

## Air Routing International – Hemmeter Aviation International

Gander, Newfoundland

Air Routing International (ARI) (Houston, Texas) was founded by Rudy Fabre, Tom Balousek, and Richard Wilkens in 1978. The founders developed a **network of agents** in markets throughout the world.

Air Routing guided corporate flight planners and pilots through the challenges of domestic and international air travel, providing services that range from international permits and route planning to weather reports and refueling.

Hemmeter Aviation (HA) in Hawaii was an FBO that worked as an **agent** as part of their network. The network agreement allowed for all aircraft services (ground handling, catering and fuel) of transient aircraft be provided with a direct bill back to ARI in Houston. The agreement also allowed for ARI to receive a discounted fuel price.

In 1988, ARI's outstanding balance with Hemmeter Aviation exceeded \$100,000 and continued to grow. The net 30-day payments started to drift to additional days. The then, HA Executive Vice President, Bob Fishman traveled to Houston to discuss a way to continue the good relationship while having a comfort level of timely payments. During the visit, Bob Fishman also came to an agreement to provide consulting assistance to ARI to provide business development opportunities.

In July of 1988, Bob Fishman traveled to Gander, Newfoundland to meet with ARI to discuss a new business venture. ARI became aware that HANGAR 22 at the Gander International Airport was available for purchase at a reduced price from the Newfoundland government. Hangar 22 had a grand history supporting aviation in Gander for many years. Eastern Provincial Airways (EPA) utilized the hangar for their primary base until it merged with CP Air (Canadian Airlines) in 1986 and moved their operations to Halifax. After the merge Hangar 22 became vacant and remained that way for a couple years. The Newfoundland government took over the hangar and it had a couple of local tenants but nothing close to allowing for a proper financial return.

The HA and ARI trip to Gander provided a thorough inspection of Hangar 22. This walk-thru took a good part of the morning, based on the multiple levels of office, workshops and 100,000 sq. ft. hangar. The plan was for ARI to purchase the hangar and Hemmeter Aviation to operate an FBO and provide various ground services including fuel to transient aircraft.

Hangar 22 was purchased by ARI for \$100,000 from the Newfoundland government. Hemmeter Aviation agreed to defer ARI's outstanding debt to allow for this business opportunity. The Newfoundland government turned what was becoming a financial liability into an asset. With Hangar 22, becoming a working facility (again) would translate to a boost for the Town of Gander's economy.

HA and ARI returned home to develop a business plan that would spell out the roles and goals of each party.

When Bob Fishman returned to Honolulu, he asked me to travel to Gander and spend a few days to evaluate the idea of a Hawaii company opening a Canadian corporation while utilizing Hangar 22.

When I arrived, I first met Al Thompson, Supervisor of Development, Town of Gander as well as with Geoffery Tucker, Airport Operations Manager. It certainly was a pleasure meeting Al, Geoff and all the folks from Gander during this visit. I was skeptical about developing a business so far from Hawaii but as I met airport and town leaders, I was encouraged to continue to look at the opportunity.

Hemmeter Aviation in Hawaii was recognized for its impeccable service to transient aircraft. HA's operations in the middle of the Pacific allowed us to have a relationship with those that operated the long-range aircraft of its time (i.e., G-III). Many of these aircraft and the companies that flew them, flew through Gander as well.

In order to get a better perspective of current services provided at CYQX, I positioned myself upstairs in the international lounge that overlooked the ramp. I spent most of the day taking notes of arriving and departing corporate/private jets and how each service was provided. In Hawaii, 99% of the arrivals are scheduled in advance, days and weeks in advance. In Gander it is primarily a call on the radio that there is an inbound flight, and they will be on the ground in 30 minutes. The number of transient aircraft were four to five times the amount that came through Hawaii in a particular day. In Hawaii, it was primarily a destination and in Gander it was a quick turn, stop and go. FUEL was the primary reason to stop in Gander. Traveling the North Atlantic to and from Europe was always more comforting knowing the tank was full. Particularly in those years.

HA provided ALL services to ensure that the aircraft, crew and passengers needs were met for whatever time they were on the ground. I observed that services in Gander were handled by multiple handlers. Allied Aviation handled communications and provided a lineman to assist with parking. I observed that on occasion the lineman walked back towards the office before the aircraft came to a complete stop. Once the aircraft's airstair came down, the pilot would be met by the fueller, not one but a variety of local companies. Gander had a pipeline hydrant system so ESSO and Shell provided jet fuel from that line and Air Consolidated provided fuel from a tank truck. The pilot would make a choice and services would begin. If you needed deicing arrangements would be made. Catering was not a top priority out of Gander but was available to those in need. Rarely would a passenger disembark while services were being performed.

