



## **NATIONAL TRANSPORTATION SAFETY BOARD**

Office of Aviation Safety  
Washington, D.C. 20594

March 17, 2016

### **Attachment 2 – FXE Interview Transcripts**

# **OPERATIONAL FACTORS**

**CEN16MA036**

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NATIONAL TRANSPORTATION SAFETY BOARD

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 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 :  
 ----- :

INTERVIEW OF: NABIL ZITOUNI

Wednesday,  
December 2, 2015

Banyon Aviation  
Ft. Lauderdale Executive Airport  
Ft. Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB

## APPEARANCES:

On Behalf of the Interviewee:

CHRISTOPHER JAHR, ESQ.  
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On Behalf of ExecuFlight:

DONNIE SHACKLEFORD

On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference

1 P-R-O-C-E-E-D-I-N-G-S

2 (Time not disclosed)

3 MR. LAWRENCE: Okay. I'm going to put this  
4 here. All right. Good morning. My name is Captain  
5 David Lawrence, and I'm an investigator from the  
6 National Transportation Safety Board. I'm the  
7 Operations Group chairman for the ExecuFlight Hawker  
8 accident that occurred in Akron, Ohio last month.

9 My role here is to learn what I can about  
10 the accident so I can assist in the investigation, and  
11 hopefully we can prevent this from reoccurring again.  
12 As part of our process, we invite parties to  
13 participate in the investigation to provide us  
14 technical expertise.

15 For this particular group, we have myself,  
16 the NTSB, Sean Etcher with the NTSB. He's an  
17 Operations Group investigator. We have ExecuFlight,  
18 Textron, and the FAA. Right now, I'll just kind of go  
19 around the room and have everybody introduce themselves  
20 and provide what their affiliation is. Sean?

21 MR. ETCHER: Good morning. I'm Sean Etcher  
22 with the NTSB.

23 MR. JAHR: I'm Christopher Jahr with the  
24 Wicker Smith Law Firm.

25 MR. SHACKLEFORD: Donnie Shackelford,

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1 Captain of the Hawker for ExecuFlight.

2 MR. ZITOUNI: Nabil Zitouni, First Officer  
3 of Hawker, ExecuFlight.

4 MR. LAWRENCE: On the phone?

5 MR. DRAGO: Yes, John Drago with the FAA.  
6 I'm an operations inspector, and my role here is  
7 certainly to support the NTSB in determining a cause of  
8 the accident.

9 MR. LAWRENCE: Great, thank you very much,  
10 John. Even though we talked about this earlier, and  
11 you're welcome to have one representative of your  
12 choice. Is Chris who you choose?

13 MR. ZITOUNI: Yes.

14 MR. LAWRENCE: Okay, great. As part of this  
15 process, I'm going to record the interview. We'll have  
16 a transcription made later that will eventually become  
17 part of the factual record. The audio will not be part  
18 of the docket, the public docket. Right now, really,  
19 that's about it. Do you have any questions, Nabil?

20 MR. ZITOUNI: No, sir.

21 MR. LAWRENCE: Okay. Couple of things. I'm  
22 just going to take a few notes as we type, okay? So I  
23 apologize if I ask a question and I, we're not making  
24 eye contact.

25 MR. ZITOUNI: You do what you have to do.

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1 MR. LAWRENCE: I got it. Thank you very  
2 much. And so if you don't understand a question that I  
3 ask, you know, ask me to repeat it. Okay?

4 MR. ZITOUNI: I will.

5 MR. LAWRENCE: There is, you know, we're  
6 trying to be as transparent as possible, and I'm not  
7 trying to, you know, trip anybody up. I'm just trying  
8 to learn from you, and since this accident occurred and  
9 you're one of the pilots that obviously flew with one  
10 of the crew members and flew the accident airplane or  
11 Hawker series, that's why we want to talk to you.  
12 Because we want to learn from you.

13 MR. ZITOUNI: Okay.

14 MR. LAWRENCE: Okay. Great. Any questions,  
15 Nabil?

16 MR. ZITOUNI: No, not really.

17 MR. LAWRENCE: Great. If I can get your,  
18 just standard stuff to start with. If I can get your  
19 full name and your age.

20 MR. ZITOUNI: Nabil Zitouni.

21 MR. LAWRENCE: Can you spell it?

22 MR. ZITOUNI: And 55 years old.

23 MR. LAWRENCE: Okay. If you could spell it,  
24 because we have a tape, so that --

25 MR. ZITOUNI: N-A-B-I-L, Z-I-T-O-U-N-I.

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1 MR. LAWRENCE: Okay, great. Fifty-five  
2 years old. And what's your current title with  
3 ExecuFlight?

4 MR. ZITOUNI: First Officer on the Hawker  
5 series.

6 MR. LAWRENCE: Hawker series. Great. And  
7 when were you hired at ExecuFlight?

8 MR. ZITOUNI: In about 2013.

9 MR. LAWRENCE: In 2013. Great. Standard  
10 questions. What certificates and type ratings do you  
11 hold?

12 MR. ZITOUNI: I have a ATP, I have a type  
13 rating in a Westwind, and a SIC 135 Hawker 700, 800.

14 MR. LAWRENCE: Okay. And medical  
15 certificate?

16 MR. ZITOUNI: First Class.

17 MR. LAWRENCE: Limitations?

18 MR. ZITOUNI: Glasses. I need to wear  
19 glasses and that's it.

20 MR. LAWRENCE: Yes.

21 MR. ZITOUNI: And it's not valid for any  
22 other, when it expires, I can go into Second Class  
23 because I have a letter of authorization.

24 MR. LAWRENCE: Okay. Is it reverted to a  
25 Second Class right now?

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1 MR. ZITOUNI: No.

2 MR. LAWRENCE: Okay.

3 MR. ZITOUNI: No, no, no. I always keep a  
4 First Class, but if I find it.

5 MR. JAHR: But that, we'd consider a special  
6 issuance, I think.

7 MR. ZITOUNI: Yes, special issuance. Must  
8 wear corrective lenses. Not valid for any class after  
9 it expires.

10 MR. LAWRENCE: Got it. Okay. Great. And  
11 what, and what aircraft do you fly for ExecuFlight?

12 MR. ZITOUNI: You want the tail numbers?

13 MR. LAWRENCE: Just the types.

14 MR. ZITOUNI: Hawker 800 and Hawker 700.

15 MR. LAWRENCE: Okay. You have a Westwind  
16 type. Do you fly the Westwind?

17 MR. ZITOUNI: No, not anymore.

18 MR. LAWRENCE: Okay. Okay. Nabil, this is,  
19 just, estimate it, as far as flight time, because we  
20 always ask pilots, generally what is your flight time.  
21 So this doesn't have to be, you know your flight --

22 MR. ZITOUNI: Around 6,800.

23 MR. LAWRENCE: Okay, 6,800 total time?

24 MR. ZITOUNI: Yes.

25 MR. LAWRENCE: How much time in the Hawker

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1 series?

2 MR. ZITOUNI: About 500.

3 MR. LAWRENCE: And of that 500, on the Dash  
4 700, how much?

5 MR. ZITOUNI: I'd say about 300 on the 700.

6 MR. LAWRENCE: Okay, so roughly half the  
7 time.

8 MR. ZITOUNI: Maybe more. Maybe like two  
9 thirds.

10 MR. LAWRENCE: Okay. Great. So, and how  
11 long have you been flying the Hawker?

12 MR. ZITOUNI: Since January of this year.

13 MR. LAWRENCE: That's when you were typed?

14 MR. ZITOUNI: Yes.

15 MR. LAWRENCE: Great. And I always ask the  
16 guys their background, so what I want is, you know,  
17 just a CliffsNotes version of your background. Tell me  
18 how you came to become flying with ExecuFlight.

19 MR. ZITOUNI: Oh.

20 MR. LAWRENCE: Just a short, condensed  
21 version of Nabil's flying time, your experience.

22 MR. ZITOUNI: Well, I was a flight  
23 instructor for many years. That's how I started. I  
24 did ferry flights for an airplane broker, South  
25 Carolina. And I started flying a 135 with the King Air

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1 200. And then I went to a Westwind in 2005. I lost my  
2 job due to a medical condition in 2011. I didn't fly  
3 from 2011 to 2013. I got hired by ExecuFlight to fly  
4 their Westwind.

5 MR. LAWRENCE: Good.

6 MR. ZITOUNI: And then, now I'm upgrading to  
7 the Hawker.

8 MR. LAWRENCE: Great. Great. Thanks.  
9 Great condensed version. Appreciate it. My understand  
10 was that you had had the opportunity to fly with Oscar  
11 on occasion.

12 MR. ZITOUNI: Yes.

13 MR. LAWRENCE: Okay. How often did you fly  
14 with him?

15 MR. ZITOUNI: Only flew the empty legs, good  
16 weather, from the right seat. So it depend, when we  
17 reposition, or when we had a new passenger. I didn't  
18 fly with passenger on board. Only empty, repositioned  
19 legs.

20 MR. LAWRENCE: Why is that?

21 MR. ZITOUNI: For safety, I guess.

22 MR. LAWRENCE: Was that his choice, or is  
23 that a company procedure?

24 MR. ZITOUNI: It's more like your company  
25 procedure.

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1 MR. LAWRENCE: It's the company's?

2 MR. ZITOUNI: Yes.

3 MR. LAWRENCE: Okay. Okay. Is it written  
4 anywhere that the First Officers don't fly with  
5 passengers on board?

6 MR. ZITOUNI: No.

7 MR. LAWRENCE: Okay. How often did you and  
8 Oscar have an opportunity to fly together?

9 MR. ZITOUNI: At first, quite a bit. I'd  
10 say I did probably 70 percent of those flights.

11 MR. LAWRENCE: Okay. Do you recall the last  
12 time?

13 MR. ZITOUNI: Yes, sir. It was November 10,  
14 a Sunday, November 10, 2015.

15 MR. LAWRENCE: November 3rd?

16 MR. ZITOUNI: Ten.

17 MR. LAWRENCE: Tenth. All right. 2015,  
18 this year?

19 MR. ZITOUNI: Yes. Two days before the  
20 crash.

21 MR. LAWRENCE: Okay. Did you fly with him  
22 in the Westwind?

23 MR. ZITOUNI: No.

24 MR. LAWRENCE: I'm sorry, the Hawker?

25 MR. ZITOUNI: The Hawker.

1 MR. LAWRENCE: Okay.

2 MR. ZITOUNI: The 227 Whiskey Romeo.

3 MR. LAWRENCE: Okay. Okay. Just, in your  
4 own words, can you kind of describe him as a pilot, you  
5 know, tell me what he was like to fly with, his skills  
6 and how he was, he handled his cockpit as Captain?

7 MR. ZITOUNI: But he was just like your  
8 (inaudible). I mean --

9 MR. LAWRENCE: I'm sorry?

10 MR. ZITOUNI: Just like your regular pilot.

11 MR. LAWRENCE: Regular pilot.

12 MR. ZITOUNI: But he did all his checks, his  
13 checklist, use a checklist, briefing, just a standard  
14 pilot. He knew quite a bit about the system of the  
15 plane, and he could land that plane. He was pretty  
16 steady on his landings.

17 MR. LAWRENCE: Okay. Did you ever have an  
18 opportunity to fly in bad weather with him?

19 MR. ZITOUNI: Yes.

20 MR. LAWRENCE: Describe that.

21 MR. ZITOUNI: Flew, the last one I remember,  
22 we flew an ILS into PDK.

23 MR. LAWRENCE: Where?

24 MR. ZITOUNI: PDK. Peachtree --

25 MR. LAWRENCE: Oh, Peachtree?

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1 MR. ZITOUNI: -- DeKalb in Atlanta.

2 MR. LAWRENCE: Okay.

3 MR. ZITOUNI: And we just, it was just a  
4 routine ILS. We brought down 800 feet, runway in  
5 sight, there was no issues.

6 MR. LAWRENCE: Okay. Did you ever shoot a,  
7 or conduct a non-precision approach with Oscar?

8 MR. ZITOUNI: Yes.

9 MR. LAWRENCE: Can you, do you recall the  
10 last time?

11 MR. ZITOUNI: Yes, it was in Macon, Georgia,  
12 coming back from Denver. And something, the tower was  
13 closed. It was Macon, Georgia, so it was closed, it  
14 was at night. And no issues, something. Just a  
15 standard procedure. Everything was normal.

16 MR. LAWRENCE: Do you recall what kind of  
17 approach that was?

18 MR. ZITOUNI: I think it was a GPS. I'm not  
19 sure, but I think it was a GPS. A GPS approach.

20 MR. LAWRENCE: Okay.

21 MR. ZITOUNI: I can look it up if you give  
22 me a break or something. I can look into it.

23 MR. LAWRENCE: No, that's okay. That's  
24 okay. Now, I'm at a little disadvantage here because  
25 I've asked for the SOPs, but I haven't received those

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1 from the company, so for a GPS approach in the Hawker -  
2 -

3 MR. ZITOUNI: Yes, sir.

4 MR. LAWRENCE: Is that a step-down approach?  
5 In other words, you are flying it by GPS, but  
6 laterally, but vertically you do step-downs in descent?

7 MR. ZITOUNI: Yes. Yes.

8 MR. LAWRENCE: Okay. So that's what you did  
9 that night in Macon, Georgia?

10 MR. ZITOUNI: Yes. Just, as you pass a re-  
11 fix in the setup (inaudible).

12 MR. LAWRENCE: All right. I'll ask a little  
13 bit more about the non-precision approach procedures  
14 later, but I want to come back to when he flew all of  
15 the legs with passengers.

16 MR. ZITOUNI: Yes, sir.

17 MR. LAWRENCE: Or the Captain would.

18 MR. ZITOUNI: Yes, sir.

19 MR. LAWRENCE: Did Oscar also? Was he one  
20 of the ones that would also adhere to that, where he  
21 flew all the legs with passengers, and you would only  
22 fly the empty legs or return legs?

23 MR. ZITOUNI: Yes, sir.

24 MR. LAWRENCE: Okay. So, if you can  
25 estimate how many times you got to land the airplane as

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1 First Officer, I mean, maybe like 10 percent of the  
2 time? 20 percent of the time? Just a guesstimate. I'm  
3 trying to figure out how many times you're actually  
4 flying the airplane versus Oscar flying the airplane.

5 MR. JAHR: I mean, I wouldn't know.

6 MR. ZITOUNI: Twenty-five percent?

7 MR. JAHR: I wouldn't say -- it'd be --

8 MR. LAWRENCE: That's your guess. No, he  
9 can't answer for you, but --

10 MR. JAHR: Yes.

11 MR. ZITOUNI: No, I was just looking at him.  
12 Yes, about 25 percent of the time.

13 MR. LAWRENCE: Okay, so about 20, a quarter  
14 of the time, you're flying the airplane empty. So you  
15 can -- with an opportunity for you to --

16 MR. ZITOUNI: Yes.

17 MR. LAWRENCE: Okay.

18 MR. ZITOUNI: I mean, because it's not good  
19 to fly empty.

20 MR. LAWRENCE: All right. Did you fly with  
21 any other Captains at ExecuFlight? Was it the same  
22 thing? Yes. Okay. You've got to say it because --

23 MR. ZITOUNI: Oh. Donnie Shackelford.

24 MR. LAWRENCE: Okay.

25 MR. ZITOUNI: And Rich Rivudo.



1 MR. LAWRENCE: Okay. Did Rich --

2 MR. ZITOUNI: And Danny Lewkowicz.

3 MR. LAWRENCE: Okay. All on the Hawker?

4 MR. ZITOUNI: On a Hawker. I flew all, yes,  
5 that's all my Captains.

6 MR. LAWRENCE: All right. Was this a  
7 similar procedure, or process, where they would fly all  
8 of the --

9 MR. ZITOUNI: Yes. Oh, yes.

10 MR. LAWRENCE: Passenger --

11 MR. ZITOUNI: Yes. That would be, yes.

12 MR. LAWRENCE: Okay. So what Oscar was  
13 doing was just the standard --

14 MR. ZITOUNI: Yes. Yes. Did it with Rich,  
15 with Donnie, and Danny.

16 MR. LAWRENCE: Okay. Great. Did you and  
17 Oscar ever talk to each other outside of work?

18 MR. ZITOUNI: Yes. Oh, yes.

19 MR. LAWRENCE: Okay. Tell me about that.

20 MR. ZITOUNI: Well, you know, I mean, you're  
21 a captain, you know. But we, when we didn't fly, we  
22 went to hotels together, we ate together. I mean,  
23 regular stuff. So you, I don't, what do you want me to  
24 tell you? What we talked about or?

25 MR. LAWRENCE: Well, I'm curious if, did any

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1 of your conversations, did Oscar ever have any concerns  
2 going on in his family, his friends? Did he have any  
3 concerns?

4 MR. ZITOUNI: No, he was very in love with  
5 his son. That was, he live in Colombia. I mean, he  
6 loved that kid. But he saw him quite often, because  
7 the kid would come here or he would go there to visit.  
8 No, nothing that I'm aware of.

9 MR. LAWRENCE: Okay. Did he express any  
10 concerns about the company?

11 MR. ZITOUNI: Like every pilot, you know,  
12 they're always complaining. Or they say the whine  
13 don't stop after the engine quit. So, you know, that's  
14 standard procedure. You know, the schedule, day off  
15 and stuff, so everybody complains.

16 But, you know, nothing that, you know,  
17 wanted him to quit. You know, stuff like that. Yes,  
18 everybody complains. I mean, I don't know. You guys  
19 probably complain about your work, even though you,  
20 it's probably a good one.

21 MR. LAWRENCE: Okay.

22 MR. ETCHER: I think we all do.

23 MR. ZITOUNI: All do. It's human nature.

24 MR. LAWRENCE: You said that, you know, he  
25 had concerns, or he expressed some concerns to you

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1 about days off. Any other things that --

2 MR. ZITOUNI: Everyone, we all do. We all  
3 do, yes.

4 MR. LAWRENCE: Okay. Okay.

5 MR. ZITOUNI: We all do. It's not a, that's  
6 a regular procedure.

7 MR. LAWRENCE: You eluded to this earlier  
8 when you were kind of describing him. Did Oscar, did  
9 he follow procedures?

10 MR. ZITOUNI: Yes, sir.

11 MR. LAWRENCE: Did you ever observe him in  
12 any of your flights, act contrary to the company  
13 procedures --

14 MR. ZITOUNI: No.

15 MR. LAWRENCE: -- or regulations?

16 MR. ZITOUNI: No.

17 MR. LAWRENCE: Okay. Did you know the First  
18 Officer, Renato?

19 MR. ZITOUNI: No, sir. I met him twice, and  
20 he, let's see, I met him twice, I don't know him at  
21 all. I didn't fly with him, and he was just hired in  
22 June, so I don't --

23 MR. LAWRENCE: All right. Okay. I'm going  
24 to tap into a little bit about your experience specific  
25 to ExecuFlight, this company. How are guys scheduled

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1 at this company?

2 MR. ZITOUNI: It's on demand. So we have no  
3 schedule. We are on-call 24/7, unless we have set days  
4 off.

5 MR. LAWRENCE: How many set days off do you  
6 have?

7 MR. ZITOUNI: Whatever you want to take. So  
8 they are pretty, if I'm asked with it, if you need days  
9 off, they give you days off. But you have to put your  
10 days off on the schedule, so you're not flying.

