

RE: Letter of Recommendation

To Whom It May Concern:

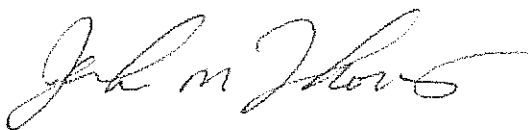
This letter is on behalf of David Norris who is a person that I have had the pleasure of knowing and working with over the last few years. David is a person whom I would describe as a very dedicated and knowledgeable in matters related to aviation training and regulations. Working in a flight operations department, it was always nice to know that I could have someone that was involved in the training of the flight crews and knowing that the information that the crews were told was in fact the latest and up to date information. David is someone who is always striving to do the best that anyone can expect and can be counted on as being a "go-to" person.

I would highly recommend David Norris for any positions that you may have within your company. He is someone I would consider very adaptable and is a very quick learner. With David's abilities to pick up information quickly and be able to disseminate it to those in need, he is a very valuable employee.

Working for both Raytheon Travel Air and Raytheon Aircraft Charter & Management, I got to see not only the end result of David's work, I got to be involved first hand with the training programs that David put together. I was able to learn a lot from David and would only wish him the best. I know that if you were to count on him, you would not be disappointed.

If you have any questions, or would like to contact me please feel free to do so. You may reach me at work at (303) 792-4020 or on my cell phone at (316) 258-5831.

Sincerely,



John M Thornton

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