After time spent at the airport, I went to the Town Hall to meet with Mayor Douglas Sheppard. I asked him how he and the town would feel about a company coming from Hawaii to do business in Gander. He asked if we would provide jobs locally... I said, "We will" and he said "Welcome!"

As I continued to review all aspects of a new start-up for Hemmeter Aviation in Gander I became more optimistic that it was more than doable.

I returned to Honolulu to discuss my findings in Gander. I also knew that if a final decision were made to proceed, I would be the one to take the lead.

An additional draft of the business plan between ARI and HA was reviewed and we proceeded to implement.

There no doubt were many aspects of start-up and I will not get into all the stories here (another time). I will say that to start we needed to develop a Canadian Corporation with two-thirds of the board members being Canadian... enter Dave Powers and Paul Malone, barristers from Gander. They not only guided us on the ins and outs of Canadian law but provided the much-needed assistance setting up the new entity...Hemmeter Aviation International.

The draft business plan had Hemmeter Aviation operating out of **Hangar 22**, which would operate under the name of **General Aviation Terminal**. ARI would receive a percentage of each ground handling fee and \$.02 a gallon of fuel sold. (parts of draft business plan posted)

HA secured temporary office space at the main terminal to begin the process of hiring staff, secure equipment and handling all the required paperwork and authorizations. Transport Canada provided exceptional support and assistance as we looked to start operations as soon as possible. I also was meeting with Steve Lercel and Tim Maystrict from ARI on various trips to Gander to ensure we were on course.

The initial inspection of Hangar 22 with ARI was about June 1988 and we moved on a target start-up date being in November. This was certainly an aggressive timeline but felt it could be doable.

Even though we took possession of Hangar 22 and hired staff to oversee its operations, it became evident to me early-on that a start-up in Hangar 22 would be difficult. Hangar 22's location on the field presented certain operational concerns as well as marketing issues. At that time all arriving aircraft utilized the ramp at the main terminal. Transport Canada provided the snow removal at the terminal which in Gander could be more than several months. Hangar 22 snow removal would be at HA expense. It was always better to negotiate your snow removal contracts far in advance. HA start-up would be considered late for optimum pricing. We needed some snow removal in front of hangar doors but certainly less than a full transient ramp. I also felt getting aircraft from the terminal to the other side of the field at start-up would be difficult. We needed to compete on the same ramp. We wanted all transient aircraft to observe the new company and the exceptional service being offered. Once we had sufficient market share, they would follow us anywhere on the field.

I observed that there was an open area in the international lounge at the main terminal that could be developed without impacting the international passengers. I requested to lease this area from Transport Canada and develop it into an FBO VIP lounge and office. The understanding would have all leased property in ARI's name. I found it incredible that from the time we designated this space for development until we became operational was just over three months. Transport Canada and our contractor worked around the clock to make sure we reached our target date of opening in November. I have always expressed that if we tried to do this in Hawaii with the State of Hawaii, Department of Transportation, Airports Division it would take 2 years.

When HA placed an ad in the Gander Beacon that we were hiring for various positions, the response was overwhelming. After a thorough review of applicants, HA developed a highly qualified, professional staff that would be the key to its success. This process also required to have a key individual to manage the operations and while working close with Geoff Tucker at

Transport Canada, I got the impression that he may be interested in the position. Geoff's position was Director of Operations at the airport but was clearly responsible for marketing the Gander Airport as well. Geoff had a good understanding of ARI's business and had been to Houston to their headquarters in the past. During the start-up I thought it would be a good idea for Transport Canada to have a better understanding of Hemmeter Aviation's business and invited Geoff Tucker to see our Hawaii operations. I discussed this with John Pittman, Airport Manager and he approved the trip. I was impressed with Geoff's understanding of the business/private jet business while in Hawaii. He recognized various companies by the tail numbers of aircraft on the ramp in Honolulu as well as the level of services we intended to provide in Gander. It was after the Hawaii trip that we had more serious discussions about Geoff leaving Transport Canada and coming on board with HA. Before I made a final decision to hire Geoff, I met with John Pittman to have a clear understanding that it would not cause any hardships with our relationship with Transport Canada. He assured me that it would not.