11 MR. LAWRENCE: Is there a minimum number of  
12 days off or a maximum?

13 MR. ZITOUNI: Thirteen per quarter you can,  
14 thirteen per quarter.

15 MR. LAWRENCE: Okay. So you can move those  
16 days wherever you need them in a quarter.

17 MR. ZITOUNI: Yes. They, and then if you  
18 need more, you have a doctor appointment, you have, I  
19 don't know, your daughter recital or something, you can  
20 work with our Chief Pilot or dispatch. They are  
21 committed to you.

22 MR. LAWRENCE: Okay. Did you ever have any  
23 difficulties, I know you haven't been here that long,  
24 but any difficulties in getting the days off that you  
25 wanted?

1 MR. ZITOUNI: I don't get days off.

2 MR. LAWRENCE: Excuse me?

3 MR. ZITOUNI: I mean, I get days off when I  
4 don't fly. When on the schedule, I don't request for  
5 set days off that much, so I never had, no. To answer,  
6 no, I don't.

7 MR. LAWRENCE: Okay. Well, then how many  
8 days are, do you fly per month?

9 MR. ZITOUNI: Between, depend on how busy we  
10 are. Between 10 and, I'd say, 16, 17 days a month.  
11 Depending how busy we are.

12 MR. LAWRENCE: Okay.

13 MR. ZITOUNI: So they give you a lot of time  
14 off.

15 MR. LAWRENCE: Yes.

16 MR. ZITOUNI: That's, I'm answering your  
17 question?

18 MR. LAWRENCE: Yes. I know. I understand.  
19 Do you guys have a training contract?

20 MR. ZITOUNI: Training contract? I mean, I  
21 don't have one. I know I don't have one. I don't know  
22 about, when I started, I had one with the Westwind, but  
23 at this time, I don't have one. I don't know if other  
24 people have. I'm talking about me, okay?

25 MR. LAWRENCE: Okay.

1 MR. ZITOUNI: I don't know.

2 MR. LAWRENCE: You just answered my next  
3 question. Thank you. And I understand ExecuFlight has  
4 a group of people or several people that they term  
5 dispatchers.

6 MR. ZITOUNI: They're not really  
7 dispatchers.

8 MR. LAWRENCE: Right. Now how would you  
9 describe them?

10 MR. ZITOUNI: We call them dispatch, but  
11 they're basically, they're sales people, and they help  
12 us with some of the, like, customs, they help them with  
13 customs, stuff like this, hotel reservations sometimes.  
14 Just fuel authorization.

15 MR. LAWRENCE: Okay.

16 MR. ZITOUNI: But they are not, they don't  
17 help us with the flying parts of the trips. Okay?

18 MR. LAWRENCE: Okay. That's kind of leads  
19 to my next question. Do they have any role as far as  
20 flight planning?

21 MR. ZITOUNI: No.

22 MR. LAWRENCE: Weight and balance or  
23 weather?

24 MR. ZITOUNI: No, no. That's all is the  
25 Captain responsibility.

1 MR. LAWRENCE: All right. So we mentioned  
2 about flight plans. Who files, you just eluded to it,  
3 but so who files the flight plans for the flights?

4 MR. ZITOUNI: Generally it's the Captain.  
5 The Captain fly his flight plan.

6 MR. LAWRENCE: Okay.

7 MR. ZITOUNI: Files his flight plan.

8 MR. LAWRENCE: How does he do that?

9 MR. ZITOUNI: FltPlan.com.

10 MR. LAWRENCE: Okay.

11 MR. ZITOUNI: We have a company login, and  
12 we go in there.

13 MR. LAWRENCE: Okay. What about weather  
14 briefings?

15 MR. ZITOUNI: We do everything NOAA. Our  
16 FltPlan.com, whatever is approved in the SOP.

17 MR. LAWRENCE: Okay. So NOAA and  
18 FltPlan.com?

19 MR. ZITOUNI: Flightplan.com. Yes,  
20 flightplan.com gives you the weather too.

21 MR. LAWRENCE: Okay. What type of weather  
22 does FltPlan.com give you?

23 MR. ZITOUNI: Same thing as, you get the  
24 METAR, TAFs, and route, NOTAMs. Everything you need.

25 MR. LAWRENCE: Okay.

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1 MR. ZITOUNI: SIGMET, AIRMET.

2 MR. LAWRENCE: And is that, that's approved  
3 in the --

4 MR. ZITOUNI: Yes, in the SOP.

5 MR. LAWRENCE: Yes. Okay. In your  
6 experience flying with Oscar, is that how he handled  
7 each flight? He would go to FltPlan.com to file, and  
8 use FltPlan.com for weather?

9 MR. ZITOUNI: Weather or NOAA. National  
10 Weather Service.

11 MR. LAWRENCE: Okay. How would he get, how  
12 would he get NOAA weather?

13 MR. ZITOUNI: On a computer.

14 MR. LAWRENCE: His computer? Company  
15 computer? What --

16 MR. ZITOUNI: FBO computer. Yes. Phone.  
17 You can get it --

18 MR. LAWRENCE: Okay. Did you observe him  
19 doing that?

20 MR. ZITOUNI: Yes, sir. Yes. We printed,  
21 we print the weather. We have like a flight folder,  
22 and we print the flight plans, weather, NOTAMs, that  
23 kind of stuff.

24 MR. LAWRENCE: Okay. Was that a procedure  
25 to print that up and take it out?

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1 MR. ZITOUNI: Yes.

2 MR. LAWRENCE: And have it with you?

3 MR. ZITOUNI: Yes. I think it's even  
4 required by the, it is required by the FAA also.

5 MR. LAWRENCE: Okay. Do you know what  
6 flight following is?

7 MR. ZITOUNI: Yes, sir.

8 MR. LAWRENCE: Describe that. What is  
9 flight following?

10 MR. ZITOUNI: Flight following --

11 MR. LAWRENCE: Yes.

12 MR. ZITOUNI: From ATC?

13 MR. LAWRENCE: From a company standpoint.

14 MR. ZITOUNI: Oh, flight following from the  
15 company standpoint? So, when you, before you take off,  
16 you send a text message, doors closed, with you EFT or  
17 flight number. When you land, you send a message,  
18 doors open, to same thing, the company, with the IFT  
19 flight number to Danny, our Chief Pilot, and the  
20 salespeople.

21 MR. LAWRENCE: Okay.

22 MR. ZITOUNI: And the DO. Director of  
23 Operations.

24 MR. LAWRENCE: Okay. Did Oscar do that?

25 MR. ZITOUNI: Yes, sir.

1 MR. LAWRENCE: Okay. Was it the Captain's  
2 responsibility to do that or the First Officer?

3 MR. ZITOUNI: Yes. Yes. Yes.

4 MR. LAWRENCE: Okay. Yes.

5 MR. ZITOUNI: I mean, depending, you know,  
6 sometimes I would do it because, especially in the  
7 beginning when he started, you know. And then he got  
8 into the --

9 MR. LAWRENCE: Rhythm?

10 MR. ZITOUNI: Yes.

11 MR. LAWRENCE: Yes.

12 MR. ZITOUNI: I'm sorry.

13 MR. LAWRENCE: Got it. So that was sent via  
14 a, your personal cell phone?

15 MR. ZITOUNI: Yes, personal cell phone text  
16 message.

17 MR. LAWRENCE: Okay.

18 MR. ZITOUNI: Or WhatApps.

19 MR. LAWRENCE: Could that be emailed or was  
20 it always text?

21 MR. ZITOUNI: Text or WhatApps in, when we  
22 are overseas. I mean, international.

23 MR. LAWRENCE: And then, what did you call  
24 that?

25 MR. ZITOUNI: WhatApps.

1 MR. LAWRENCE: WhatApps?

2 MR. ZITOUNI: Yes. It's a --

3 MR. ETCHER: Is that an application or --

4 MR. ZITOUNI: Yes. Yes.

5 MR. ETCHER: There's an app for that on the  
6 iPhone, I think.

7 MR. ZITOUNI: On, yes. On everybody and,  
8 it's free.

9 MR. LAWRENCE: Okay.

10 MR. ZITOUNI: Because sometimes you don't  
11 have --

12 MR. SHACKLEFORD: The biggest thing is that  
13 saves you from having all the data roaming charges when  
14 you --

15 MR. LAWRENCE: Okay. Yes. Yes. I was  
16 going to get to that. Okay. So it's an application  
17 you have on your phone?

18 MR. ZITOUNI: Yes, sir.

19 MR. LAWRENCE: Okay. Does the company  
20 provide, or just something you just --

21 MR. ZITOUNI: It's free.

22 MR. LAWRENCE: Okay.

23 MR. ZITOUNI: Everybody can get it.

24 MR. LAWRENCE: Okay. Let me shift gears a  
25 little bit and talk, ask you a little bit about the

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1 Hawker. You got some experience. You've been flying  
2 different airplanes. How was the Hawker to fly?

3 MR. ZITOUNI: It's a very easy airplane to  
4 fly. I come from flying a Westwind, which is a very  
5 hard airplane to fly.

6 I can compare, like, the Hawker to a  
7 Chieftain or Navajo. It's a very forgiving airplane.  
8 It's, as long as you fly it within the envelope, you  
9 have no issues. I mean, I wish I started flying the  
10 Hawker before.

11 MR. LAWRENCE: Compare that, and then just  
12 to clarify, you flew the 700 and the 800?

13 MR. ZITOUNI: Yes, sir.

14 MR. LAWRENCE: Okay. Tell me the difference  
15 between the two.

16 MR. ZITOUNI: 700 is like your station  
17 wagon, and a 800 is more race car.

18 MR. LAWRENCE: That's good.

19 MR. ZITOUNI: It's a better performance.

20 MR. LAWRENCE: Okay. 800 had better  
21 performance?

22 MR. ZITOUNI: Yes.

23 MR. LAWRENCE: Tell me about the cockpit and  
24 what you had available as a pilot, in front of you in  
25 the cockpit. The difference between the 700 and the

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1 800.

2 MR. ZITOUNI: The only difference between  
3 the two is that we have, I don't know how to call it,  
4 can you help me?

5 MR. ETCHER: Are you asking about the  
6 accident airplane versus the 800?

7 MR. LAWRENCE: I'm saying 700 and 800  
8 generally. I'm going to get down to the --

9 MR. SHACKLEFORD: Don't look at me. I'm,  
10 he's asking you.

11 MR. LAWRENCE: Do you know the different --

12 MR. ZITOUNI: Yes.

13 MR. LAWRENCE: Generally, what were the  
14 differences in the cockpit. Think about (inaudible)  
15 and --

16 MR. ZITOUNI: Yes. I'm looking for the  
17 word. Can you help me with a word? Just a word.

18 MR. LAWRENCE: What are you trying to  
19 describe?

20 MR. ZITOUNI: The --

21 MR. SHACKLEFORD: Don't tell him what you  
22 think about him.

23 MR. ZITOUNI: Okay. About him? You don't  
24 know. No, the only difference is, like, a 700 is all  
25 analog, just steam gauges and stuff like this. The 800

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1 has got a --

2 MR. ETCHER: EFIS?

3 MR. ZITOUNI: Digital, no, it's not EFIS.

4 It's just a digital, altitude indicator with whole  
5 bunch of information, so you don't have to scan as  
6 much. You know, for your speed, your rate of climb and  
7 stuff like this.

8 When the 700 is just a traditional cockpit,  
9 you know, that sits back and you have more scan. The  
10 800, you have like a smaller digital altitude  
11 indicator, and it shows you a lot of information in  
12 there.

13 MR. LAWRENCE: Okay.

14 MR. ZITOUNI: So you don't have to scan.

15 MR. LAWRENCE: Right. So to expand on what  
16 you just said, you would have to scan the instrument  
17 panel more on a 700 than you would the 800?

18 MR. ZITOUNI: Yes. Yes, because, yes. It  
19 was more, that instrument, you view many information at  
20 once.

21 MR. LAWRENCE: Okay. And you flew different  
22 700s here?

23 MR. ZITOUNI: Yes, sir. Yes, sir.

24 MR. LAWRENCE: Okay. Were there differences  
25 between those two aircraft?

1 MR. ZITOUNI: Very little. Just the  
2 navigations, the FMSs or the front. Maybe the way the  
3 radar was different. But they were very similar.

4 MR. LAWRENCE: Okay. And this will be your  
5 opinion, but I'm curious, when you flew the 700 and  
6 then transitioned to the 800, or you would be flying  
7 the 800 and then have to go back and fly in the 700,  
8 was that difficult?

9 MR. ZITOUNI: No, no, no.

10 MR. LAWRENCE: Okay. All right. Okay.  
11 Want to talk about, specific to 237 --

12 MR. ZITOUNI: Yes.

13 MR. LAWRENCE: -- the accident airplane.  
14 All right? A couple of things, if you recall that  
15 particular airplane.

16 MR. ZITOUNI: Yes, sir.

17 MR. LAWRENCE: The ADI, in front of you --

18 MR. ZITOUNI: Yes.

19 MR. LAWRENCE: And the attitude.

20 MR. ZITOUNI: Yes.

21 MR. LAWRENCE: Did that have a decision  
22 height selectable decision height?

23 MR. ZITOUNI: Yes, sir.

24 MR. LAWRENCE: Okay. Where was that at?

25 Where was that located? Was it on the ADI or --

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1 MR. ZITOUNI: Yes, right on the ADI. It's  
2 on top of, you're talking about the radar altimeter?  
3 What are you talking about?

4 MR. LAWRENCE: It's on the selectable?

5 MR. ZITOUNI: Oh, you had, you're talking  
6 about the --

7 MR. LAWRENCE: Decision height.

8 MR. ZITOUNI: Decision height.

9 MR. LAWRENCE: Right. Where would you set  
10 decision height? Like you're going to shoot an ILS  
11 down 200 feet, where would you set it?

12 MR. ZITOUNI: Yes. Not on the altitude  
13 (inaudible). On the radar altimeter. The little  
14 thing.

15 MR. LAWRENCE: Okay.

16 MR. ZITOUNI: On the ADI. It was just out  
17 there. It was something, it was numbers, it was  
18 analog.

19 MR. LAWRENCE: Okay.

20 MR. ZITOUNI: And you just set it there.

21 MR. LAWRENCE: Okay. So you would set it  
22 there.

23 MR. ZITOUNI: Yes.

24 MR. LAWRENCE: If your altitude reached that  
25 altitude --

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1 MR. ZITOUNI: Yes.

2 MR. LAWRENCE: Let's say you turn 200 on,  
3 and you got to 200, that's a radar altimeter?

4 MR. ZITOUNI: Yes.

5 MR. LAWRENCE: Okay. Does anything go off  
6 in the cockpit? Is there a oral or a chime?

7 MR. ZITOUNI: Yes. It would call for  
8 minimums because you have a countdown to minimum.

9 MR. LAWRENCE: Wait a minute. The airplane  
10 would countdown to minimums or the pilot would?

11 MR. ZITOUNI: Both. It's a minimum when you  
12 get up to that altitude.

13 MR. LAWRENCE: Okay. And the airplane had a  
14 callout that would say minimums, minimums?

15 MR. ZITOUNI: Yes, minimums. Yes.

16 MR. LAWRENCE: Automatic call-out?

17 MR. ZITOUNI: Yes, yes.

18 MR. LAWRENCE: Okay. Where would you set  
19 the altitude window that you would normally set for the  
20 autopilot to hold, like, 15,000 feet, and you set it to  
21 15,000 in here.

22 MR. ZITOUNI: Yes.

23 MR. LAWRENCE: On a non-precision approach,  
24 like a localizer approach, where you're flying and  
25 doing this. Step-down --

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1 MR. ZITOUNI: Yes.

2 MR. LAWRENCE: -- fixes? Where would you  
3 set that altitude for the approach?

4 MR. ZITOUNI: To the next step down.

5 MR. LAWRENCE: Okay. For minimum descent  
6 altitude --

7 MR. ZITOUNI: Yes.

8 MR. LAWRENCE: You're going to need your  
9 bottom altitude for localizer, where would you set  
10 that? The MDA?

11 MR. ZITOUNI: Yes, the MDA.

12 MR. LAWRENCE: Okay. All right. Okay. So  
13 in general, I'm going to have you kind of just walk me  
14 through, let's talk about, I'll show you a localizer  
15 approach to Akron Fulton, okay?

16 MR. ZITOUNI: Yes, sir.

17 MR. LAWRENCE: I know you've probably seen  
18 this already. Okay. All right. This is a localizer  
19 chart for Runway 25, okay?

20 Just kind of generally, Nabil, if you would,  
21 tell me how you would set this approach up,  
22 specifically to 237, the accident airplane. How would  
23 you set this approach up to fly it?

24 MR. ZITOUNI: Okay. Well, I probably, I  
25 don't know. A hundred, let me see, yes. About 100

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1 miles out, I would get the weather. So I would get the  
2 information about the field, what runway we are  
3 landing. And then I would start setting up the plane  
4 for that approach. I'd go to the briefing, approach  
5 plate briefing. So, you want me to do, I'm not going  
6 to do the briefing?

7 MR. LAWRENCE: Yes, go ahead.

8 MR. ZITOUNI: So that's Akron, Ohio, Fulton  
9 International. Localizer Runway 25. Okay, I have  
10 already the weather dialed in.

11 MR. LAWRENCE: I'm sorry?

12 MR. ZITOUNI: The weather.

13 MR. LAWRENCE: Okay.

14 MR. ZITOUNI: The ASOS, 126 Cleveland  
15 center. CTAF, there's no tower, so we're going to use  
16 the -- for that, going to put in the localizer for  
17 frequency 110.9. And approach goes to 49 degrees.

18 MR. LAWRENCE: Okay. Yes. Where do you  
19 dial in the localizer?

20 MR. ZITOUNI: Localizer on the VOR  
21 frequency. Okay, on both sides, identify.

22 MR. LAWRENCE: And then the course would be  
23 set --

24 MR. ZITOUNI: The course, yes. The course  
25 would be set, so we'd be flying right there upon FMS,

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1 so procedure, we switch to a, it's not a, well, that's  
2 what we do.

3 We switch to heading mode, and then we go  
4 to, we go to VOR and then put the course, then switch  
5 back to FMS mode because we're probably flying on FMS,  
6 so take off the heading mode and go to FMS. Okay,  
7 minimum altitude is 2,300 MDA.

8 So that's where you start the approach, I  
9 believe, yes, the final approach. And the 1540, 473  
10 above the ground, so that's what you set in your --

11 MR. LAWRENCE: What would you set on that?

12 MR. ZITOUNI: You set the, on your MDA radar  
13 altimeter you set 473, you going to have 473, end up  
14 setting 500 because you are not conservative.

15 Airport elevation is 1,000 feet. Touchdown  
16 zone at 1,000 feet. Interceptor attitude is 3,000.  
17 Then you brief on the missed approach. Missed  
18 approach, if we don't get the runway, we plan at 3,000  
19 feet, 249 heading, so that's a runway heading outbound,  
20 and then you intercept the 322 radio to (inaudible)  
21 intersection, and hold.

