useful exercises is to learn a little more about human nature, human behavior. Cyril Northcote Parkinson gave us Parkinson's Law, which describes the relationship between work and time: "Work expands so as to fill the time available for its completion." What that means is that a task will take as long as we allot to accomplish it. A deadline can either push us to work harder, or it can be the perfect excuse to drag a task out much longer than necessary.

But you can put Parkinson's Law to work for you. Make commitments to deliver work earlier than you ordinarily would. If you promise a report in a week, then according to Parkinson's Law, you'll take the entire week to finish that report. But if you promise it in two days, you'll buckle down and the very same report that could have taken a week is finished in the two allotted days.

If you make yourself accountable, you'll push yourself to deliver on time. Putting your reputation on the line by making an external commitment—having a person waiting for your portion of the deliverable—forces you to work efficiently. It can also be useful to enlist the aid of a colleague in boosting productivity by creating a reciprocal commitment. You deliver work, your colleague reviews, polishes and critiques it—all on a tight deadline—and you do the same for your colleague. You can both end up accomplishing more work of better quality.

Understanding Burst Work

Another technique that works for me is burst work. Most of us aren't marathon runners. If we commit to long periods of working, our drive wanes. We fatigue. But we can work hard for short periods of time. The key to burst work is taking frequent breaks to refresh your focus and drive. The best breaks involve physically moving around. Change your scenery. Go for a walk. Do some pushups. If you clear your head, you'll be ready to buckle down and do another burst of work.

I've found physically changing the way I work has done wonders for my productivity as well. Rather than sitting at a desk all day, I spend at least some of my workday at a standing desk. Standing up increases blood flow, and the simple act of shifting between sitting and standing desks helps provide a quick break.

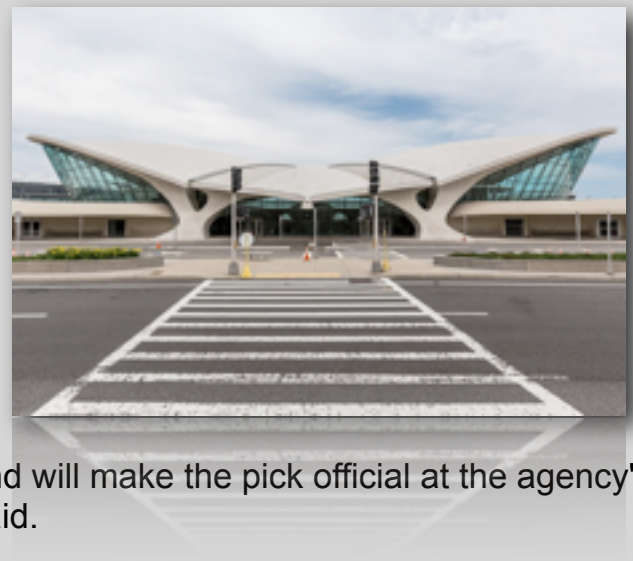
Making a List

Finally, one of the most important and effective productivity hacks I've found is to list everything I need to accomplish, and prioritize those tasks. I jot down tasks that occur to me throughout the day (so I don't stress about having to remember them). After I've compiled the list, I have three symbols I use as shorthand to help me identify tasks that deserve my attention before all the others.

Tasks that generate money get a $. Tasks that please an existing customer get a ⚿. Tasks that create a system—something that will work automatically once it's complete—get a ∞. Once I've classified the items on my list, I get down to work. Tasks with multiple symbols have the highest priority—those items are more productive. Tasks with one symbol follow, and only after I've crossed all the jobs with symbols off my list do I tackle the items without symbols. It's all about accomplishing more valuable tasks, taking care of the priorities.

We can work ourselves to death and still accomplish very little if we're working without a meaningful definition of productivity, or if we're working without appropriate priorities. Determine what you want to accomplish—more money, more free time—and structure your day to accomplish those goals. In the end, productivity is prioritization.

JetBlue plan for hotel in dormant JFK terminal cleared for takeoff



The airline and partner MCR Development will be named by the Port Authority to convert a long-shuttered building into the airport's only guest lodging.

The Port Authority of New York and New Jersey has picked a partnership between JetBlue and MCR Development to transform the former TWA terminal at JFK into what will be the airport's only hotel and will make the pick official at the agency's board meeting next week, sources said.

JetBlue and MCR had emerged as the frontrunner for the project in recent months amid a field of several competitors. The terminal would be JetBlue's first hotel project open to the public. The airline recently developed a boutique hotel in Orlando, Fla., for use only by its employees. The distinctive terminal building at JFK, which is next to JetBlue's existing terminal at that airport, was designed by famed architect Eero Saarinen and built in the early 1960s. JetBlue and MCR will build hotel rooms from the ground up next to the terminal and refurbish the interior of the building to become the property's main entrance.

The details of the deal were not yet clear, including what JetBlue and MCR Development will pay the Port Authority, although aspects of the design were released in July. It is to have 505 rooms, 40,000 square feet of meeting space, up to eight eateries and an observation deck. The old terminal will serve as the lobby, with the rest of the hotel set back from it in a new building.

"First-class hotels are a mark of a 21st-century airport and JFK and LaGuardia are among the very few major airports without this amenity, Joe Sitt, the chairman of the airport advocacy group Global Gateway Alliance, said in a statement. "We applaud the Port Authority for moving ahead with plans to develop the iconic TWA Flight Center, because it's past time for a smart use for the building and for an on-airport hotel available to millions of JFK passengers."

Other hotels are located just outside the airport and employ shuttles to ferry passengers to and from the airport. The vast majority of the world's major airport have hotels on their grounds.

(CONT)

TED Talk - Ideas Worth Sharing

On October 24, 2014, Alan Eustace donned a custom-built, 235-pound spacesuit, attached himself to a weather balloon, and rose above 135,000 feet, from which point he dove to Earth, breaking both the sound barrier and previous records for high-altitude jumps. Hear his story of how — and why.

http://www.ted.com/talks/alan_eustace_i_leapt_from_the_stratosphere_here_s_how_i_did_it?utm_campaign=ios-share&utm_medium=social&source=email&utm_source=email