Geoff started with HA with less than 60 days before our opening and handling our first aircraft. It was not long after his hiring that we became aware of personal issues that were having a direct impact on our operations. I had to make an immediate change and released Geoff.

Dean Cull, who had already been hired as a member of our team, was moved up to be the guy that would lead the Gander team. The only issue I had with myself is that I did not do that from the beginning. Dean Cull was everything you wanted in a leader.

In November, HA took its first aircraft and over the coming months we became the FBO of choice.

There are more details of the how and why's of the start-up but will get my comments back to the Air Routing relationship.

From the beginning, Hemmeter Aviation was responsible for all expenses for start-up and on-going operations which included but not limited to development cost, equipment acquisitions, payroll expense, etc. This was beyond HA deferring its ARI receivable so they could purchase Hangar 22.

## Flying through Gander will never be the same



**H**emmeter Aviation has come to Gander International Airport. Enjoy the unprecedented caliber of service, attention to detail and warm Newfoundland hospitality in a package of services that is second to none.

We offer the only gateway FBO to Gander and because we operate our own active corporate aviation department, we understand the special needs of crews and passengers on Trans-Atlantic flights.

There is no longer any need to compromise when your VIPs land in Gander. We afford you many of the conveniences you've had to do without in the past. Exclusive surroundings, large hangar facilities, exceptional service and attractive prices.

You deserve nothing less.

Please contact Dean Cull or Joanne Penwell in Gander at (709) 256-2929 or Facsimile (709) 256-7977 for complete information.

HEMMETER · AVIATION



Hemmeter Aviation had previously run ads in aviation publications and as we began the new operations in Gander, we ran a full-page ad in Professional Pilot magazine to let everyone know we are open for business. With our marketing plan underway, I made the decision to put the Hemmeter Aviation name on Hangar 22 rather than General Aviation Terminal. The Hemmeter name was more recognizable in the industry and it would assist with the eventual FBO relocation in the future. Once HA moved its operations to Hangar 22, we would make the appropriate name change on the facility. We would then be Hemmeter Aviation International operating at the General Aviation Terminal.



Air Routing International was not happy with HA operating from the main terminal as well as having our name on the hangar. I explained that HA is paying ALL expenses of the operations and including operation cost of Hangar 22 (heating oil cost alone was approx. \$10k a month) and they need to understand that once we have reasonable market share, as well as the appropriate renovations, we would make the necessary changes. The Hemmeter name will get us there quicker.

Another aspect of HA's position was that ARI's share of aircraft customers transiting Gander was less than their competition. Universal Weather & Aviation handled far more aircraft than they did, and HA had a long-time relationship with them. In Hawaii, Hemmeter Aviation was the exclusive FBO for Universal. The draft business plan allowed ARI to receive fees from all aircraft handled by HA which would include Universal and others. If this were an entirely ARI operation other aircraft would not have utilized them. It was in ARI's best financial interest to have HA continue with its operational and marketing plans. If HA does not succeed, neither does ARI.

Jet-A fuel is certainly a major factor in the success of any FBO. The fuel trading initially was performed by ARI with Jean Guy Moore from Quebec. As time went on HA was able to make fuel acquisitions from Irving Oil Ltd. for more favorable pricing. I will defer a more detailed review of fuel in another report.

As time went on, HA was handling more aircraft which allowed our financial goals to be more clearly recognized. We had a long way to go but we were certainly going in the right direction.

The Gander team handled all day-to-day operations as well as planning for better utilization of Hangar 22. This allowed for my visits to be spaced further apart. My role back in Hawaii was VP/General Manager of five airport operations and we had new projects going on as well.

ARI had developed a grand plan for Hangar 22 and the surrounding area. I am not clear on how this plan got the initial traction, but I remember getting an invoice from the ARI architects for various drawings and renderings of a hangar addition and hotel and questioned Hemmeter's financial involvement. The addition to the hangar was to be a three-story glass atrium the whole length of the hangar offices that would allow for year-round gardens. I later learned more about their plan that would have Chis Hemmeter, a hotel developer in Hawaii, (owner of Hemmeter Aviation) build this grand facility. The project included a hotel/convention center with a golf course, down the road from the hangar. Chris Hemmeter was not interested in this project. Gander is indeed the "Crossroads of the World" and having a facility that could encourage meetings of world leaders is exciting. An awfully expensive undertaking without guarantees of success. I requested no more invoices from architects.