22 MR. LAWRENCE: Very good. A couple of  
23 things I wanted to ask you about. When you came to the  
24 final approach fix --

25 MR. ZITOUNI: Yes, sir.

1 MR. LAWRENCE: And you started down, okay?  
2 What is the procedure -- it's ExecuFlight, flying the  
3 Hawker, to set the minimum. If you set, you would set  
4 about 500 on the radio altimeter --

5 MR. ZITOUNI: Yes, sir.

6 MR. LAWRENCE: Once you started down, what  
7 would you do? Would you just fly it to the radar  
8 altimeter as the MDA, or would you fly --

9 MR. ZITOUNI: No, you would set the -- yes,  
10 1,600 on the radar altimeter, and --

11 MR. LAWRENCE: Wait a minute.

12 MR. ZITOUNI: Oh, no. Attitude after, I'm  
13 sorry.

14 MR. LAWRENCE: Right.

15 MR. ZITOUNI: And then, if, I don't know,  
16 yes. And then if you're ready, you just let the  
17 autopilot fly it. You monitor everything, you just let  
18 the 1,500, you know, the autopilot, and then you look  
19 for the runway.

20 MR. LAWRENCE: Great. You've mentioned a  
21 couple things that caught my attention. You said the  
22 FMS. I understand when you're flying, like, to an  
23 airport or en route, you're flying FMS.

24 MR. ZITOUNI: Yes.

25 MR. LAWRENCE: For this type of an approach,

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1 what does ExecuFlight train, and what are you guys  
2 supposed to use FMS for when you're flying a non-  
3 precision approach? Do you use the FMS?

4 MR. ZITOUNI: There's not really a thing.  
5 My personal choice would be to back up. If I'm flying  
6 the localizer, I back up the localizer approach with  
7 the (inaudible) if there's one available.

8 So if something goes wrong, you know, I have  
9 at least a backup. Yes, I have a backup or, you know,  
10 just something, you know, with a flight visual  
11 approach, I always back it up with ILS or something.

12 MR. LAWRENCE: Sure. You said that's your  
13 procedure. What's ExecuFlight want their pilots to do?  
14 Is there a procedure?

15 MR. ZITOUNI: No, there is not a procedure.

16 MR. LAWRENCE: You also mentioned, I would  
17 fly it on autopilot. Is there a standard procedure to  
18 fly non-precision approach or a requirement to fly non-  
19 precision approach on autopilot?

20 MR. ZITOUNI: No.

21 MR. LAWRENCE: Okay. Going back to Oscar  
22 and his use of, his flying of non-precision approaches,  
23 do you recall if he used the autopilot to fly those or  
24 hand flown?

25 MR. ZITOUNI: Yes. Yes, mostly autopilot.

1 MR. LAWRENCE: Okay.

2 MR. ZITOUNI: Auto pilot and, yes.

3 MR. LAWRENCE: But do you know of a company  
4 procedure that requires the use of autopilot for non-  
5 precision approaches?

6 MR. ZITOUNI: No.

7 MR. LAWRENCE: Okay. Okay.

8 MR. ZITOUNI: It's up to the pilot.

9 MR. LAWRENCE: Up to the pilot. All right.  
10 How are you doing? Do you need water? Break? Coffee?  
11 How you doing?

12 MR. ZITOUNI: No, I'm doing good.

13 MR. LAWRENCE: We're almost done.

14 MR. ZITOUNI: No, I'm doing good.

15 MR. LAWRENCE: Okay. Yes.

16 MR. ZITOUNI: A little hot in here, but --

17 MR. LAWRENCE: Just a few more questions on  
18 these non-precision approaches. Are there standard  
19 call-outs on a non-precision approach?

20 MR. ZITOUNI: Yes.

21 MR. LAWRENCE: What are they?

22 MR. ZITOUNI: The altitude to the minimums,  
23 your speed, your alignment with the runway.

24 MR. LAWRENCE: Okay. Let me be a little bit  
25 more specific. And, again, I'm at a disadvantage

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1 because I haven't been given copies of the standard  
2 operating procedures yet. But do you, does ExecuFlight  
3 have a stable approach criteria?

4 MR. ZITOUNI: Yes.

5 MR. LAWRENCE: What is that? What is stable  
6 approach criteria for ExecuFlight?

7 MR. ZITOUNI: Stable approach? You mean, I  
8 don't understand.

9 MR. LAWRENCE: All right.

10 MR. JAHR: You're talking specifically to  
11 non-precision approaches?

12 MR. LAWRENCE: My question is, is there a  
13 stable approach criteria at ExecuFlight. I'll get to  
14 the approaches specifically later. If you arrive at  
15 1,000 feet, do you need to be configured or anything  
16 like that? Or --

17 MR. ZITOUNI: Of course. I mean, but I  
18 don't understand. It's basic training. I mean, you --

19 MR. LAWRENCE: Let me give you a scenario.  
20 If I arrived at 1,000 feet above the ground.

21 MR. ZITOUNI: Yes.

22 MR. LAWRENCE: At any point -- instrument  
23 approach, visual or anything, and let's say my speed  
24 was in excess of 20 knots. Above ref. You know, I was  
25 20 knots too fast, flying. Okay?

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1 MR. ZITOUNI: 20 knots is nothing on the  
2 Hawker. On the Westwind is a more, it's more an issue  
3 because you don't slow down.

4 MR. LAWRENCE: Okay.

5 MR. ZITOUNI: But on the Hawker, it's not an  
6 issue. You say maybe 50, let's say 50, I would go  
7 miss.

8 MR. LAWRENCE: Okay.

9 MR. ZITOUNI: Yes, above the takeoff --

10 MR. LAWRENCE: Does the company have  
11 guidelines that tell you that 1,000 feet you need to be  
12 within certain criteria, or you need to execute a go-  
13 around?

14 MR. ZITOUNI: I don't think we have a  
15 procedure, but I think it's in the, more like in the  
16 training manual.

17 MR. LAWRENCE: All right.

18 MR. ZITOUNI: Does that make sense? I don't  
19 know.

20 MR. LAWRENCE: Okay. All right, come back  
21 to that. Let me ask you, so is there a call-out for  
22 when a pilot, say the pilot monitoring --

23 MR. ZITOUNI: Yes.

24 MR. LAWRENCE: To make on a non-precision  
25 approach as you're approaching minimum descent

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1 altitude, MDA?

2 MR. ZITOUNI: Oh, yes, 1,000 feet above  
3 minimum and so on, and then you go by 100 feet  
4 increments.

5 MR. LAWRENCE: So you would continue calling  
6 out altitudes --

7 MR. ZITOUNI: Yes.

8 MR. LAWRENCE: At 100 knot --

9 MR. ZITOUNI: Yes.

10 MR. LAWRENCE: Prior to the MDA.

11 MR. ZITOUNI: Yes.

12 MR. LAWRENCE: So in this particular  
13 approach, the MDAs being 40 --

14 MR. ZITOUNI: Yes. So if you would start  
15 the final approach fix. Then you call out from 2,300  
16 to 1,500 or 1,600, so that's 700, you call out for 700  
17 above minimum when you cross. And then 6, 5 --

18 MR. LAWRENCE: Every 100 feet you're  
19 calling?

20 MR. ZITOUNI: Yes.

21 MR. LAWRENCE: Okay.

22 MR. ZITOUNI: On top of the speed, because  
23 by then it should be at Ref plus 20, and the alignment  
24 with the runway, left of center line, right of center  
25 line, something like that.

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1 MR. LAWRENCE: Okay. And I think you  
2 already answered that one. Couple of, just follow up  
3 things. Passenger use of seatbelts.

4 MR. ZITOUNI: Yes.

5 MR. LAWRENCE: Who briefed, who's  
6 responsible to brief the passengers?

7 MR. ZITOUNI: The Captain.

8 MR. LAWRENCE: The Captain is?

9 MR. ZITOUNI: Yes. We radio Captain brief  
10 the passenger, on the (phonetic) F4, inside of the  
11 cockpit.

12 MR. LAWRENCE: Okay.

13 MR. ZITOUNI: So there's not too much  
14 waiting or --

15 MR. LAWRENCE: Right. Do all the Captains  
16 you fly with, I know it's a small number, but do all  
17 the Captains you fly with brief passengers about  
18 seatbelts?

19 MR. ZITOUNI: Yes. Sometimes, if full, you  
20 know, it can be delegated to do the safety briefing.  
21 But, yes, usually the Captain --

22 MR. LAWRENCE: Okay. You remember if Oscar  
23 did that?

24 MR. ZITOUNI: Yes. Yes. On a regular  
25 basis.

1 MR. LAWRENCE: Okay. He do that for every  
2 flight or just first flight?

3 MR. ZITOUNI: The first, on the first leg.  
4 You brief the people, if we have people for a multi-  
5 leg, you brief them on the first leg and --

6 MR. LAWRENCE: Okay. Did, is there a  
7 procedure to verify that they had --

8 MR. ZITOUNI: Yes, of course.

9 MR. LAWRENCE: The seatbelts.

10 MR. ZITOUNI: Yes.

11 MR. LAWRENCE: And what was that?

12 MR. ZITOUNI: Well, yes. Before takeoff, we  
13 always tell them that, well, you know, we're going to  
14 take off. I mean, we warn them that, you know, we're  
15 going to take off, and we check that, from the cockpit  
16 you can see if they have their seatbelts.

17 MR. LAWRENCE: Okay. Good. What about on  
18 landing, when you're coming in --

19 MR. ZITOUNI: Yes.

20 MR. LAWRENCE: For landing and checking the  
21 seatbelts? Is there a seatbelt sign for the  
22 passengers?

23 MR. ZITOUNI: Yes, yes. We have a seatbelt  
24 sign, it's on, and yes, something will blink and then  
25 we tell them we're going to land and make sure they

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1 have their seatbelts on and the tray table stowed.

2 MR. LAWRENCE: Who would make that  
3 announcement?

4 MR. ZITOUNI: Either or, I mean, the one  
5 who's not, I mean, I would do it. Usually I would do  
6 it because it's easier for me.

7 MR. LAWRENCE: Yes. And was it the same  
8 process as takeoff? You would just look back there to  
9 see if they had their seatbelts on?

10 MR. ZITOUNI: Yes.

11 MR. LAWRENCE: Okay.

12 MR. ZITOUNI: But usually people are pretty  
13 good with it.

14 MR. LAWRENCE: Okay. Just a couple more  
15 things. The weight and balance --

16 MR. ZITOUNI: Yes, sir.

17 MR. LAWRENCE: For each leg. Describe how  
18 you guys do your weight and balance.

19 MR. ZITOUNI: Okay. So the weight and  
20 balance from when we leave here, we access the computer  
21 at the office. We do the weight and balance.

22 Ultra Nav, we get on the Ultra Nav at the  
23 office, and we do the weight and balance that way.  
24 When we are away from the office, we can access the  
25 server, Ultra Nav, through a (inaudible), and that's

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1 how we do the weight and balance.

2 MR. LAWRENCE: Okay.

3 MR. ZITOUNI: Okay.

4 MR. LAWRENCE: Who is responsible to do  
5 that?

6 MR. ZITOUNI: The pilot in command. The  
7 PIC.

8 MR. LAWRENCE: Were the, are the passengers  
9 weighed for each flight?

10 MR. ZITOUNI: The passenger --

11 MR. LAWRENCE: Does he have a means to weigh  
12 them prior to --

13 MR. ZITOUNI: Yes. We on board, we have a  
14 scale, approved scale by the FAA to weigh the  
15 passengers and their luggage.

16 MR. LAWRENCE: Okay. Where's that scale  
17 located on the Hawkers?

18 MR. ZITOUNI: It sits right at --

19 MR. LAWRENCE: Specifically, the accident  
20 airplane.

21 MR. ZITOUNI: It's right in the luggage  
22 compartment, when you go out the door, it's right there  
23 in front of you.

24 MR. LAWRENCE: You recall seeing that, two  
25 days before the accident on the accident airplane?

1 MR. ZITOUNI: Oh, yes, it's always there.  
2 It's always there.

3 MR. LAWRENCE: Okay.

4 MR. ZITOUNI: Because it's always in the  
5 way, because the luggage compartment is not that big,  
6 and it's always in the way because, you know, you try  
7 to, especially some people, they don't travel light.

8 MR. LAWRENCE: Yes.

9 MR. ZITOUNI: So you're always trying to --

10 MR. LAWRENCE: I saw a Hawker, and you're  
11 right. The luggage compartment is not quite that  
12 large.

13 MR. ZITOUNI: But it's nice. I like it down  
14 there.

15 MR. LAWRENCE: Okay. Were you required by  
16 procedures or company policy or operation  
17 specifications to weigh the passengers and bags for  
18 each flight?

19 MR. ZITOUNI: Yes, sir. It's in the SOP.

20 MR. LAWRENCE: Okay.

21 MR. ZITOUNI: We don't, we take actual  
22 weights.

23 MR. LAWRENCE: Did all the Captains that you  
24 flew with do that?

25 MR. ZITOUNI: Everybody does it. It's a

1 company policy.

2 MR. LAWRENCE: Okay. So if I was on, if you  
3 were flying a charter, say a two-day charter with the  
4 same people.

5 MR. ZITOUNI: Yes.

6 MR. LAWRENCE: For multiple flights.

7 MR. ZITOUNI: Yes.

8 MR. LAWRENCE: You would weigh those  
9 individuals every flight?

10 MR. ZITOUNI: No, just once.

11 MR. LAWRENCE: Okay. Which flight would you  
12 weigh them on?

13 MR. ZITOUNI: My first one.

14 MR. LAWRENCE: Okay. And then what about  
15 the luggage?

16 MR. ZITOUNI: Luggage, same thing.

17 MR. LAWRENCE: Just the first flight?

18 MR. ZITOUNI: Yes, first flight.

19 MR. LAWRENCE: But you said the procedure is  
20 to do that for every flight, correct?

21 MR. ZITOUNI: The procedure is we cannot  
22 take, like, the airline, set the weight for every  
23 passenger or their luggage. So we have to weigh them.  
24 Actually weigh them. So I think we weigh them once.  
25 How are they going to gain 20 pounds in two days?

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1 MR. LAWRENCE: Okay.

2 MR. ZITOUNI: So --

3 MR. LAWRENCE: Could the luggage change?

4 MR. ZITOUNI: No, not that much.

5 MR. LAWRENCE: Okay.

6 MR. ZITOUNI: Especially business flights.

7 MR. LAWRENCE: Okay.

8 MR. ZITOUNI: And, it could change, but --

9 MR. LAWRENCE: Yes.

10 MR. ZITOUNI: Five pounds, I mean, it's not

11 a significant --

12 MR. LAWRENCE: So in your experience, and I

13 don't want to put words in your mouth, but I just, you

14 know, correct me if I'm wrong, in your experience,

15 generally you guys would weigh the passengers and bags

16 on the first flight --

17 MR. ZITOUNI: Yes.

18 MR. LAWRENCE: And then use the same weights

19 throughout the charter?

20 MR. ZITOUNI: yes.

21 MR. LAWRENCE: Okay. Let me shift gears a

22 second. I found out you guys train down, you do

23 simulator training down in Dallas?

24 MR. ZITOUNI: Simuflite, yes.

25 MR. LAWRENCE: Yes. Okay. Kind of describe

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1 your training, the training you received when you came  
2 on with ExecuFlight.

3 MR. ZITOUNI: Best. I mean, talking about  
4 Simuflite, it's one of the best training I ever had.  
5 Very experienced people. Great facility.

6 Great -- I've been there many times with the  
7 Westwind and the Hawker. Flying on the Hawker only  
8 once, but I have previous experience with the Westwind  
9 at the Simuflite, and it was, nothing bad to say about  
10 the great instructor, great equipment. And people are  
11 very experienced in the airplanes so they teach you  
12 more than usually, I mean, you should know to pass  
13 because you share their experience with the plane.

14 MR. LAWRENCE: Okay.

15 MR. ZITOUNI: And then on many occasions, I  
16 needed more, I could call back the instructor and  
17 actually get a, you know, feedback.

18 MR. LAWRENCE: Yes.

19 MR. ZITOUNI: Yes. Stuff like this.

20 MR. LAWRENCE: Great. The simulator that  
21 you flew at Simuflite, was it a 700 or an 800?

22 MR. ZITOUNI: 700.

23 MR. LAWRENCE: Was it, okay.

24 MR. ZITOUNI: You do 700 training,  
25 difference 800. Difference training, 800.

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1 MR. LAWRENCE: Okay. Did they have an 800  
2 Sim as well?

3 MR. ZITOUNI: Yes, sir.

4 MR. LAWRENCE: Okay. So you would fly the  
5 700 Sim, and then you'd do differences in an 800 Sim?

6 MR. ZITOUNI: No. Differences, classroom.

7 MR. LAWRENCE: Classroom. Got it. That's  
8 where I wanted to make sure. You know.

9 MR. ZITOUNI: You didn't know.

10 MR. LAWRENCE: Okay. The 700 Sim, how  
11 similar --

12 MR. ZITOUNI: It's the same. Except for --

13 MR. LAWRENCE: Let me finish. How similar  
14 was it to the accident airplane?

15 MR. ZITOUNI: Very close.

16 MR. LAWRENCE: Okay.

17 MR. ZITOUNI: Except for the, probably the  
18 FMS. You know the electronic radios, FMS? But very  
19 close to the airplane we flew.

20 MR. LAWRENCE: All right. Was the decision  
21 height on the ABI and the altitude window you would  
22 set?

23 MR. ZITOUNI: Sir, to be honest with you, I  
24 cannot recall. I went to the initial training in  
25 January of this year.

1 MR. LAWRENCE: Okay. That's fine.

2 MR. ZITOUNI: So I'm due next month, around  
3 December or the next month, I won't tell you what color  
4 it was, okay, so --

5 MR. LAWRENCE: Okay. And I should've told  
6 you earlier, Nabil, I don't know is a perfectly  
7 acceptable answer. That's good.

8 MR. ZITOUNI: Okay. No --

9 MR. LAWRENCE: Okay. That's fine. Just  
10 wanted to see if you happened to remember. And we will  
11 have an opportunity, we're going to go down and take a  
12 look.

13 MR. ZITOUNI: Okay.

14 MR. LAWRENCE: So, we'll --

15 MR. ZITOUNI: Well, I mean, those are great  
16 people we're talking about.

17 MR. LAWRENCE: Okay. Good. What procedures  
18 were you trained on when you were at Simuflite?

19 MR. ZITOUNI: Procedures about what?

20 MR. LAWRENCE: Did you use Simuflite  
21 procedures and call-outs, or did you use ExecuFlight's?

22 MR. ZITOUNI: No, we used the training  
23 manual.

24 MR. LAWRENCE: Okay.

25 MR. ZITOUNI: Which is pretty close to

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1 Simuflite's training manual.

