

**Raytheon**

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To Whom It May Concern,

I write this letter on behalf of Dave Norris, FAR Part 135 expert and Director of Training for Raytheon Aircraft Charter and Management.

Aside from being our Company's training manager for over 100 pilots and being highly experienced in what it takes to effectively train aircrews to the Part 135 standard, Dave Norris is one of the most professional individuals with whom I have ever worked. He is extremely customer service oriented, highly effective in dealing with people, and exceptionally knowledgeable of various automated system capabilities which are used in developing schedules and training crewmembers. He is also my expert on interpreting and implementing Part 135 rules and regulations. Additionally, he is a superb platform instructor, teaching pilot crewmembers a very detailed ground training curriculum which is required before qualifying to fly revenue-generating trips. He has a very unique talent when it comes to teaching, that is, no matter how tedious or bland the training requirement might be, he makes it interesting. He has a story to tell to emphasize all of the major points of instruction.

Dave Norris has done an outstanding job overseeing crewmember training schedules, ensuring that no pilot experiences a lapse in currency or Part 135 qualification—not an easy task considering our overall heavy aircrew flying commitments and frequent short-notice changes in aircraft owner travel plans. He has also been superb in effectively tracking formal Part 142 aircrew training costs which have helped our accounting department ensure accurate billing of our customers. Furthermore, he has provided much needed assistance in effectively implementing our Company safety program. In brief, his high professional standards and overall reliability have been crucial to Raytheon's overall ability to execute quality charter operations and ensure regulatory compliance.

Sincerely,

  
Bob Kaufman  
Director of Operations