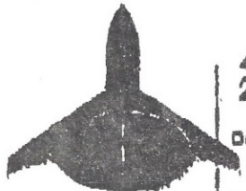
After operating in Gander for about a year, Bob Fishman (HA) came by my office (Honolulu) to relay a conversation that he had with ARI. ARI has had discussions with the Newfoundland and Labrador government, and they are interested in purchasing Hangar 22 and are willing to pay \$2,000,000.

I told Bob that I did not believe that would ever happen. The Newfoundland and Labrador government sold the hangar for \$100,000 and 2 years later they buy it back for 20 times that amount. Never will happen. During my subsequent trip to Gander, I too was hearing from a town manager and a House of Assembly member that a sale was in the works. I still did not believe it would come to a sale.

I knew that by this point ARI was not thrilled with Hemmeter Aviation operations in Gander. HA was handling more aircraft each month and ARI was receiving their payments, but it may have not been the windfall they were hoping. A \$2,000,000 sale of Hangar 22 would be considered a windfall. Bob Fishman's (HA) conversations with ARI continued with their plans of sale to the island government. Bob thought if there was a sale, HA could receive a small percentage. I recommended that we take the opportunity to congratulate ARI on their negotiations and pending sale and have them pay HA in full for past debts.

ARI seemed pleased with HA's position in that we would not stand in the way of a sale and we would continue our operations in Gander as per original draft business plan.

cc: TA  
10/12



**AIR ROUTING INTERNATIONAL CORPORATION**  
2925 Briarpark Dr., Suite 610 Houston, Texas 77042

October 12, 1989

**HEADQUARTERS:**

2925 Briarpark Dr.  
Suite 610  
Houston, Texas 77042

**WHITE PLAINS:**  
Hangar "D-3," 2nd Floor  
Westchester County  
Airport  
White Plains, N.Y. 10604

**CANADA:**  
Air Routing International  
Corporation (Canada)  
Toronto, Ontario

**OPERATIONS:**

**HOUSTON:**  
Phone: (713) 977-1020  
Toll Free: (800) 831-5787  
Telex: 6868813  
Telefax: (713) 787-8716  
BIA: HOUGOOL  
AFTN: KHOUAROG  
AIRNG: HOUGOOL

**WHITE PLAINS:**  
Phone: (914) 328-9061  
Toll Free (outside New  
York State):  
(800) 484-3118  
Toll Free (inside New  
York State):  
(800) 647-4208  
AIRNG: HPIVDCOL  
AFTN: KPIVVARCO  
Telefax: (914) 328-9635

**WILKENS WEATHER  
TECHNOLOGIES DIVISION  
HOUSTON:**  
Phone: (713) 977-0800  
Toll Free: (800) 831-5787  
Telex: 6868813  
Telefax: (713) 787-8716  
BIA: HOUGOOL  
AFTN: KHOUAROG  
AIRNG: HOUGOOL

Mr. Bob Fishman  
Hexmeter Aviation  
Honolulu International Airport  
98 Kapelulu Place  
Honolulu, HI 96819

Dear Bob:

As we agreed during your last visit to Houston, Air Routing International will take over the administration of Hangar 22 at Gander International Airport as of October 15, 1989.

Air Routing International will be responsible for all the hangar expenses, including the salaries of the current employees.

I have requested a final accounting from Tom for the Hangar expenses from the start to October 13, 1989. When I have an estimate of such expenses, I would like to set up a payment schedule of 12 equal installments over a 12 month period starting on December 1, 1989. Should the Hangar be sold, Air Routing will pay Hexmeter the remaining balance immediately upon funding of the sale.

I will be in Gander on Monday, October 16th to receive the hangar.

We look forward to a continuing relationship with Hexmeter Aviation and we would like to thank you and your staff for all the help you have provided us throughout the years.

Sincerely,

Rodolfo H. Fabra  
President

RHF/saf

The sale of Hangar 22 to Newfoundland and Labrador government did not happen. ARI now had the responsibilities of managing the hangar which of course included expenses. What was considered an asset was now becoming a grand liability. They needed to find a new buyer.

After a brief search they came together with Gerry Pritchett of Gander Aviation. The new price was not in the millions but closer to their original purchase price. Gander Aviation which was originally incorporated in 1958 developed new entities to operate Hangar 22. General Aviation

Terminal was set up on November 10, 1989 and Ventures International Corporation was set-up on November 16, 1989 with Connie Pritchett and Gerry Templeman as Directors for both.