2 MR. LAWRENCE: Great. Great. So you used  
3 ExecuFlight procedures and ExecuFlight manuals?

4 MR. ZITOUNI: Yes. Yes, manuals.

5 MR. LAWRENCE: When you flew.

6 MR. ZITOUNI: Yes.

7 MR. LAWRENCE: Okay.

8 MR. ZITOUNI: Because we train as we fly,  
9 and we fly as we train. Okay? So that's the --

10 MR. LAWRENCE: Great. And you mentioned the  
11 instructors, but I just want to make sure we have this  
12 down. They're not ExecuFlight instructors --

13 MR. ZITOUNI: No.

14 MR. LAWRENCE: They're Simuflite --

15 MR. ZITOUNI: Simuflite, approved --

16 MR. LAWRENCE: Okay. Great. When you were  
17 down there, did you receive crew resource management,  
18 CRM, training?

19 MR. ZITOUNI: Not that specific training,  
20 but your CRM in the simulator is evaluated for the  
21 check ride and during all the training. So, no, we  
22 didn't, we don't go to specific, because they have  
23 classes for international procedure, CRM, weather,  
24 whatever. We didn't go in those classes, but during  
25 the training, you're very encouraged to use the CRM,

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1 and you are evaluated on your CRM.

2 MR. LAWRENCE: Okay.

3 MR. ZITOUNI: Especially as a Captain. It's  
4 a, yes, it's a big deal.

5 MR. LAWRENCE: So just to be clear, there  
6 wasn't a specific classroom module or something they're  
7 --

8 MR. ZITOUNI: Yes. No.

9 MR. LAWRENCE: There wasn't?

10 MR. ZITOUNI: There is, but we didn't attend  
11 that class.

12 MR. LAWRENCE: Oh, okay. They offer it.

13 MR. ZITOUNI: Yes.

14 MR. LAWRENCE: But you didn't go to it.

15 MR. ZITOUNI: No.

16 MR. LAWRENCE: Okay.

17 MR. ZITOUNI: It isn't considered it part of  
18 our, it's not part of our training to --

19 MR. LAWRENCE: Okay. But you were evaluated  
20 on CRM?

21 MR. ZITOUNI: Yes, sir.

22 MR. LAWRENCE: Okay.

23 MR. ZITOUNI: And throughout the training,  
24 you are encouraged to use appropriate CRM.

25 MR. LAWRENCE: Okay. I'm going to let the

1 other guys on it. You're doing great. I really  
2 appreciate it, Nabil.

3 MR. ZITOUNI: Yes.

4 MR. LAWRENCE: Tell me about the company in  
5 general, ExecuFlight.

6 MR. ZITOUNI: Our company, ExecuFlight?

7 MR. LAWRENCE: Yes. Just tell me about it.  
8 If I didn't know anything about ExecuFlight, how would  
9 describe it?

10 MR. ZITOUNI: Okay. ExecuFlight, a 135  
11 company. We have many run our plan on management.  
12 It's owned by Danny Lewkowicz. That's it. I mean,  
13 we're based in Fort Lauderdale, Executive. And it's a  
14 great place to work. I don't have any complaints.

15 MR. LAWRENCE: Okay. How many pilots do you  
16 guys, or does the company employ?

17 MR. ZITOUNI: Sorry, with a contract, or we  
18 do, because I don't, because they use contract, and I  
19 don't know, I don't know, I know all the 135, so I can  
20 name all the 135 if you want.

21 There's one, two, three, I think there's  
22 eight of us, something. Yes, I don't know. Really a  
23 lot of contract pilots, so they come and go. I don't  
24 know.

25 MR. LAWRENCE: And do contract pilots fly

1 the Hawker?

2 MR. ZITOUNI: No.

3 MR. LAWRENCE: Okay.

4 MR. ZITOUNI: No, no, no.

5 MR. LAWRENCE: So how many pilots --

6 MR. ZITOUNI: On the Hawker program?

7 MR. LAWRENCE: Right.

8 MR. ZITOUNI: There are five of, six of us.

9 MR. LAWRENCE: Who are they.

10 MR. ZITOUNI: It was, I'm sorry. There were  
11 six of us.

12 MR. LAWRENCE: I understand. And I'm sorry  
13 for that.

14 MR. ZITOUNI: Yes. So Danny Shackelford --

15 MR. LAWRENCE: Tell me who's -- hang on a  
16 second here. Tell me who the Hawker pilots are now.

17 MR. ZITOUNI: Oh, now.

18 MR. LAWRENCE: Now.

19 MR. ZITOUNI: So, now, Donnie Shackelford,  
20 Rich Rivudo, Danny Lewkowicz, and Nabil Zitouni, and  
21 me.

22 MR. LAWRENCE: Yes. Okay.

23 MR. JAHR: That's it, yes.

24 MR. LAWRENCE: Danny, Rich, Donnie, and you.

25 MR. ZITOUNI: Yes.

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1 MR. LAWRENCE: Four?

2 MR. ZITOUNI: Four.

3 MR. LAWRENCE: Okay. Just want to make  
4 sure.

5 MR. ZITOUNI: And before --

6 MR. LAWRENCE: I understand.

7 MR. ZITOUNI: Oscar and Renato.

8 MR. LAWRENCE: So you four pilots, now, were  
9 at the time prior to the accident, there were six,  
10 flying three different airplanes, correct?

11 MR. ZITOUNI: Yes, sir.

12 MR. LAWRENCE: Two Hawker 8, 700s and one  
13 800.

14 MR. ZITOUNI: Yes, sir.

15 MR. LAWRENCE: Correct? Is, this may be  
16 your opinion, and it's just your opinion, but would you  
17 consider that the company's short staffed of Hawker  
18 pilots?

19 MR. ZITOUNI: No.

20 MR. LAWRENCE: Why?

21 MR. ZITOUNI: Because most of the time,  
22 there's one down for maintenance. So there's only two  
23 airplanes flying out of the three, and like I said,  
24 between 10 and 18 days are not even flying because  
25 sometimes we are sitting in Las Vegas or somewhere on a

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1 tropical island. So I don't think we were overwhelmed  
2 by --

3 MR. LAWRENCE: Okay. Great. Curious, do  
4 you guys have, does the company have a director of  
5 safety?

6 MR. ZITOUNI: I don't know.

7 MR. LAWRENCE: You don't know? That's fine.  
8 That's okay.

9 MR. ZITOUNI: I thought it was --

10 MR. SHACKLEFORD: I would just call it Rich  
11 or --

12 MR. ZITOUNI: (Phonetic) Scott Meade. I  
13 thought it was Scott Meade or something. I don't know.  
14 I'm not sure.

15 MR. LAWRENCE: Okay. Is, well is there some  
16 means for you to make a report to the company if you  
17 see something unusual or something that's maybe unsafe?

18 MR. ZITOUNI: Not something that's in the  
19 book, but you can always walk into the Chief Pilot or  
20 Danny's office and talk to him like a normal human  
21 being. I mean, they're very approachable. I mean,  
22 they're always available to us.

23 MR. LAWRENCE: And have you had to do that  
24 in --

25 MR. ZITOUNI: No, I never actually do this,

1 but if I see something that I don't like. You know, we  
2 have a small company. You know, it's not a big  
3 (inaudible), so we have a good communication process.

4 MR. LAWRENCE: Right.

5 MR. ZITOUNI: At this one.

6 MR. LAWRENCE: Great. This will be another  
7 opinion, and it's just your opinion, did you ever feel  
8 pressure when you're operating a charter to complete  
9 the charter or fly, you know what I mean?

10 MR. ZITOUNI: Yes, sir. Me, I don't feel  
11 pressure, but there's always pressure, I mean, in every  
12 job. In your job, in every job you have pressure. But  
13 I think it's up to the individual to, you know, not let  
14 the pressure get to you. But, no, me, I don't feel  
15 pressure at all.

16 MR. LAWRENCE: Okay. Donnie?

17 MR. SHACKLEFORD: Are you --

18 MR. LAWRENCE: No, no, no. I was just, I  
19 want to make sure that the recording's getting it.  
20 There was a lot of noise over there.

21 MR. SHACKLEFORD: Okay.

22 MR. LAWRENCE: Okay, thanks.

23 MR. SHACKLEFORD: All right.

24 MR. LAWRENCE: Have you ever seen the FAA on  
25 one of your jump seats?

1 MR. ZITOUNI: No.

2 MR. LAWRENCE: No.

3 MR. ZITOUNI: I mean, except for check  
4 rides. 299 check ride. Except for check rides.

5 MR. LAWRENCE: All right. Got it. Ever  
6 seen the FAA hanging around the offices or coming in  
7 for visits or for training down on Simuflite? Have you  
8 ever seen them?

9 MR. ZITOUNI: No, I don't see, I've seen FAA  
10 coming in on the maintenance side. Maintenance side.

11 MR. LAWRENCE: Okay.

12 MR. ZITOUNI: But I don't know, I don't know  
13 what they were doing, so I can't tell you.

14 MR. LAWRENCE: Great. Do you know who the  
15 principal Operations Inspector is?

16 MR. ZITOUNI: Yes. Jim Piccoli, James  
17 Piccoli on the Miami FSDO.

18 MR. LAWRENCE: Right. Check my notes and  
19 see, I'll have a couple follow ups and stuff, but how  
20 you doing on time? Water anybody? Water break?  
21 Anything?

22 MR. ZITOUNI: Yes, I can use, you don't  
23 mind?

24 MR. LAWRENCE: Not at all.

25 MR. ZITOUNI: Five minutes all right?

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1 MR. LAWRENCE: Why don't we stop the  
2 recording, get me a, get a five minute break. Yes.

3 (Whereupon, the above-entitled matter went  
4 off the record and resumed at an undisclosed time.)

5 MR. LAWRENCE: All right. All right, Nabil,  
6 I tell you what we're going to do. I'm going to give  
7 you an opportunity to take a break from listening to  
8 me.

9 And I'm going to just, you know, every, you  
10 know, make sure everybody, as parties, they have an  
11 opportunity to answer or ask a few questions. So first  
12 off, Sean, he's, Sean's with the NTSB, an Operations  
13 investigator like myself. Sean?

14 MR. ETCHER: Did you get a good enough  
15 break?

16 MR. ZITOUNI: Yes. I'm good.

17 MR. ETCHER: You're comfy now?

18 MR. ZITOUNI: Yes.

19 MR. ETCHER: All right, good. I just have a  
20 few. You did a great job so far to let me kind of  
21 understand everything that you can explain, and that's  
22 great. I appreciate it.

23 MR. ZITOUNI: Right.

24 MR. ETCHER: Just had a few questions I was  
25 hoping you could clarify, because I'm not as familiar

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1 with you all's procedures and your aircraft as you are.  
2 Well, back to the approach. What we were talking about  
3 localizer 25 there into Akron.

4 MR. ZITOUNI: Yes.

5 MR. ETCHER: And you talked about how you  
6 would set, you were telling us how you'd set it all up  
7 and everything. And you said you set on the MDA on  
8 your radar altimeter.

9 MR. ZITOUNI: Yes.

10 MR. ETCHER: And you usually bumped it up to  
11 give yourself a little buffer --

12 MR. ZITOUNI: No, because you don't have  
13 the, it goes by 50s. Right?

14 MR. SHACKLEFORD: Yes, yes. You can just  
15 set --

16 MR. ZITOUNI: If you look, here --

17 MR. SHACKLEFORD: If it's at 471, and so if  
18 you're going to have to set something, you might as  
19 well set it to the next higher value so you give  
20 yourself a little buffer.

21 MR. ETCHER: So it only does it in 50 foot  
22 increments?

23 MR. ZITOUNI: Yes.

24 MR. ETCHER: So you have to do either 450 or  
25 500?

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1 MR. ZITOUNI: Yes, so you always go higher.

2 MR. ETCHER: Okay. Okay. And you always do  
3 that on the radar altimeter?

4 MR. ZITOUNI: Yes, sir.

5 MR. ETCHER: Okay. How about your altitude  
6 select knob? Is that in 50-foot increments as well?  
7 Or is that in 100-foot increments or something more  
8 precise?

9 MR. ZITOUNI: Hundred.

10 MR. ETCHER: Hundred? Okay.

11 MR. ZITOUNI: So, yes, you would put  
12 something 600 instead of, what is it? You put 500  
13 instead of 473.

14 MR. ETCHER: Okay.

15 MR. ZITOUNI: Or no, actually no. You would  
16 put 1,600.

17 MR. ETCHER: Okay.

18 MR. ZITOUNI: Sorry, 500 on the altitude  
19 (inaudible) off of the radar altimeter, and on the  
20 altitude (inaudible), you would put the 1,600.

21 MR. ETCHER: Okay.

22 MR. SHACKLEFORD: Five hundred feet above  
23 (inaudible) for sure, whatever.

24 MR. ETCHER: Now when you, you did a great  
25 job briefing it, because that's one of the only two

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1 questions I had on that. So thank you.

2 MR. ZITOUNI: Okay.

3 MR. ETCHER: You also said that when you  
4 flew your localizer approach into Macon, Georgia, or  
5 any approach for instance --

6 MR. ZITOUNI: Yes.

7 MR. ETCHER: With the accident Captain, did  
8 he ever brief you on the weather before you left or  
9 did, how did you guys know what the weather was like en  
10 route or at your destination if you were legal to fly  
11 there? I'm just kind of trying to figure out, is, was  
12 it a procedure that you guys talked about it? How did  
13 it all work?

14 MR. ZITOUNI: Well, we check the weather  
15 before we leave, and then on long flights like this,  
16 because we flew from Denver, we got an update from  
17 Flight Watch. You know, on the, over our frequency.

18 And I often do it, call a flight service  
19 station up in the air and get an updated weather of the  
20 destination.

21 MR. ETCHER: Okay. Now, did you guys, when  
22 you were in Denver, take that one for instance --

23 MR. ZITOUNI: Yes, yes.

24 MR. ETCHER: Because that was a recent one  
25 for you. When you were in Denver, getting ready to go,

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1 and he printed out the weather, did you guys both look  
2 it over, decide if you're legal to go there? Decide if  
3 --

4 MR. ZITOUNI: Of course, yes, yes, yes.

5 MR. ETCHER: Okay. So you did --

6 MR. ZITOUNI: For every flight. For every  
7 flight we did.

8 MR. ETCHER: For every flight?

9 MR. ZITOUNI: Yes.

10 MR. ETCHER: Okay.

11 MR. ZITOUNI: Every flight we did this.

12 MR. ETCHER: All righty. Now I just have  
13 one last question. That's how great of a job you did,  
14 so thank you. Listening to all you talked with what  
15 the Captain's responsible for.

16 MR. ZITOUNI: Yes.

17 MR. ETCHER: Seems like it's a busy workload  
18 environment for the Captain. Does it get delegated a  
19 lot to you as a First Officer? What gets delegated?  
20 Things along that line. Can you kind of help fill me  
21 in a little bit?

22 MR. ZITOUNI: Yes. Okay, we'll start from  
23 the beginning. You can find the flight plan, okay?  
24 But it's always, you know, it's a two crew, it's a two  
25 man operation, so if it is my Captain, I find the

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1 flight plan, I'm sure he's going to check the flight  
2 plan.

3           You know, everything is double checked. So  
4 I can do this. I can pre-fly the plane. Monitor the  
5 fueling. Brief the passengers. He does nothing he  
6 cannot delegate to me. Because I'm a pilot also, and  
7 that's it. Yes, does that answer your question?

8           MR. ETCHER: It does. Does it get  
9 delegated, I guess, what kind of items typically get  
10 delegated to you? Whether the accident Captain or just  
11 any Captain. Is there any standard --

12           MR. ZITOUNI: Pre-flight inspection.  
13 Fueling, we monitor the fueling. Passenger briefing.  
14 That's it.

15           MR. ETCHER: Okay. You don't have to weigh  
16 the passengers or is that kind of a, is that what the  
17 Captain does?

18           MR. ZITOUNI: Yes.

19           MR. ETCHER: Okay. I guess you've answered  
20 my questions.

21           MR. ZITOUNI: All right.

22           MR. ETCHER: So you can breath. You're done  
23 with me. How's that?

24           MR. ZITOUNI: All right.

25           MR. LAWRENCE: Excellent.

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1 MR. ZITOUNI: I'm relieved.

2 MR. LAWRENCE: Donnie, do you have a few  
3 follow ups?

4 MR. SHACKLEFORD: Oh, no, I'm fine right  
5 now.

6 MR. LAWRENCE: Great.

7 MR. ZITOUNI: All right, so --

8 MR. LAWRENCE: We have --

9 MR. ZITOUNI: Yes, we need to clarify  
10 something, okay?

11 MR. LAWRENCE: Okay. Well, I'm going to  
12 give you an opportunity.

13 MR. ZITOUNI: Okay.

14 MR. LAWRENCE: John, on the phone, do you  
15 have any follow ups for Nabil?

16 MR. DRAGO: I do. Just a couple. Sean,  
17 thank you for catching those that I mentioned earlier.  
18 Hello, Nabil.

19 MR. ZITOUNI: Hello.

20 MR. DRAGO: John Drago with the FAA. I just  
21 wanted to ask, maybe, did you use, in your experience,  
22 do any of your pilots use electronic flight bags,  
23 whether it be iPads or some other device?

24 MR. ZITOUNI: No. No, sir.

25 MR. DRAGO: For approach procedures?

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1 MR. ZITOUNI: We are not approved for  
2 electronic flight bags.

3 MR. DRAGO: Okay. What type of approach  
4 plates were in use in your company? Do you use the  
5 government NOS or are they Jeppesen?

6 MR. ZITOUNI: Jeppesen.

7 MR. DRAGO: Jeppesen for everything?

8 MR. ZITOUNI: Yes, sir.

9 MR. DRAGO: Okay. Okay, thank you very  
10 much. David, that's really all that I have.

11 MR. LAWRENCE: Great. I just thought of  
12 something I want to make sure. You said Jeppesen  
13 plates. Are they on the aircraft? Are they assigned  
14 to the aircraft or do you get issued Jeppesen plates?

15 MR. ZITOUNI: No. What we do is we have a  
16 server, and we do a flight folder between, before every  
17 flight we print the, we go to the server, we print the  
18 departure approach plates, on the plates, the right  
19 hold, the alternate, if there's an alternate, and the  
20 end route.

21 MR. LAWRENCE: Okay.

22 MR. ZITOUNI: Okay?

23 MR. LAWRENCE: What about if, what if you  
24 had to divert when you're en route? How would you get  
25 an approach plate?

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1 MR. ZITOUNI: Divert to our alternate or to  
2 a different airport.

3 MR. LAWRENCE: Different airport. Do you  
4 have a jet binder in the airplane that's got all the  
5 charts, or do you bring it? Or, if you're flying  
6 transcont, going to Los Angeles from Fort Lauderdale --

7 MR. ZITOUNI: We don't have the range.

8 MR. LAWRENCE: Okay. Well, if you're going  
9 to go wherever the range is, okay? And you had a  
10 problem and you had to divert, you had a maintenance  
11 issue in flight, and you had to divert.

12 MR. ZITOUNI: Yes.

13 MR. LAWRENCE: How would you pick up the  
14 approach plate for a diverted airport?

15 MR. ZITOUNI: That's a good question.

16 MR. LAWRENCE: So you only have the --

17 MR. ZITOUNI: We have the route that we fly.

18 MR. LAWRENCE: So there's not a, I just want  
19 to be clear, there is not a binder in the airplane, and  
20 you guys don't have a binder of Jepp charts?