Gander Aviation's plan was to operate an FBO from Hangar 22. Gerry Pritchett was concerned that ARI brought Hemmeter Aviation to Gander and it would be more difficult to develop another FBO with them in place.

ARI was fine with HA remaining when it was a sale for \$2,000,00 but now it became an issue.

About this time, Bob Fishman (HA) was planning to take on a new position with Mercury Air Group in Los Angeles. With Bob's departure, I took on the role of Executive Vice President and the leadership of the aviation division of Hemmeter Corporation.

Rudy Fabre of ARI asked if I would come to Houston to talk about our continued relationship with handling their business in Hawaii as well as Gander. I made arrangements to travel from Honolulu to Houston with hotel accommodations at the Westin Galleria. Upon my arrival at the hotel, I received a message that the meeting was cancelled. I called ARI to see what was going on and without any explanation they stated they could not see me at this time. I returned to Honolulu. A couple of weeks later, another call to meet. I requested they come to Honolulu. ARI said it would cost more for their group to come to Honolulu than for me to come back to Houston. I said I would compromise and meet them on the west coast. They could choose the location. We agreed to meet in Los Angeles. When I arrived at the designated hotel, I received a message that the meeting was cancelled once again. I returned to Honolulu.

Third time is a charm? Not exactly but a third meeting was scheduled. After many apologies, they requested my attendance at the ARI board meeting in Houston. The board consisted of but not limited to Rudy Fabre, Tom Bolousik, Richard Wikens, Jean-Guy Moore (Canada) and Steve Lercel. Upon my arrival at 2925 Briarpark Drive in Houston, I was told that the board meeting was in session and I will be called on shortly. After about 30 minutes or so, I was called in.

I was still unclear exactly what the meeting would entail. HA was still handling ARI's business in Hawaii and Gander, so it was important to maintain the best relationship even though it was strained by various events already stated. The meeting started with the usual niceties but quickly turned into an ambush. Rudy stated that he has become aware of certain improprieties of our Gander operations. Claiming fraudulent name changes on official lease documents and that Geoff Tucker of Gander is implicated as well. He gave me an ultimatum, leave Gander immediately or he will turn over his findings to the RCMP and we will face criminal charges, "ARI invited Hemmeter to Gander, we are now uninviting you".

I knew that HA had done nothing wrong but told them I needed to talk with my superiors at Hemmeter Corporation. I called Diane Plotts, second in command at the corporate level, and my immediate superior and discussed the meeting. She asked what I wanted to do. I stated we had taken many months to develop a great operation. We have spent a great deal of money and we are finally seeing the rewards of our efforts... the team's efforts. I wanted to continue in Gander. She said "Then, let's do that".

With Hemmeter Corporation's full support, I returned to the board room and told ARI that HA was staying in Gander. I agree that ARI invited HA to Gander but after many months of developing



the FBO and the expenditures incurred in the process... ARI is not in the position to uninvite HA. Rudy Fabre totally lost his cool, so much so he took his shoes off and threw them at me. He informed me that I was making a great mistake and will regret it. I could not believe I made three trips to finally receive such drama and bogus innuendos. I left and returned to Honolulu.

In April 1990, a company from Japan had shown interest in acquiring Hemmeter Aviation which would include the Gander operations. Hemmeter was not soliciting for sale, but when an offer was made for more than twice the current value, Chris Hemmeter took it seriously.

As the due diligence progressed, I traveled to Gander to bring the staff and support companies up to date of pending sale. I stated that based on my communications with potential buyer not much should change. I would continue to oversee the management of the various operations in Hawaii and Gander but with an increase financial commitment. Most seemed to take the news well. Irving Oil, a relationship we had been developing for many months, expressed that if I continued to oversee operations, they felt comfortable moving forward with our plans for the future.

Within a couple of months, HA was sold to Century Aviation. Even though the agreement dictated my continue employment and management of operations, by the end of July, I was released from Century Aviation.

Century Aviation (CA) clearly did not understand the business they purchased, and the Gander operations did not fit with their goals, which were primarily in the Pacific. (see Dean Culls letter of 9/21/90 posted) This was good news for both ARI and Gander Aviation. ARI developed a renewed relationship with what was once Hemmeter Aviation, and it was not to long after that Century Aviation turned its operations over to ARI. A new entity was incorporated in 1994, Century Aviation International Corp with Directors being established as Connie Pritchard and Gerry Templeman.