21 MR. ZITOUNI: Of, like, USA and stuff like  
22 this?

23 MR. LAWRENCE: Yes.

24 MR. ZITOUNI: No.

25 MR. LAWRENCE: Okay. Okay. I'm just, I

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1 heard Jepps and all that. Really, you've done a great  
2 job, Nabil. I don't have any, we're going to give you  
3 your opportunity. Is there any, more paperwork.  
4 Thanks. Is there anything you would like an  
5 opportunity to add or clarify?

6 MR. ZITOUNI: Yes.

7 MR. LAWRENCE: You know, what?

8 MR. ZITOUNI: Okay. When you asked me about  
9 a standard stabilized approach, I said there's nothing  
10 here in the GOM. I'm talking about SOP right here.  
11 And in the GOM, but it's in the training manual. Okay?

12 MR. LAWRENCE: Yes. Okay.

13 MR. ZITOUNI: So we have a policy for  
14 stabilized non-precision approach, but it's in the  
15 flight training manual of ExecuFlight.

16 MR. LAWRENCE: All right.

17 MR. ZITOUNI: Chris?

18 MR. JAHR: Yes, sir. You got a question for  
19 me?

20 MR. ZITOUNI: No, I'm just looking at you.

21 MR. JAHR: No? Okay.

22 MR. LAWRENCE: Anything that maybe I didn't  
23 ask that you wanted to add or --

24 MR. ZITOUNI: No. Actually I don't have a  
25 brain anymore.

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1 MR. LAWRENCE: Oh, stop. Okay.

2 MR. ZITOUNI: It's liquid.

3 MR. LAWRENCE: All right. Thank you, Nabil.

4 (Whereupon, the above-entitled matter went  
5 off the record at an undisclosed time.)

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C E R T I F I C A T E

MATTER: Execufight Hawker Accident  
Akron, OH, November 10, 2015  
Accident No. CEN16MA036  
Interview of Nabil Zitouni

DATE: December 2, 2015

I hereby certify that the attached transcription of page 1 to 70 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NATIONAL TRANSPORTATION SAFETY BOARD

----- :  
 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 :  
 ----- :

INTERVIEW OF: RICHARD RUVIDO

Wednesday,  
December 2, 2015

Banyon Aviation  
Ft. Lauderdale Executive Airport  
Ft. Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB

## APPEARANCES:

On Behalf of the Interviewee:

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On Behalf of ExecuFlight:

DONNIE SHACKLEFORD

On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference

P-R-O-C-E-E-D-I-N-G-S

(Time not given)

INVESTIGATOR LAWRENCE: All right, good morning. My name is Captain David Lawrence. I'm with the National Transportation Safety Board, and I'm Investigator with the NTSB on the ExecuFlight Hawker accident that occurred in Akron, Ohio, last month.

My primary role here is, just, to simply learn what I can about the accident, so I can assist in, obviously, preventing it from reoccurring. As part of our process, we invite the parties in to participate in the investigation to provide us technical expertise for this group.

We have the NTSB, ExecuFlight Tech (inaudible) and the FAA. I'll go around the room right now and I'll allow everyone an opportunity to introduce themselves and say their affiliation.

INVESTIGATOR ETCHER: Good morning. I'm Sean Etcher with the NTSB.

RESPONDENT: Good morning.

MR. JAHR: My name is Christopher Jahr with the Wicker Smith Law Firm.

MR. SHACKLEFORD: Donnie Shackelford, Captain with the ExecuFlight on the Hawker.

RESPONDENT: Richard Ruvido, Chief Pilot,

1 ExecuFlight.

2 INVESTIGATOR LAWRENCE: On the phone?

3 MR. DRAGO: Hey, good morning. John Drago  
4 with the FAA. I'm an Operations Inspector.

5 RESPONDENT: Good morning.

6 INVESTIGATOR LAWRENCE: And FAA's role, do you  
7 want to, kind of, explain that, John?

8 MR. DRAGO: Sure. Thank you, David. I am a  
9 participant to the Operations Group on the NTSB team, so  
10 my involvement is, strictly, to help support that effort  
11 for finding out the facts here, and has nothing to do  
12 with any type of things that we're normally associated  
13 with, which, any type of violation, or coming back on  
14 pilot types. So again, my role here is just learning  
15 about and helping support the investigation.

16 INVESTIGATOR LAWRENCE: Great. Thanks, John.  
17 As you've been informed of earlier, too, Rich, that, I  
18 mean, can I call you Rich, is that all right?

19 RESPONDENT: Sure.

20 INVESTIGATOR LAWRENCE: Okay.

21 RESPONDENT: Yes.

22 INVESTIGATOR LAWRENCE: You're welcome to have  
23 one representative of your choice, is Chris your choice,  
24 to sit in?

25 (No response)

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1 INVESTIGATOR LAWRENCE: Yes?

2 RESPONDENT: Yes.

3 INVESTIGATOR LAWRENCE: Okay, great. That's  
4 the problem with --

5 RESPONDENT: Okay.

6 INVESTIGATOR LAWRENCE: -- nodding, we didn't  
7 get it with the --

8 RESPONDENT: I'll give you (inaudible).

9 INVESTIGATOR LAWRENCE: There you go. Also,  
10 as part of the process, as you've been previously briefed  
11 on that, I'll record the interview and we'll have a  
12 transcription made of the interview, which will  
13 eventually become part of the factual record. Audio will  
14 not be part of the public docket. Any questions?

15 RESPONDENT: Not yet.

16 INVESTIGATOR LAWRENCE: Okay.

17 RESPONDENT: Yes.

18 INVESTIGATOR LAWRENCE: Standard stuff that I,  
19 kind of, you know, brief the guys I talk to, I'm just  
20 going to take some notes. And, I'm old school, I type  
21 like, like this --

22 RESPONDENT: Okay.

23 INVESTIGATOR LAWRENCE: -- sometimes, so I  
24 apologize, if I'm not making contact, as we go through  
25 this. If you don't understand a question that I ask,

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1 please, stop, ask me to clarify it, you know?

2 My role here is just to learn and, as the  
3 Chief Pilot and, obviously, somebody that was familiar  
4 with the pilots and the operation that's the reason why  
5 we want to talk to you, so I get to learn from you.

6 Conversely, if there's something I'm not  
7 quite getting, this is not an opportunity to trip  
8 somebody up, I'm learning from you, so I want to get as  
9 best information, so if I'm not getting it quite, maybe  
10 we can come at another angle and learn, make sure I get  
11 it. Standard stuff, let me start off at the very  
12 beginning. If I can get your full name and age, please?

13 RESPONDENT: Richard James Ruvido, age 33.

14 INVESTIGATOR LAWRENCE: Can you spell Ruvido?

15 RESPONDENT: Romeo, Uniform, Victor, India,  
16 Delta, Oscar.

17 INVESTIGATOR LAWRENCE: Okay. And, I'm sorry,  
18 33?

19 RESPONDENT: 33.

20 INVESTIGATOR LAWRENCE: Great, thanks. What's  
21 your current title?

22 RESPONDENT: Chief Pilot.

23 INVESTIGATOR LAWRENCE: For?

24 RESPONDENT: ExecuFlight.

25 INVESTIGATOR LAWRENCE: Great. And how long

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1 have you been in that position?

2 RESPONDENT: March of 2014.

3 INVESTIGATOR LAWRENCE: All right.

4 RESPONDENT: Roughly, the exact date, I  
5 believe, is March 2014.

6 INVESTIGATOR LAWRENCE: Okay.

7 RESPONDENT: Yes.

8 INVESTIGATOR LAWRENCE: When was your date of  
9 hire with ExecuFlight?

10 RESPONDENT: August 2011. I'm sorry, 2007.  
11 2007.

12 INVESTIGATOR LAWRENCE: Great. And, just a  
13 brief cliff notes version of your roles and  
14 responsibilities, as Chief Pilot.

15 RESPONDENT: Okay. Well, it's to make sure  
16 that the pilots receive the proper simulator training and  
17 make sure they're scheduled for it. And assist the DL in  
18 the day-to-day operations in the company.

19 INVESTIGATOR LAWRENCE: Okay. Who's the  
20 Director of Operations?

21 RESPONDENT: Robert Adamo, at the time.

22 INVESTIGATOR LAWRENCE: At the time of the  
23 accident?

24 RESPONDENT: Well, I'm not, he was, he  
25 recently resigned, and I believe that was before the

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1 accident.

2 INVESTIGATOR LAWRENCE: Okay.

3 RESPONDENT: The exact date, I'm not sure of.

4 INVESTIGATOR LAWRENCE: Okay. So who is  
5 currently assuming that role?

6 RESPONDENT: At the moment, no one --

7 INVESTIGATOR LAWRENCE: Okay.

8 RESPONDENT: -- with, with the title.

9 INVESTIGATOR LAWRENCE: Okay. Okay, for  
10 yours, and I just record this, to make sure that we have  
11 this information, your certificates and type ratings?

12 RESPONDENT: ATP flight instructor, instrument  
13 multi-engine, single CFIIMEI.

14 INVESTIGATOR LAWRENCE: Okay.

15 RESPONDENT: Type rating's G-1159 HS-125, it's  
16 CL601, or CL600, it's the Challenger 601, and the IA Jet  
17 Westwind.

18 INVESTIGATOR LAWRENCE: Westwind. Great.  
19 Current medical?

20 RESPONDENT: First Class.

21 INVESTIGATOR LAWRENCE: Limitations?

22 RESPONDENT: Corrective lenses.

23 INVESTIGATOR LAWRENCE: Okay. And, the  
24 aircraft that you're currently qualified and fly at  
25 ExecuFlight?

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1           RESPONDENT:   The HS-125 and the G-1159.

2           INVESTIGATOR LAWRENCE:    Okay.    Just an  
3 estimate of your total flying time?

4           RESPONDENT:   Seventeen hundred hours.

5           INVESTIGATOR LAWRENCE:   Yes.  And, just your  
6 flying time in the Hawker series?

7           RESPONDENT:   I estimate around 4,000 hours.

8           INVESTIGATOR LAWRENCE:   Okay.  How much of  
9 that is, is there a split between the 700 and 800?  Could  
10 you, kind of, give me, maybe, a percentage, or something?

11          RESPONDENT:   You could probably divide it in  
12 half, I would say.

13          INVESTIGATOR LAWRENCE:   (Inaudible.)  Great.

14          RESPONDENT:   Just off --

15          INVESTIGATOR LAWRENCE:   Pilot and command  
16 time?

17          RESPONDENT:   Command time is, I'd say, and  
18 this is an estimate here, --

19          INVESTIGATOR LAWRENCE:   Sure.

20          RESPONDENT:   -- about 6,300 hours.

21          INVESTIGATOR LAWRENCE:   Okay, and PIC time in  
22 the Hawker?

23          RESPONDENT:   PIC time is --

24          INVESTIGATOR LAWRENCE:   Just an estimate.

25          RESPONDENT:   -- 3,500 hours.

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1 INVESTIGATOR LAWRENCE: Great. And just a  
2 brief cliff note's version of your aviation background,  
3 what did you do prior to leading up to ExecuFlight?

4 RESPONDENT: I was working for an owner, Part  
5 91, flying a Hawker. It was an HS, well, HS-125 is a, it  
6 was a 400 Series Fan Conversion. And that was based up  
7 in Palm Beach and I worked there about two years, flying,  
8 just for the owner, directly --

9 INVESTIGATOR LAWRENCE: Right, okay.

10 RESPONDENT: -- Part 91. And a little bit  
11 before that, I started out with another company, down in  
12 Fort Lauderdale, doing the same thing, flying managed  
13 Part 91 airplanes, Hawker 800s, 700s. So that's going  
14 back about 11 years, since that began.

15 INVESTIGATOR LAWRENCE: Okay. Also you're  
16 flying up within --

17 RESPONDENT: Yes.

18 INVESTIGATOR LAWRENCE: Okay. All right.  
19 You've flown with either Oscar or Renata (phonetic) --

20 RESPONDENT: Yes.

21 INVESTIGATOR LAWRENCE: -- before? Who and  
22 which, both, or --

23 RESPONDENT: I flew with both. I flew with  
24 Oscar on this 299 line check. I was observing him and I  
25 was observed by an inspector. It was for the

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1 qualification for my line check authorization to be Chief  
2 Airman.

3 INVESTIGATOR LAWRENCE: Great. So what about  
4 Renata?

5 RESPONDENT: And Renata I flew with, as well.

6 INVESTIGATOR LAWRENCE: Okay. Let me, kind  
7 of, first off, start with, we'll come back to Renata  
8 (phonetic), let's talk about the Captain, first. How  
9 often did you fly with it, just a line, that line check  
10 for your observation work?

11 RESPONDENT: Yes.

12 INVESTIGATOR LAWRENCE: Okay. General  
13 impressions, how did he do?

14 RESPONDENT: Fantastic.

15 INVESTIGATOR LAWRENCE: Okay.

16 RESPONDENT: I was very impressed with his,  
17 with his flying ability and his procedures.

18 INVESTIGATOR LAWRENCE: Okay. Can you  
19 characterize his command of the cockpit, or --

20 RESPONDENT: Command was, in characterizing  
21 it, let's see, put in words, competent and capable of  
22 asking, I was sitting in the right seat, so I think he  
23 was very, very confident.

24 INVESTIGATOR LAWRENCE: All right. I  
25 understand it's, it's almost a difficult question in that

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1 particular training environment in checking, checking.

2           RESPONDENT: Sure.

3           INVESTIGATOR LAWRENCE: Yes, so it's a little  
4 bit different. Did you, did you hire Oscar?

5           RESPONDENT: The hiring was done by the owner.

6           INVESTIGATOR LAWRENCE: Okay.

7           RESPONDENT: They came into contact with the  
8 owner --

9           INVESTIGATOR LAWRENCE: Okay.

10          RESPONDENT: -- and was cross-referenced with  
11 me.

12          INVESTIGATOR LAWRENCE: Okay.

13          RESPONDENT: And the owner said, hey, I have  
14 this gentleman and what do you think? I said, good. So  
15 it, initially, it was done by the owner --

16          INVESTIGATOR LAWRENCE: Okay.

17          RESPONDENT: -- and I agreed with it.

18          INVESTIGATOR LAWRENCE: Okay. Well, was it  
19 just the owner coming to you talking to him, or did he  
20 provide you any records, or anything like that, to say  
21 here's a guy, or --

22          RESPONDENT: He had --

23          INVESTIGATOR LAWRENCE: -- work him.

24          RESPONDENT: -- good references from other  
25 pilots that are a part of our operation, separate to this

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1 company.

2 INVESTIGATOR LAWRENCE: All right.

3 RESPONDENT: He came highly recommended.

4 INVESTIGATOR LAWRENCE: Okay. Where did he  
5 come from?

6 RESPONDENT: He came from, his last job was  
7 with Central Charter, based out of Bogota, Columbia.

8 INVESTIGATOR LAWRENCE: Okay.

9 RESPONDENT: It's my recollection.

10 INVESTIGATOR LAWRENCE: Okay. By the way, I  
11 should have mentioned this earlier, if you don't know the  
12 answer to something, just say it.

13 RESPONDENT: Okay.

14 INVESTIGATOR LAWRENCE: I don't know is a  
15 perfectly acceptable answer.

16 RESPONDENT: Okay.

17 INVESTIGATOR LAWRENCE: Okay. Did you all do,  
18 or are you aware if they did a PREA background check?

19 RESPONDENT: Yes.

20 INVESTIGATOR LAWRENCE: Okay. Did you see the  
21 PREA?

22 RESPONDENT: I did see the PREA.

23 INVESTIGATOR LAWRENCE: Okay. I want to show  
24 it to you, because I just had a couple of questions.

25 RESPONDENT: Sure.

1 INVESTIGATOR LAWRENCE: You sent it over and  
2 I appreciate you sending that information, but I want to  
3 be sure I'm reading some things correctly. Was that the,  
4 the company --

5 RESPONDENT: Yes, results.

6 INVESTIGATOR LAWRENCE: You can come over and  
7 look, Chris, if you want to.

8 MR. JAHR: Sure.

9 (Off microphone discussion)

10 INVESTIGATOR LAWRENCE: So I think it's just  
11 easier for, maybe, you to explain some of this, and I --

12 RESPONDENT: Sure.

13 INVESTIGATOR LAWRENCE: -- just want to make  
14 sure I'm clear on a few of these things. So that was,  
15 Results is the company that you hired to do a PREA  
16 background check on your pilots?

17 RESPONDENT: Correct.

18 INVESTIGATOR LAWRENCE: Okay. Does the owner  
19 do this, or did you do this?

20 RESPONDENT: I do this.

21 INVESTIGATOR LAWRENCE: Oh, okay. So they did  
22 this and they provided some information here. And some  
23 of the stuff is just, I don't know, not verified,  
24 complete, I can understand where it says not requested,  
25 but where it says not verified, complete, what does that

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1 mean?

2           RESPONDENT: Well it's, this printout, when  
3 this was a status -- okay. This was a report status --

4           INVESTIGATOR LAWRENCE: Okay.

5           RESPONDENT: -- in progress. So the, this  
6 should, but the final copy of this should have, this  
7 should be a different answer here.

8           INVESTIGATOR LAWRENCE: Okay, so the end  
9 progress means, this is just in a transition, then?

10          RESPONDENT: Correct, because --

11          INVESTIGATOR LAWRENCE: Okay.

12          RESPONDENT: -- you --

13          INVESTIGATOR LAWRENCE: Do you have a final  
14 copy of the results?

15          RESPONDENT: I do.

16          INVESTIGATOR LAWRENCE: Okay, this is all that  
17 you sent me, so that's all I was going by.

18          RESPONDENT: Okay.

19          INVESTIGATOR LAWRENCE: Can I get a final copy  
20 of the progress, the final PREA results?

21          RESPONDENT: Yes.

22          INVESTIGATOR LAWRENCE: Okay.

23          RESPONDENT: I have it, yes.

24          INVESTIGATOR LAWRENCE: Can I get that listed  
25 as a deliverable?

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1 MR. JAHR: Sure.

2 INVESTIGATOR LAWRENCE: Thanks. That was what  
3 I was, kind of, and so --

4 RESPONDENT: Okay.

5 INVESTIGATOR LAWRENCE: -- I just want to make  
6 sure.

7 RESPONDENT: Yes, this is the status check and  
8 it, this is what I asked for, just to see where they were  
9 --

10 INVESTIGATOR LAWRENCE: Yes, and --

11 RESPONDENT: -- in their --

12 INVESTIGATOR LAWRENCE: -- they listed this  
13 company, this company here, Heralpin --

14 RESPONDENT: Okay.

15 INVESTIGATOR LAWRENCE: -- H-E-R-A-L-P-I-N,  
16 USA, as his previous employer.

17 RESPONDENT: Okay.

18 INVESTIGATOR LAWRENCE: Okay. Without having  
19 the actual final PREA in possession here, just on your  
20 memory, do you know if they went to them and contacted  
21 them to find out --

22 RESPONDENT: I'm not, I'm --

23 INVESTIGATOR LAWRENCE: -- maybe why he left?

24 RESPONDENT: No.

25 INVESTIGATOR LAWRENCE: Okay.

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1           RESPONDENT: I don't.