After the sale of Hemmeter Aviation, ARI continued with their quest to regain the leasehold properties from Transport Canada that were originally held by HA. They passed their theory of fraud and conspiracy on to the RCMP where an investigation was conducted, and charges filed against Geoffrey Tucker.

At this time, I am no longer employed by Hemmeter Corporation but became aware of the pending litigation against Tucker. ARI pushed the narrative that Tucker and HA conspired to have official Transport Canada documents changed to the benefit of HA. Even though I was clear that no wrongdoing occurred, I was not convinced that a trial could not put Tucker in some peril.

I contacted Hemmeter Corporation to discuss my concerns. I felt that if Tucker were convicted of fraud that ARI and or the RCMP would continue to push that narrative to implement HA. After further meetings with Hemmeter Corporation and their attorneys it was agreed they would contact Tucker's council in Newfoundland to find out more. Those phone calls ultimately had me having long discussions with Wayne Dymond the barrister that was defending Geoffrey Tucker. I agreed that I would come to Gander and testify at the trial.

I remember as the trial began, many individuals from Gander were called to testify. Dean Cull who was the station manager for Hemmeter Aviation (Century Aviation) as well as a good friend

called me to discuss his pending testimony. I did not indicate in any way that I was also coming to the Gander courthouse. I also did not answer various questions that Dean asked which made him possibly question our friendship. I was being over cautious about my attendance at the trial. I felt terrible about our conversation but would reconcile when I see him.

The HA attorneys were concerned that if the RCMP new of my arrival beforehand that they could call me as their witness instead of for the defense. That could change how answers to questions could be entered into the record. They even asked me to enter Canada under a different name to avoid detection. A foolish request which I squashed immediately. I told them that I would not fly my usual route of Honolulu-Toronto-Halifax-Gander but would travel to Vancouver and then cross Canada and onto St. John, Newfoundland. I would hold up in my hotel room and wait for the appropriate time to arrive in Gander. I was in the hotel for a few days and got word to drive to the courthouse and come in the backdoor at precisely the specified time.

I was indeed the witness that no one expected. I was on the stand for quite a while answering questions from both the prosecution and defense. The information that I was able to pass on before and during trial was certainly important and believed it helped in the acquittal of all charges against Geoffrey Tucker. (see attached decision from Supreme Court of Newfoundland trial 1991 No. G-183 / Justice Gordon G. Easton)

I write about Gander to give a little perspective about how Hemmeter came to Gander and the unfortunate circumstances that came about to keep our team from reaching our goals. I am not trying to disparage any individuals with my story above but tell it as clearly as possible so the reader can understand the why's. I mention that there was a **draft** business plan because I had a document that was prepared and spelled out intent and direction, but I never saw a signed agreement between both parties (ARI/HA). With multiple individuals involved with the decision making and many cooks in the kitchen, one could understand how misunderstandings could occur. I was the guy that was tasked to make it all work. I recognized that HA paid ALL the money to make this project successful and with that I needed to protect that investment while understanding the intent of the draft business plan. I was personally looking forward to the day that HA was operating exclusively from Hangar 22 including the name... General Aviation Terminal above the doors.

Some years later, Irving Aviation Services became the FBO of choice in Gander. This was the outcome of the plan that Dean Cull and I had been working on for months. Hemmeter offered to increase the volume of Irving fuel at Gander through its upscale FBO. Our frequent trips to Saint John, NB to discuss the future had ultimately put us in the office of the Irving elders. They wanted to not only work with us in Gander but wanted us to consider Goose Bay and St. John's. After my departure from Hemmeter (and Century), I talked with Irving and they were disappointed with current owners and if they were not going to move forward with the plan, they would consider doing it themselves. And they did just that.

I will always remember when we first went to Gander, I had spoken to John Adel, Managing Director at Universal Weather & Aviation who stated that we were crazy to go Gander. He said "The aircraft are on the ground for only 20 minutes. They do not need service just fuel". I replied, "Then they will get 20 minutes of exceptional service with fuel".

Hemmeter Aviation may have not lasted long in Gander but certainly long enough to change how aircraft were serviced. For that I am proud of what we were able to accomplish. I am immensely proud of the staff at Hemmeter Aviation International.

As I continue to write about my over 50 years in aviation, I have always had a special interest in my time in Gander, Newfoundland. The incredible friends that I made during those few years have been friends for life. Dean and Stephanie Cull are just two of those special individuals.

Years after my time in Gander, I came to reconcile with Air Routing International and we talked about those days and the only disagreement was... who was going to buy the next round.

*Tom Anusewicz*