2           INVESTIGATOR LAWRENCE: All right. So yes, if  
3 I could get a copy of the final --

4           RESPONDENT: Sure.

5           INVESTIGATOR LAWRENCE: -- one that would  
6 probably be helpful. Do you know if he had any  
7 difficulties in previous employers?

8           RESPONDENT: No. No I don't.

9           INVESTIGATOR LAWRENCE: Okay. Do you know if  
10 he had any FAA enforcement actions?

11          RESPONDENT: There, yes, well there was this  
12 FOI that came out, which is here. And it was handled at  
13 the administrative level --

14          INVESTIGATOR LAWRENCE: Okay.

15          RESPONDENT: -- and it was disclosed to me,  
16 but handled at the administrative level with the FAA.

17          INVESTIGATOR LAWRENCE: Did you have an  
18 opportunity, during the hiring process, after learning  
19 about this, to maybe talk to Oscar about this?

20          RESPONDENT: I did. To remember what, what he  
21 said, I, I think that was a conversation that was many  
22 months ago, but, I got the general gist of what, where  
23 they were and what happened, as it says here, ATC  
24 instruction. So -- but, I asked what the outcome was and  
25 he said he did some remedial training with the FAA and,

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1 and I said okay, well thank you for disclosing that to  
2 me.

3 INVESTIGATOR LAWRENCE: Okay, thanks. Going  
4 to Renata, how was he to fly with?

5 RESPONDENT: He was a great guy, very  
6 professional.

7 (Off microphone discussion)

8 RESPONDENT: Very, very methodical. I mean,  
9 some people are more methodical than others, naturally,  
10 in the way we're wired, but he was, he was that guy. And  
11 very, very knowledgeable of the airplane. I know he was  
12 flying it, I think he had some, some experience in the  
13 airplane.

14 INVESTIGATOR LAWRENCE: Okay.

15 RESPONDENT: So.

16 INVESTIGATOR LAWRENCE: So for, with Renata,  
17 you had the opportunity to fly with him on 135 flights,  
18 correct?

19 RESPONDENT: Correct.

20 INVESTIGATOR LAWRENCE: Okay. Did you fly  
21 most of the legs with passengers, or did you guys  
22 alternate legs?

23 RESPONDENT: I flew the passenger legs.

24 INVESTIGATOR LAWRENCE: Okay.

25 RESPONDENT: And I flew, he flew the empty.

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1 INVESTIGATOR LAWRENCE: Okay. And that's  
2 consistent with what other people told us. I'm just,  
3 kind of, curious if that's, is that a policy for the  
4 Captain to fly the passenger legs, or is it just --

5 RESPONDENT: No.

6 INVESTIGATOR LAWRENCE: Okay. Why is it? Why  
7 do you guys do that?

8 RESPONDENT: Well, in this instance, I, I only  
9 flew with, with him on one, or two, trips.

10 INVESTIGATOR LAWRENCE: Yes.

11 RESPONDENT: I think one, one trip. And I  
12 know that Donnie has flown with him more than I have and  
13 spoken very highly of him, but I was in the, the process  
14 of, if I'm going to fly with someone, for the first time,  
15 I'm going to do the flying.

16 INVESTIGATOR LAWRENCE: Okay.

17 RESPONDENT: And allow other legs to, to  
18 present the opportunity for the other pilot to fly.

19 INVESTIGATOR LAWRENCE: So how often would the  
20 First Officers on a two, or three-day, charter say, in  
21 general, get an opportunity to fly?

22 RESPONDENT: Well, ideally, it's every other  
23 leg.

24 INVESTIGATOR LAWRENCE: Okay. So maybe --

25 RESPONDENT: That, that's the way it --

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1           INVESTIGATOR LAWRENCE:  So typically when a  
2 charter goes out, do the crews go out and they take the  
3 passengers out to wherever they are and stay with them  
4 and then they fly them someplace else, and fly them  
5 someplace else, and are there empty leg opportunities,  
6 within the charter, for the First Officer to be able to  
7 fly?

8           RESPONDENT:  There are.

9           INVESTIGATOR LAWRENCE:  Okay.  How often does  
10 that occur?

11          RESPONDENT:  I would say, considering where  
12 we're based and where trips originate, Miami, Palm Beach,  
13 the percentage of the time is high, it's, I mean, you can  
14 call it, 40 percent of the time we have a reposition leg.

15          INVESTIGATOR LAWRENCE:  Okay.

16          RESPONDENT:  That's just a guesstimate.

17          INVESTIGATOR LAWRENCE:  Okay.  Okay that's  
18 just for passengers and empty legs, let me ask you about,  
19 say, instrument purchase, or say the weather's down, do  
20 you, or other captains, tend to fly those legs, whether  
21 they're passengers are empty, just because it's lower  
22 weather?

23          RESPONDENT:  Well, it's the Captain's  
24 discretion.

25          INVESTIGATOR LAWRENCE:  Okay.

1           RESPONDENT:   And, if, if the Captain feels  
2 that he has a competent person in the right seat, it's at  
3 his discretion.

4           INVESTIGATOR LAWRENCE:    Are your First  
5 Officers are trained and qualified at a semi (phonetic)  
6 flight, right?

7           RESPONDENT:   Correct.

8           INVESTIGATOR LAWRENCE:    Okay.    So they're  
9 current and qualified.  Are they all typed?

10          RESPONDENT:   No.

11          INVESTIGATOR LAWRENCE:    Okay.    Who's not  
12 typed?

13          RESPONDENT:   Nabil.

14          INVESTIGATOR LAWRENCE:    Okay.    Have you, in  
15 general -- well, I'll come back to that little bit later.  
16 Did you get an opportunity to talk to Oscar, or Renata,  
17 outside of work and, kind of, get to know them a little  
18 bit better outside of this work environment?

19          RESPONDENT:   Not, not heavily, no, compared to  
20 other people that have worked here.

21          INVESTIGATOR LAWRENCE:    Were you aware if  
22 there were any issues -- and I'll talk about Renata, or  
23 Oscar, first.  Are you aware, or seen anybody, related to  
24 any issues he may have been having at home, whether  
25 family, financial, or anything like that?

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1           RESPONDENT: Not to my knowledge, no. No, no  
2 issues.

3           INVESTIGATOR LAWRENCE: Okay. Did Oscar,  
4 himself, come to you with any concerns, either about not  
5 just family, or financials, but maybe about the company,  
6 did he have any concerns about the flying, the company --

7           RESPONDENT: No.

8           INVESTIGATOR LAWRENCE: -- anything like that?

9           RESPONDENT: Just time off, asking for the  
10 time off. Hey, can I have this day off, et cetera, so.

11          INVESTIGATOR LAWRENCE: Okay. Okay, Renata,  
12 talking about him, did you learn, or did anybody come to  
13 you about concerns that he may be having at home,  
14 financial, or anything like that?

15          RESPONDENT: No, he was, the last conversation  
16 I had with him was real positive. He was, he seemed to  
17 be a happy person, happily married with a child at home.  
18 I mean, just, just a, no, no signals, no flags, no.

19          INVESTIGATOR LAWRENCE: Okay. Renata was  
20 flying, did he, and I think I, maybe, mentioned this when  
21 I asked about Oscar, but did he follow company  
22 procedures?

23          RESPONDENT: Yes.

24          INVESTIGATOR LAWRENCE: Did you ever observe  
25 Renata asking contrary to company procedures, or

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1 regulations?

2           RESPONDENT: No.

3           INVESTIGATOR LAWRENCE: Okay. Let me just  
4 talk about charter operations, in general, a second. By  
5 the way, how you doing? Need a break, or anything?

6           RESPONDENT: Yes, if I can take the --

7           INVESTIGATOR LAWRENCE: Yes.

8           RESPONDENT: -- latrine, urinal break?

9           INVESTIGATOR LAWRENCE: Yes, exactly. Let me  
10 stop this.

11           (Whereupon, the foregoing matter went off the  
12 record at (time not given) and went back on the record at  
13 (time not given))

14           INVESTIGATOR LAWRENCE: Okay, went back on  
15 and, let me just, I want to talk about, or ask about just  
16 charter operations, in general. But, before I do, I want  
17 to concentrate on this particular trip. Who bought this  
18 charter, how was it paid for, and did this charter come  
19 to you from a third party source?

20           RESPONDENT: It, okay, the process goes  
21 through our sales department. They were contacted by a  
22 company called, it escapes me. I forget the name, but  
23 we've done business with them, previously, and they were  
24 a charter broker company that had the client list that  
25 calls us, the operator, to meet the, the need of the

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1 trip.

2 INVESTIGATOR LAWRENCE: I'm just curious, who  
3 did, from this real estate company that decided to  
4 charter this, they pick up the phone, who do they contact  
5 that initial --

6 RESPONDENT: They contact their, their source  
7 of, it -- I can give you the name, if I have some, I have  
8 paperwork, then I might --

9 INVESTIGATOR LAWRENCE: Sure. Sure.

10 RESPONDENT: -- just pull that name out.

11 INVESTIGATOR LAWRENCE: Yes.

12 RESPONDENT: I'll know. We deal with a lot of  
13 different brokers, it's hard to keep up with them all,  
14 so. Do you remember the name of the company?

15 MR. JAHR: No, I don't remember it.

16 (Off microphone discussion)

17 MR. JAHR: I know the passengers were out of  
18 Boca, but I'm not sure the company that they --

19 (Off microphone discussion)

20 INVESTIGATOR LAWRENCE: I'm going to pause the  
21 recording a second.

22 (Whereupon, the foregoing matter went off the  
23 record at (time not given) and went back on the record at  
24 (time not given))

25 INVESTIGATOR LAWRENCE: But it leads me to the

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1 next obvious question, who had operational control of  
2 this flight?

3 RESPONDENT: I did.

4 INVESTIGATOR LAWRENCE: Okay. And then --  
5 that's okay.

6 RESPONDENT: Okay.

7 INVESTIGATOR LAWRENCE: Yes (inaudible).

8 RESPONDENT: Okay.

9 INVESTIGATOR LAWRENCE: Tell me how the pilots  
10 at ExecuFlight are scheduled, particularly, the Hawker  
11 pilots.

12 RESPONDENT: Well, the trip requests come in  
13 through our sales department and they book, the sales  
14 department, will book the trip, and then place names on  
15 the trip, pilot names.

16 They could also ask me, you know, who would  
17 you like to fly this trip? But the sales department,  
18 considering I only had the time. I mean, we're not a big  
19 company.

20 INVESTIGATOR LAWRENCE: Right.

21 RESPONDENT: And crew pairings and  
22 assignments, if you would compare it to an airline with  
23 crew scheduling, it's --

24 INVESTIGATOR LAWRENCE: Yes.

25 RESPONDENT: -- it's done through the sales

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1 department.

2 INVESTIGATOR LAWRENCE: Okay. So is it  
3 rotational? I mean, is there somebody, like, on call,  
4 are they all on call and you get to pick --

5 RESPONDENT: If, you know, you could say  
6 there's a rotation with -- if people need time off, I'll  
7 fill in. I fly backup in that airplane.

8 INVESTIGATOR LAWRENCE: Okay.

9 RESPONDENT: So the crew can get their time  
10 off, if they request.

11 INVESTIGATOR LAWRENCE: Got it. So how often  
12 are these Hawkers actually flying charters, say, in a  
13 month? I know it's variable, I understand. But, just  
14 generally.

15 RESPONDENT: Just off, just off the top of my  
16 head, I'd say, 50 hours a month.

17 INVESTIGATOR LAWRENCE: That's all of them, or  
18 each of them?

19 RESPONDENT: It, you could say each of them.  
20 It's, it seems to be a round figure on that.

21 INVESTIGATOR LAWRENCE: (Inaudible.)

22 RESPONDENT: So.

23 INVESTIGATOR LAWRENCE: And, how are your  
24 pilots compensated?

25 RESPONDENT: They're on salary.

1 INVESTIGATOR LAWRENCE: Okay. Is there a  
2 training contract on when a pilot comes on?

3 RESPONDENT: There is a contract.

4 INVESTIGATOR LAWRENCE: Okay. Is it a  
5 training contract?

6 RESPONDENT: A training, yes there is, I'm not  
7 too familiar with the details --

8 INVESTIGATOR LAWRENCE: Okay.

9 RESPONDENT: -- of it, with these gentlemen --

10 INVESTIGATOR LAWRENCE: Okay.

11 RESPONDENT: -- from the accident case.

12 INVESTIGATOR LAWRENCE: Right.

13 RESPONDENT: That's something that the  
14 Director of Ops drafted up and cross-checked with the  
15 owner.

16 INVESTIGATOR LAWRENCE: Okay. To your  
17 knowledge, has any pilot at ExecuFlight, during your  
18 tenure there, either as a pilot, or as a Chief Pilot,  
19 ever not completed, or satisfied, the training contract?

20 RESPONDENT: It has happened.

21 INVESTIGATOR LAWRENCE: Okay.

22 RESPONDENT: Not recently, though.

23 INVESTIGATOR LAWRENCE: Okay.

24 RESPONDENT: I don't --

25 INVESTIGATOR LAWRENCE: And, just to be clear,

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1 were either one of these pilots under a training  
2 contract?

3 RESPONDENT: Yes.

4 INVESTIGATOR LAWRENCE: Okay. We'll talk a  
5 little bit more about the training in a little bit. Help  
6 me understand something. I heard that you guys have a  
7 term for a certain sales people called dispatchers, so I  
8 wanted to make --

9 RESPONDENT: It's --

10 INVESTIGATOR LAWRENCE: -- sure I understand  
11 this.

12 RESPONDENT: They're sales.

13 INVESTIGATOR LAWRENCE: Okay.

14 RESPONDENT: It's not dispatch.

15 INVESTIGATOR LAWRENCE: All right.

16 RESPONDENT: The term's used loosely, but it's  
17 --

18 INVESTIGATOR LAWRENCE: Yes.

19 RESPONDENT: We don't have dispatch.

20 INVESTIGATOR LAWRENCE: And I just want to be  
21 clear, coming from the 121 side, and I understand --

22 RESPONDENT: Yes.

23 INVESTIGATOR LAWRENCE: -- I understand where  
24 --

25 RESPONDENT: Yes.

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1 INVESTIGATOR LAWRENCE: -- (inaudible), okay?  
2 But so I'm clear, too, as far as their function, you said  
3 they're sales reps, do they do any flight planning?

4 RESPONDENT: It's the pilots that do the  
5 flight planning.

6 INVESTIGATOR LAWRENCE: Got it. Weight and  
7 balance?

8 RESPONDENT: No.

9 INVESTIGATOR LAWRENCE: They don't do?

10 RESPONDENT: No.

11 INVESTIGATOR LAWRENCE: Okay.

12 RESPONDENT: No.

13 INVESTIGATOR LAWRENCE: And, do they provide  
14 any weather, or weather briefing, information to the  
15 pilot?

16 RESPONDENT: It's up to the pilot --

17 INVESTIGATOR LAWRENCE: Okay.

18 RESPONDENT: -- the Captain.

19 INVESTIGATOR LAWRENCE: What information is  
20 the sales rep/dispatcher providing to the pilot?

21 RESPONDENT: He's providing the, the trip  
22 sheet, the trip sheet and, and to direct any additional  
23 information/correspondence during the trip, coming from  
24 passengers requesting, let's say, catering, or --

25 INVESTIGATOR LAWRENCE: All right.

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1           RESPONDENT:  -- just, the Sales sells the trip  
2 and it's their trip until the trip is over.

3           INVESTIGATOR LAWRENCE:  Got it.

4           RESPONDENT:  So the contact is between sales,  
5 the pilots, the customer, and the whole crew.

6           INVESTIGATOR LAWRENCE:  Who schedules where  
7 the pilots overnight?

8           RESPONDENT:  Meaning the hotels?

9           INVESTIGATOR LAWRENCE:  Yes.

10          RESPONDENT:  And who does the hotels?

11          INVESTIGATOR LAWRENCE:  Yes.

12          RESPONDENT:  The pilots.

13          INVESTIGATOR LAWRENCE:  The pilots do?  They  
14 just find their own hotel?

15          RESPONDENT:  They can do them, or time  
16 permitting, Sales can do it.  Hey, could you guys get  
17 some hotels for us?  But the pilots.  I do my own hotels.

18          INVESTIGATOR LAWRENCE:  Okay.  Generally, who  
19 files the flight plans and how is that done?

20          RESPONDENT:  It's done, well, the captain will  
21 file the flight plan, and it's done over Flightplan.com.

22          INVESTIGATOR LAWRENCE:  Okay.  Can you check  
23 weather on that website?

24          RESPONDENT:  Yes.

25          INVESTIGATOR LAWRENCE:  Is that an approved

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1 source?

2           RESPONDENT: It is.

3           INVESTIGATOR LAWRENCE: Okay. When the pilot  
4 checks, or files, the flight plan, do they print anything  
5 up that has to go onto the airplane?

6           RESPONDENT: Yes they can print the flight  
7 plan, the trip sheet.

8           INVESTIGATOR LAWRENCE: Okay. What about the  
9 --

10          RESPONDENT: Multiple charts.

11          INVESTIGATOR LAWRENCE: What about the  
12 weather?

13          RESPONDENT: Weather?

14          INVESTIGATOR LAWRENCE: Okay.

15          RESPONDENT: Yes they can print weather.

16          INVESTIGATOR LAWRENCE: Is that required for  
17 them to have a hard copy in?

18          RESPONDENT: It is -- yes, printing the  
19 weather, yes.

20          INVESTIGATOR LAWRENCE: Okay.

21          (Off microphone discussion)

22          INVESTIGATOR LAWRENCE: So generally, how do  
23 pilots get their weather briefings?

24          RESPONDENT: Flightplan.com, any source that's  
25 approved by National Weather Service. We have multiple

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1 online websites that you can go on and look that  
2 information up.

3 INVESTIGATOR LAWRENCE: How do you do it?

4 RESPONDENT: I use Flightplan.com. It's a  
5 good, good source. Presents it in a good format.

6 INVESTIGATOR LAWRENCE: Okay. What is their  
7 source of weather information? When you hit the weather  
8 button and it clicks up weather, what do you get?

9 RESPONDENT: What do you get?

10 INVESTIGATOR LAWRENCE: Yes.

11 RESPONDENT: You get METARs, TAFs, NOTAMs.

12 INVESTIGATOR LAWRENCE: Okay.

13 RESPONDENT: Yes, METARs, TAFs, NOTAMs.

14 INVESTIGATOR LAWRENCE: PIREPs?

15 RESPONDENT: PIREPs, there is a, an option  
16 where you can get a full root briefing that will include  
17 all that.

18 INVESTIGATOR LAWRENCE: Oh, okay.

19 RESPONDENT: It'll give you a lot of  
20 information, yes.

21 INVESTIGATOR LAWRENCE: Okay. Flight  
22 following procedures, describe those.

23 RESPONDENT: We, well, the Captain, or First  
24 Officer can text a doors open, well, doors closed and  
25 doors open, to the sales to, actually, it goes to a

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1 group, Sales are included, myself, the owner, and the DO,  
2 and that's how we can track movements.

3 INVESTIGATOR LAWRENCE: Great. Sometimes  
4 those text messages actually come in, as emails, or are  
5 they always a text message?

6 RESPONDENT: Text.

7 INVESTIGATOR LAWRENCE: Text, okay. Are the  
8 texts printed up, are they recorded someplace, or you  
9 just look at it and write --

10 RESPONDENT: Yes, you look at the phone. It's  
11 there in the phone.

12 INVESTIGATOR LAWRENCE: And you, then what?

13 RESPONDENT: It, well it's, with these phones  
14 nowadays, it's a lot of information can --

15 INVESTIGATOR LAWRENCE: I'm sorry, where I'm  
16 getting at is it documented anyplace, like, (inaudible)  
17 times documented anywhere that you received from the  
18 text? Because the trip sheets that we have show times,  
19 but those are planned times, or --

20 RESPONDENT: Plan times.

21 INVESTIGATOR LAWRENCE: Okay. How would I  
22 know, or what document could I look at that would have  
23 the actual out and off times, the text messages coming  
24 from the Captain?

25 RESPONDENT: There wouldn't be an out and off

1 time.

2 INVESTIGATOR LAWRENCE: Okay.

3 RESPONDENT: -- transmitted during --

4 INVESTIGATOR LAWRENCE: Door closed and --

5 RESPONDENT: -- via text.

6 INVESTIGATOR LAWRENCE: Door closed and --

7 RESPONDENT: Doors closed.

8 INVESTIGATOR LAWRENCE: -- door open.

9 RESPONDENT: Yes and -- correct.

10 INVESTIGATOR LAWRENCE: Where is that  
11 recorded?

12 RESPONDENT: It's, it's not recorded.

13 INVESTIGATOR LAWRENCE: Okay.

14 RESPONDENT: It's not record, it's on the  
15 phone.

16 INVESTIGATOR LAWRENCE: So if I was to ask,  
17 what time was the door closed on this particular flight,  
18 out of Wright Brothers, is that information anywhere?

19 RESPONDENT: It's available by, it's on the  
20 phone.

21 INVESTIGATOR LAWRENCE: Okay.

22 RESPONDENT: It'll show the time in local  
23 time.

24 INVESTIGATOR LAWRENCE: Okay.

25 RESPONDENT: Message, doors closed, and the

1 time of the message.

2 INVESTIGATOR LAWRENCE: Okay.

3 RESPONDENT: That's --

4 INVESTIGATOR LAWRENCE: And I don't mean to,  
5 I just want to be clear. Also, there's nobody that takes  
6 that text message, you, Sales, DO, or owner that is on  
7 that distribution list that writes down what that time  
8 is, anyplace, it's --

9 RESPONDENT: No, it's --

10 INVESTIGATOR LAWRENCE: -- on the phone?

11 RESPONDENT: -- it's on the phone.

12 INVESTIGATOR LAWRENCE: Okay. And part of  
13 your role, as Chief Pilot, do you go out there and ride  
14 along on some of these, on these charters? I don't know  
15 that there's even a jump seat on this airplane, but do  
16 you ride?

17 RESPONDENT: That airplane, there was a jump  
18 seat, but not -- there was a jump seat (inaudible). All  
19 these airplanes are different. No, I don't, only on a  
20 line check.

21 INVESTIGATOR LAWRENCE: Okay. And you're  
22 recent with your line checks, so how many line checks  
23 have you done?

24 RESPONDENT: I just, two.

25 INVESTIGATOR LAWRENCE: On which airplane?

1           RESPONDENT:    The Gulfstream and the Hawker  
2 for, Hawker for Oscar and Gulfstream for --

3           INVESTIGATOR LAWRENCE:   And the one you did  
4 with Oscar was the one the FAA was --

5           RESPONDENT:    That's right.   That was my --

6           INVESTIGATOR LAWRENCE:   Yes.

7           RESPONDENT:    -- initial observation.

8           INVESTIGATOR LAWRENCE:   Got it.   So no regular  
9 opportunities that you use to go out and observe the  
10 crews?

11          RESPONDENT:    No.

12          INVESTIGATOR LAWRENCE:   Okay.   Let me ask  
13 about the FAA, do they do that?

14          RESPONDENT:    That has not happened.

15          INVESTIGATOR LAWRENCE:   Okay.

16          RESPONDENT:    I know, I know, in the airlines  
17 that's regular.   But, no.

18          INVESTIGATOR LAWRENCE:   Okay.   Let me shift to  
19 the actual airplane.   And I'm specific to the accident  
20 airplane, since it was a 700, just in your general  
21 opinion, you go all the time in these airplanes, how was  
22 the Hawker to fly?

23          RESPONDENT:    How is it to fly?

24          INVESTIGATOR LAWRENCE:   Yes.

25          RESPONDENT:    It, it's a very, it's a, it has

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1 excellent handling characteristics. It's a stable,  
2 stable platform. It just has a good solid feel to it.  
3 It's, you know, compared to other airplanes I've flown,  
4 it's a very nice, gentlemanly-handling airplane. It's --

5 INVESTIGATOR LAWRENCE: Low speed  
6 characteristics?

7 RESPONDENT: Low speed, it, with the 700, if  
8 you compare them to the other Hawker models, like an 800  
9 XP and 800, the longer wing, winglets, it, the airplane  
10 will slow down relatively quickly, compared to the other  
11 ones. But I know it can, it can come in at a relatively  
12 below rev speed. It's not a, I wouldn't call it a hot  
13 airplane.

14 INVESTIGATOR LAWRENCE: Yes.

15 RESPONDENT: Like other airplanes.

16 INVESTIGATOR LAWRENCE: Ever get a slow, is  
17 there, have you ever had an opportunity to feel the low  
18 speed handling qualities?

19 (No response)

20 INVESTIGATOR LAWRENCE: How are they?

21 INVESTIGATOR ETCHER: You have to answer yes  
22 or no, for the recording?

23 INVESTIGATOR LAWRENCE: Yes.

24 RESPONDENT: Oh, okay. Pardon me. Okay.  
25 Yes, I have and the -- you asked me how was the, how was

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1 the quality of those --

2 INVESTIGATOR LAWRENCE: Yes, how's the  
3 quality? Do you have a, do you have adequate averon  
4 (phonetic) control, pitch control, is it really sluggish?  
5 I mean, if you get behind the curb, is it hard to get  
6 sped back up, if it's configured, I mean --

7 RESPONDENT: It, with the, the engines are,  
8 are crisp when, if you need the power. I wouldn't say  
9 there's a spool up --

10 INVESTIGATOR LAWRENCE: Okay.

11 RESPONDENT: -- compared to another, like a  
12 straight jet.

13 INVESTIGATOR LAWRENCE: Right.

14 RESPONDENT: But it'll handle, it'll handle  
15 nice, at low speed.

16 INVESTIGATOR LAWRENCE: I'll ask you more  
17 about the, the procedures for, I'm going to ask about  
18 non-precision approach, I just want to be clear what,  
19 what your pilots are expected to do on that. But I'm  
20 going to ask a little off-ball one, but this has been  
21 asked of me, to ask you, CDR on the airplane, do you guys  
22 test that, as part of your normal procedures?

23 RESPONDENT: It's part of the --

24 INVESTIGATOR LAWRENCE: Okay.

25 RESPONDENT: -- the checklist.

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1           INVESTIGATOR LAWRENCE:   Which checklist, do  
2 you remember?

3           RESPONDENT:   That's in the normal (inaudible),  
4 in the first part of the checklist, before engine start.  
5 I'd have to look at it.

6           INVESTIGATOR LAWRENCE:   Okay.   Yes.   I could  
7 take a look at that too, but is it, is it for every  
8 flight, or is it, like, just the first time you get in  
9 the airplane for the day?

10          RESPONDENT:   Well it, every flight.

11          INVESTIGATOR LAWRENCE:   Okay.   And having not  
12 seen the actual airplane, is it just one of those where  
13 you push the test button, you get the needle that goes  
14 (inaudible)?

15          RESPONDENT:   This one had a, had a green  
16 button.

17          INVESTIGATOR LAWRENCE:   Okay.

18          RESPONDENT:   You press the button and a green  
19 light, green light will --

20          INVESTIGATOR LAWRENCE:   Okay.

21          RESPONDENT:   That'll be test.   The other plane  
22 is, is a METAR.

23          INVESTIGATOR LAWRENCE:   Okay.   No other test  
24 that the pilot, like the, required of them to put the  
25 headset in and listen to the delay, or anything like

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1 that, just press the test?

2           RESPONDENT: Press the test with the button.

3           INVESTIGATOR LAWRENCE: Got it.

4           RESPONDENT: Or the light, I'm sorry.

5           INVESTIGATOR LAWRENCE: Yes. Let's talk about  
6 non-precision approaches. Global question, are your  
7 pilots trained to conduct non-precision approaches?

8           RESPONDENT: They are. They are trained.

9           (Off microphone discussion)

10          INVESTIGATOR LAWRENCE: Are they authorized to  
11 do RNAV approaches?

12          RESPONDENT: Yes.

13          INVESTIGATOR LAWRENCE: In the Hawker?

14          RESPONDENT: Correct, yes.

15          INVESTIGATOR LAWRENCE: What about, and that  
16 would be a lateral flying, or --

17          RESPONDENT: Nothing with vertical guidance --

18          INVESTIGATOR LAWRENCE: All right.

19          RESPONDENT: -- is what we're not authorized  
20 (inaudible) precision.

21          INVESTIGATOR LAWRENCE: Okay. Obviously,  
22 you've seen this approach, it's the --

23          RESPONDENT: Yes.

24          INVESTIGATOR LAWRENCE: You need a copy,  
25 Chris?

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1 MR. JAHR: Oh, no. I have it, thank you.

2 INVESTIGATOR LAWRENCE: Thanks. This is the  
3 Local (inaudible) 225 approach. So I just want to talk  
4 about procedures, generally, on how to fly this in the  
5 Hawker 700. In general, you fly the localizer approach  
6 for (inaudible) guidance, correct?

7 RESPONDENT: Correct.

8 INVESTIGATOR LAWRENCE: How would you do  
9 vertical guidance in this?

10 RESPONDENT: You wouldn't.

11 INVESTIGATOR LAWRENCE: Okay, so there's  
12 nothing --

13 RESPONDENT: I mean --

14 INVESTIGATOR LAWRENCE: -- electronic that you  
15 provides you --

16 RESPONDENT: -- like a pseudo glide slope in  
17 this --

18 INVESTIGATOR LAWRENCE: Right.

19 RESPONDENT: -- this instance? No.

20 INVESTIGATOR LAWRENCE: Okay, great.

21 RESPONDENT: No.

22 INVESTIGATOR LAWRENCE: So how would the pilot  
23 get down in altitude?

24 RESPONDENT: They would select the MDA  
25 altitude and fly it down to the MDA, with the, you can do

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1 it auto pilot, or it can be hand flown. I know that in  
2 training we, we hand fly down to the MDA, doing a  
3 circling approach in a simulator, because of the  
4 certification of the Hawker in an MDA, you cannot engage  
5 the auto pilot.

6 INVESTIGATOR LAWRENCE: Right.

7 RESPONDENT: Certification for that particular  
8 plane that'll --

9 INVESTIGATOR LAWRENCE: Okay.

10 RESPONDENT: So this would be a hand flown.

11 INVESTIGATOR LAWRENCE: So this would be  
12 required to be hand flown?

13 RESPONDENT: For our training, yes. When we  
14 -- to, to the MDA it has to be hand flown.

15 MR. SHACKLEFORD: I'm sorry to interrupt.  
16 We're asking for the accident airplane, specifically?

17 INVESTIGATOR LAWRENCE: Right. Okay, let me  
18 come back to that in a second, but I wanted to make sure  
19 I understand something. So vertical guidance is not  
20 provided, so the pilots would select the MDA altitude and  
21 fly down to it. How would they fly down to it, would  
22 they just, would they use vertical speed? If they were  
23 to fly this on auto pilot --

24 RESPONDENT: Okay.

25 INVESTIGATOR LAWRENCE: -- let's start with

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1 that. Flying in on auto pilot, how would you get down to  
2 MDA?

3           RESPONDENT: You'd select the vertical and  
4 input. It's a, in this airplane it's a thumbwheel on,  
5 there's no rotary vertical speed selection --

6           INVESTIGATOR LAWRENCE: Okay.

7           RESPONDENT: -- where you can, you know, put  
8 the exact number you want. It's a thumbwheel. You get  
9 that vertical speed locked in that you want, with the  
10 thumb wheel, then you hit vertical speed, and it'll hold  
11 vertical speed going down.

12           INVESTIGATOR LAWRENCE: And if we were still  
13 on auto pilot, this particular aircraft, the accident  
14 airplane, he's flying down to MDA, what does he have  
15 setup to capture MDA?

16           RESPONDENT: If, okay. In the altitude  
17 selector he has the MDA set. And it'll be altitude  
18 select coming down. Flight directors will be guiding you  
19 --

20           INVESTIGATOR LAWRENCE: Correct.

21           RESPONDENT: -- to altitude select. Once you  
22 get there, altitude hold.

23           INVESTIGATOR LAWRENCE: The -- hello?

24           MR. DRAGO: Hi, it's John. I got disconnected  
25 and dialed back in.

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1 INVESTIGATOR LAWRENCE: All right. Thanks,  
2 John. So the pilot would have to press altitude hold,  
3 upon arriving at the MDA?

4 RESPONDENT: To hold your, your altitude.

5 INVESTIGATOR LAWRENCE: For it to level off,  
6 at MDA?

7 RESPONDENT: For, for, to hold it.

8 INVESTIGATOR LAWRENCE: Okay.

9 RESPONDENT: Yes.

10 INVESTIGATOR LAWRENCE: Okay.

11 RESPONDENT: Not to level off. We're talking  
12 about auto pilot?

13 INVESTIGATOR LAWRENCE: Right.

14 RESPONDENT: Okay. I altitude select will, it  
15 will hold the level off, it will level off the airplane.  
16 But then, to make the next move, altitude hold.

17 INVESTIGATOR LAWRENCE: Okay.

18 RESPONDENT: So there's two-finger.

19 INVESTIGATOR LAWRENCE: Got it. So on this  
20 particular airplane, when I arrive at the final approach  
21 (inaudible), I'm on auto pilot, on the 700, this  
22 particular accident airplane, and I decide to go down to  
23 the next altitude, in the altitude window, what am I  
24 going to put?

25 RESPONDENT: In the altitude in this airplane

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1 you could separate the, the whole numbers -- I'm trying  
2 to remember what this airplane looks like, with the mode  
3 selector. Do you recall, and you can --

4 MR. JAHR: Hundred feet.

5 RESPONDENT: -- you can split them?

6 MR. JAHR: It's 100 feet.

7 RESPONDENT: It's 100-foot. Yes, you can, you  
8 can split, for example, this 1540 MDA, you can set a 15-1  
9 in there, you can split the whole 1,500 number and put  
10 15-1 in there.

11 INVESTIGATOR LAWRENCE: Okay. So you --

12 RESPONDENT: As a, as a roundup.

13 (Crosstalk)

14 INVESTIGATOR LAWRENCE: Okay. Fifteen one?

15 RESPONDENT: Fifteen --

16 MR. JAHR: Maybe it'll be 16.

17 RESPONDENT: I'm sorry.

18 MR. JAHR: Yes.

19 RESPONDENT: My, my math --

20 INVESTIGATOR LAWRENCE: It's okay.

21 RESPONDENT: I --

22 (Off microphone discussion)

23 RESPONDENT: Sixteen hundred, I'm sorry.

24 MR. SHACKLEFORD: I'll be back in about two  
25 seconds.

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1 INVESTIGATOR LAWRENCE: Okay.

2 RESPONDENT: You can round it up to the next

3 --

4 INVESTIGATOR LAWRENCE: Okay, so you'd said  
5 1,600 in that --

6 RESPONDENT: Sixteen hundred.

7 INVESTIGATOR LAWRENCE: -- altitude window?

8 RESPONDENT: Right.

9 INVESTIGATOR LAWRENCE: Got it. And if I'm on  
10 auto pilot, in vertical speed going down, on this  
11 particular airplane, will it capture that 1,600 --

12 RESPONDENT: Yes.

13 INVESTIGATOR LAWRENCE: -- and level off?  
14 Yes.

15 RESPONDENT: Yes.

16 INVESTIGATOR LAWRENCE: Is there an altitude  
17 alerter (phonetic) that warns you that you're coming down  
18 to that altitude?

19 RESPONDENT: If you're 1,000 feet above that  
20 set altitude, you'll get a 1,000-foot annunciator.

21 INVESTIGATOR LAWRENCE: Okay.

22 RESPONDENT: And, so yes, in that case, 2,700.  
23 But, in that instance, if they're crossing at 2,300 and  
24 then going down, there's only, what was that, 700 feet?

25 INVESTIGATOR LAWRENCE: Yes. Yes.

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1           RESPONDENT:    So in that case, you wouldn't  
2 get, you would get a radar altimeter AGL setting to go  
3 off.

4           INVESTIGATOR LAWRENCE:    That's where we're  
5 going next.

6           RESPONDENT:    Yes.

7           INVESTIGATOR LAWRENCE:    Okay.  So staying with  
8 the altitude alerter, if I'm flying this on auto pilot,  
9 vertical speed down to 1,600 --

10          RESPONDENT:    Sixteen hundred.

11          INVESTIGATOR LAWRENCE:    -- or whatever you  
12 said in, and it will capture that altitude, the auto  
13 pilot will --

14          RESPONDENT:    It will capture it.

15          INVESTIGATOR LAWRENCE:    -- at 1,600 and level  
16 it off?

17          RESPONDENT:    Yes.

18          INVESTIGATOR LAWRENCE:    Got it.  Cool.  All  
19 right, let's talk about that radar altimeter.  Is it used  
20 on this approach?

21          RESPONDENT:    Yes.

22          INVESTIGATOR LAWRENCE:    How?

23          RESPONDENT:    You select the AGL setting here.  
24 And you input that airplane, that particular radar  
25 altimeter setting, this number you could, in that

1 airplane, 473, you wouldn't be able to put 473, you'd  
2 have to round up.

3 INVESTIGATOR LAWRENCE: Okay.

4 RESPONDENT: So it'll be four, 480, it'll do  
5 it in the tenths.

6 INVESTIGATOR LAWRENCE: Okay.

7 RESPONDENT: And that --

8 INVESTIGATOR LAWRENCE: Okay. And, what is  
9 that?

10 RESPONDENT: That, that will give you your,  
11 you'll get a warning of the MDA on a, on a, a light  
12 that'll come out.

13 INVESTIGATOR LAWRENCE: Okay.

14 RESPONDENT: In every plane it's where the DH  
15 light would be in that, where it's presented to you, it  
16 would be the same thing.

17 INVESTIGATOR LAWRENCE: Okay. So it's, does  
18 it, the light come on upon arriving at the MDA, which in  
19 this case would be the --

20 RESPONDENT: Yes.

21 INVESTIGATOR LAWRENCE: -- a light comes on.  
22 Is there an oral alert, or anything?

23 RESPONDENT: No.

24 INVESTIGATOR LAWRENCE: Okay.

25 RESPONDENT: No there's not.

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1 INVESTIGATOR LAWRENCE: How are pilots taught  
2 to determine MDA, is it based on the altitude, or is it  
3 based on the AGL that they were --

4 RESPONDENT: Well the altitude.

5 INVESTIGATOR LAWRENCE: Okay.

6 RESPONDENT: Yes, baro.

7 INVESTIGATOR LAWRENCE: All right. Excellent.  
8 This has, this has been really helpful. This is all when  
9 I'm on auto pilot, okay? You're to hand fly this. Tell  
10 me the process to hand fly this.

11 RESPONDENT: Well, if you're coming over the  
12 final approach fix, you're going to be real cognizant of  
13 your descent rate, of how you initialize it, and it's  
14 just a gentle nudge to get, let's say, 1,000 feet a  
15 minute going, and --

16 INVESTIGATOR LAWRENCE: Gentle nudge for --

17 RESPONDENT: It's a gentle lead, there's not  
18 much, there's no big major control inputs. And so you  
19 are -- that would be my biggest concern is, all right,  
20 let's start down in a nice stable descent rate.

21 INVESTIGATOR ETCHER: Would you be flying this  
22 from Flight Director, so that you would have --

23 RESPONDENT: Yes.

24 INVESTIGATOR ETCHER: -- the pilot monitoring

25 --

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1           RESPONDENT:  You could be flying with Flight  
2 Director.

3           INVESTIGATOR ETCHER:  Okay.  If the pilot  
4 monitoring is doing the inputs, to provide flight  
5 director guidance, and you're still hand flying, okay,  
6 what is the process and what's the procedure for call  
7 outs, does the pilot call for it, does the pilot just do  
8 it?

9           RESPONDENT:  You would say, select, okay, go  
10 ahead and set MDA, and hit altitude select for me.

11          INVESTIGATOR LAWRENCE:  All right.

12          RESPONDENT:  Because you are, this is the  
13 motion here.

14          INVESTIGATOR LAWRENCE:  Right.

15          RESPONDENT:  And to reach up and, and select,  
16 it's best for the other guy.

17          INVESTIGATOR LAWRENCE:  And you reminded me of  
18 a question I wanted to make sure we get on there.  Are  
19 there auto throttles --

20          RESPONDENT:  No.

21          INVESTIGATOR LAWRENCE:  -- auto throttles on  
22 this?  Okay.  Is there any guidance in any ExecuFlight  
23 manual, whether the GOM, FAM, that you use, or SOPs that  
24 pilots are to use the auto pilot for these type of  
25 approaches?

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1           RESPONDENT:  No.

2           INVESTIGATOR LAWRENCE:  Okay.  Is it solely  
3 pilot's discretion?

4           RESPONDENT:  Yes.

5           INVESTIGATOR LAWRENCE:  Okay.  And, you  
6 mentioned earlier, I think you did, about the FMS,  
7 because I know the pilot to be laterally guiding to an  
8 airport using the FMS, do you use the FMS, as, in any  
9 function of this type of non-precision approach?

10          RESPONDENT:  You, yes, you would use, as a  
11 backup, you would put the Akron NDB in there.

12          INVESTIGATOR LAWRENCE:  Okay.

13          RESPONDENT:  And that, you can identify that  
14 on the FMS.  I know that, that's, you know, that's how  
15 you would do that, you would put Akron in there.

16          INVESTIGATOR LAWRENCE:  That's just backup  
17 information, it's nothing that you're actually flying?

18          RESPONDENT:  No, backup.

19          INVESTIGATOR LAWRENCE:  Okay.

20          RESPONDENT:  It's --

21          INVESTIGATOR LAWRENCE:  Okay.  And for this  
22 type of approach in, I don't have a copy of the SOPs in  
23 front of me, but are there specific call outs on this  
24 type of approach?

25          RESPONDENT:  I have a copy here, if you'd

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1 like?

2 INVESTIGATOR LAWRENCE: Oh, I'll get that in  
3 a second.

4 RESPONDENT: Okay.

5 INVESTIGATOR LAWRENCE: Yes, if you want to  
6 refer to it, feel free to.

7 RESPONDENT: Well, I'll show you, yes --

8 INVESTIGATOR LAWRENCE: Okay, yes.

9 RESPONDENT: -- it did --

10 INVESTIGATOR LAWRENCE: I'm going to ask, and  
11 then, you can refer to it, if you want to --

12 RESPONDENT: Okay.

13 INVESTIGATOR LAWRENCE: -- in your answer.

14 RESPONDENT: Well, there would be, you call  
15 out your height above the MDA, and say, I'm 1,000 above  
16 the MDA, then you count down 500 above, 400, 300 --

17 INVESTIGATOR LAWRENCE: Okay.

18 RESPONDENT: -- 200, 100 MDA.

19 INVESTIGATOR LAWRENCE: Okay. Who's making  
20 those call outs?

21 RESPONDENT: That would be the non-flying  
22 pilot.

23 INVESTIGATOR LAWRENCE: Okay. Is that how you  
24 all would term it, is the pilot monitoring, or pilot PNF,  
25 I mean, --

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1                   RESPONDENT:  PF, PNF --

2                   INVESTIGATOR LAWRENCE:  Okay.

3                   RESPONDENT:  -- is how, yes.

4                   INVESTIGATOR LAWRENCE:  Okay.  Is there  
5 anywhere in the GON, or specifically in the SOPs that  
6 discusses stable approach criteria?

7                   RESPONDENT:  Yes.

8                   INVESTIGATOR LAWRENCE:  Okay.  Tell me about  
9 that.

10                  RESPONDENT:  It is 1,000-foot per minute.  You  
11 have to be in the 1,000-foot per minute, no, no more.

12                  INVESTIGATOR LAWRENCE:  When?

13                  RESPONDENT:  Inside the final approach fix,  
14 starting down.

15                  INVESTIGATOR LAWRENCE:  Is that in your, the  
16 SOPs?

17                  RESPONDENT:  Yes.  These are the notes, the  
18 criteria you must meet.

19                  INVESTIGATOR LAWRENCE:  Got it.  By the way,  
20 flaps, full flaps on a non-precision approach, like this  
21 localizer, when do you go full flaps?

22                  RESPONDENT:  When the landing is assured,  
23 runway in sight, landing assured.

24                  INVESTIGATOR LAWRENCE:  So that wouldn't occur  
25 until after you've already arrived at MDA and leveled

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1 off, or --

2           RESPONDENT: Well, it depends on, I mean, and  
3 the weather that day was, was -- if you get down and if  
4 you see it, before the best approach point --

5           INVESTIGATOR LAWRENCE: Okay.

6           RESPONDENT: -- then you go landing flaps.

7           INVESTIGATOR LAWRENCE: Well, if I'm doing a  
8 dive and drive and get down to the --

9           RESPONDENT: Okay.

10          INVESTIGATOR LAWRENCE: -- MDA --

11          RESPONDENT: Yes.

12          INVESTIGATOR LAWRENCE: -- am I (inaudible)  
13 the MDA to go to the 1.1 missed approach --

14          RESPONDENT: Yes.

15          INVESTIGATOR LAWRENCE: -- point at flaps 125?

16          RESPONDENT: Yes.

17          INVESTIGATOR LAWRENCE: Okay. So it's not  
18 until I get to see the runway that I go flaps 45 and exit  
19 MDA?

20          RESPONDENT: Correct.

21          INVESTIGATOR LAWRENCE: Okay, is there any  
22 procedure that says that you go flaps 45, prior to the  
23 final approach fix?

24          RESPONDENT: Prior to the final approach fix,  
25 only on a, not only on a precision approach.

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1 INVESTIGATOR LAWRENCE: Okay.

2 RESPONDENT: Yes.

3 INVESTIGATOR LAWRENCE: Okay. Great, I  
4 appreciate that. I'll need a copy of that, eventually.  
5 Oh, briefing the passengers on the seatbelt signs, is  
6 that required, or the seatbelts, do you use the seatbelts  
7 on here?

8 RESPONDENT: Yes.

9 INVESTIGATOR LAWRENCE: Who does that?

10 RESPONDENT: That can be the Captain, or the  
11 Captain can delegate that to the First Officer.

12 INVESTIGATOR LAWRENCE: Great. Did your  
13 pilots do this, did they brief them?

14 RESPONDENT: Yes.

15 INVESTIGATOR LAWRENCE: They did?

16 RESPONDENT: Absolutely.

17 INVESTIGATOR LAWRENCE: Is it required for  
18 every flight?

19 RESPONDENT: It's, for every flight in, in our  
20 instances, we have new people all the time, so yes, every  
21 flight, if it's the, if it's a multiple leg day, with the  
22 same people, no. If there's new people onboard, you  
23 brief them. You take note of who is, who is new.

24 INVESTIGATOR LAWRENCE: All right. Use of  
25 the seatbelts sign, do pilots, who's responsible for

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1 that?

2           RESPONDENT: That would be the captain.

3           INVESTIGATOR LAWRENCE: Okay. And how do you  
4 pilots train to verify that the passengers have their  
5 seatbelts secure?

6           RESPONDENT: A visual. You ask them, are your  
7 seatbelts connected? And you see that they're buckled,  
8 properly. It's a visual.

9           INVESTIGATOR LAWRENCE: Okay. So somebody's  
10 walking in the cabin?

11          RESPONDENT: Yes.

12          INVESTIGATOR LAWRENCE: Okay. It's for  
13 takeoff?

14          RESPONDENT: For takeoff, no. No, this is  
15 done --

16          INVESTIGATOR LAWRENCE: Okay. Well,  
17 somebody's verifying it --

18          RESPONDENT: I mean --

19          INVESTIGATOR LAWRENCE: -- (inaudible).

20          RESPONDENT: Someone is verifying, yes.

21          INVESTIGATOR LAWRENCE: What about for  
22 landing?

23          RESPONDENT: For landing, the seatbelts sign  
24 will be eliminated and the passengers should be compliant

25 --



1 INVESTIGATOR LAWRENCE: Okay.

2 RESPONDENT: -- with the seatbelt --

3 INVESTIGATOR LAWRENCE: Is there any visual  
4 confirmation that they have their seatbelts on?

5 RESPONDENT: You could look back, but they're,  
6 to do that, you'd only get a glimpse of, maybe, one or  
7 two seats.

8 INVESTIGATOR LAWRENCE: Okay.

9 RESPONDENT: But no, it's --

10 INVESTIGATOR LAWRENCE: (Inaudible.)

11 RESPONDENT: No, for the pilot to go back,  
12 before landing, and make sure the seatbelts are fastened  
13 would be, would have been a compromise, so --

14 INVESTIGATOR LAWRENCE: So there's not a  
15 procedure for them to go back --

16 RESPONDENT: There's, no, no, there --

17 INVESTIGATOR LAWRENCE: Okay. I'm just,  
18 that's why I was going to make sure. All right, I'm  
19 getting done, how you doing?

20 RESPONDENT: Good.

21 INVESTIGATOR LAWRENCE: Okay, great. Tell me  
22 about the weight and balance process, who does it and  
23 how's that recorded?

24 RESPONDENT: Well, the pilots do it. It's  
25 done on Ultra-Nav. We have a, a server that has

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1 Ultra-Nav loaded on it and you can log on, perform the  
2 numbers, or input the information. You can transmit it,  
3 either, by email, to a printer, upload that information  
4 to the, the flight log, and that's if the pilots do it  
5 that's, the captain, it's the captain's responsibly.

6 INVESTIGATOR LAWRENCE: Okay, when they load  
7 it into the Ultra-Nav software and they complete their  
8 weight and balance, do they hit send and does it go  
9 anywhere, or is it just, do they just print it up, I mean  
10 --

11 RESPONDENT: It goes --

12 INVESTIGATOR LAWRENCE: -- how do you know  
13 about it?

14 RESPONDENT: It goes to my printer.

15 INVESTIGATOR LAWRENCE: Okay. So that's where  
16 the copies I have of the weight and balances for this  
17 particular trip --

18 RESPONDENT: They go to the printer.

19 INVESTIGATOR LAWRENCE: Okay, so that came off  
20 of yours?

21 RESPONDENT: Right.

22 INVESTIGATOR LAWRENCE: Okay. But the pilots  
23 have, are they supposed to print one up and have a copy  
24 of them?

25 RESPONDENT: The only thing that they're

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1 required to do is transfer that data to the, to the  
2 flight log.

3 INVESTIGATOR LAWRENCE: Okay. When a, is  
4 there anything in the FMS, from a performance standpoint,  
5 what they take and enter from the weight and balance,  
6 like a zero fuel (inaudible), or anything like that, for  
7 the FMS, or is --

8 RESPONDENT: The FMS should have the, the  
9 weights in there.

10 INVESTIGATOR LAWRENCE: Okay.

11 RESPONDENT: Yes.

12 INVESTIGATOR LAWRENCE: For the particular  
13 flight?

14 RESPONDENT: For the particular flight, it's  
15 the empty weight of the airplane and then you input the  
16 fuel.

17 INVESTIGATOR LAWRENCE: Okay.

18 RESPONDENT: But it's not a FMS where it  
19 generates all your performance data.

20 INVESTIGATOR LAWRENCE: Got it. But is there  
21 anything --

22 RESPONDENT: Great.

23 INVESTIGATOR LAWRENCE: -- that the pilots  
24 need to input in the FMS from the weight and balance that  
25 they created from Ultra-Nav?

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1           RESPONDENT: That would be, no, the only thing  
2 coming off the, the weight and balance of the airplane.

3           INVESTIGATOR LAWRENCE: Okay. Are passengers  
4 required to be weighed before each flight?

5           RESPONDENT: They're, you can weigh them, you  
6 can use their actual weights, you can use their asked  
7 weights, and then you add ten pounds per company, per  
8 our, our GOM.

9           INVESTIGATOR LAWRENCE: Right.

10          RESPONDENT: So it's a round up, there's --

11          INVESTIGATOR LAWRENCE: Right.

12          RESPONDENT: -- there's a lot of rounding up  
13 going on there.

14          INVESTIGATOR LAWRENCE: I get that. Is that,  
15 is that for every flight they're supposed to do that?

16          RESPONDENT: If the people, if there's a  
17 changes to new passengers, then you get the weight.

18          INVESTIGATOR LAWRENCE: Okay.

19          RESPONDENT: But in this instance, I know it  
20 was the same people.

21          INVESTIGATOR LAWRENCE: What about baggage?

22          RESPONDENT: Baggage is, we weigh that, we  
23 have a scale. It is a scale that we keep in the  
24 airplane. It's a calibrated scale and we weigh the bags.

25          INVESTIGATOR LAWRENCE: Okay. Is that for

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1 every flight, as well?

2           RESPONDENT: That is for, yes, every flight,  
3 if there's changes then you re-weigh, if there's new  
4 people with new bags. But, if it's the same people, the  
5 same bags, no.

6           INVESTIGATOR LAWRENCE: All right. Okay.  
7 Where's that scale located at on the airplane?

8           RESPONDENT: That would be in the baggage  
9 compartment. I know, in that airplane, there was a  
10 forward and (inaudible) bag, baggage, the AFT, it's  
11 located in the, it could either be in the forward  
12 baggage, or the AFT baggage, depending on just -- if it  
13 takes up space, they'll put it in the AFT. So -- but  
14 it's in the baggage department.

15           INVESTIGATOR LAWRENCE: For the accident  
16 airplane?

17           RESPONDENT: That airplane, the last time, off  
18 memory, where I saw it was in the AFT baggage.

19           INVESTIGATOR LAWRENCE: Okay. Shift gears a  
20 little bit here, Rich. Let's talk about training.

21           INVESTIGATOR ETCHER: Can I take a five-minute  
22 break?

23           INVESTIGATOR LAWRENCE: Take a break.

24           (Whereupon, the foregoing matter went off the  
25 record at (time not given) and went back on the record at

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1 (time not given)

2 INVESTIGATOR LAWRENCE: Okay, I was about to  
3 ask you about the training, but let me ask you, really  
4 quick, Rich, about, one more thing about the seatbelts  
5 signs, is there any, is there any oral recording that  
6 comes on, on the particular, on the 700, the accident  
7 aircraft 237, that advises the passengers to sit down and  
8 buckle their seatbelts when the sign comes on?

9 RESPONDENT: There is.

10 INVESTIGATOR LAWRENCE: Okay. And, is that,  
11 or we just need you to say it.

12 RESPONDENT: Was I nodding?

13 INVESTIGATOR LAWRENCE: Yes. Yes.

14 INVESTIGATOR ETCHER: We need an audio, yes.

15 INVESTIGATOR LAWRENCE: Yes.

16 INVESTIGATOR ETCHER: You did it.

17 INVESTIGATOR LAWRENCE: You did.

18 RESPONDENT: So sorry. I --

19 INVESTIGATOR LAWRENCE: So is that --

20 RESPONDENT: -- (inaudible).

21 INVESTIGATOR LAWRENCE: -- (inaudible) with a  
22 seatbelt sign, or is it --

23 RESPONDENT: No.

24 INVESTIGATOR LAWRENCE: -- you got to,  
25 whatever --

1 RESPONDENT: It's (inaudible) button.

2 INVESTIGATOR LAWRENCE: Okay.

3 (Crosstalk)

4 INVESTIGATOR LAWRENCE: Where is that button?

5 RESPONDENT: That is off the co-pilot's side,  
6 right?

7 MR. JAHR: Co-pilot's side.

8 RESPONDENT: Yes.

9 INVESTIGATOR LAWRENCE: Okay. So you said  
10 earlier, the captain's usually responsible for the  
11 seatbelt sign?

12 RESPONDENT: Well the seatbelt, to, to say  
13 okay turn it on and off.

14 INVESTIGATOR LAWRENCE: Right. Okay. And  
15 where's the seatbelt sign?

16 RESPONDENT: Or just a quick reach over. It's  
17 --

18 INVESTIGATOR LAWRENCE: It's on the First  
19 Officer's --

20 RESPONDENT: -- it's up on the top right.  
21 It's not a long reach, but top right. All these  
22 airplanes have stuff in different places, so.

23 INVESTIGATOR LAWRENCE: So if you're in  
24 flight, you're coming in for a landing and you turn the  
25 seatbelt sign on, is there a procedure, or is it required

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1 for them to hit that recording?

2           RESPONDENT: They're, it just comes in line  
3 with the seatbelt sign. Procedure in our manual, no.

4           INVESTIGATOR LAWRENCE: Okay.

5           RESPONDENT: But it's just a, and it follows  
6 with the, with the seatbelt sign on the, it's just --

7           INVESTIGATOR LAWRENCE: Is that how you use  
8 it?

9           RESPONDENT: I use it.

10          INVESTIGATOR LAWRENCE: Okay.

11          RESPONDENT: Yes.

12          INVESTIGATOR LAWRENCE: If you didn't have  
13 that, and you hit the seatbelt sign on, are you required  
14 to say something, if you didn't hit the oral recording?

15          RESPONDENT: Well you confirm if everyone's  
16 belted in.

17          INVESTIGATOR LAWRENCE: Okay.

18          RESPONDENT: You say, make sure your safety  
19 belts are on. And you could turn your head and say that,  
20 which --

21          INVESTIGATOR LAWRENCE: Thank you.

22          RESPONDENT: -- in that airplane you can.

23          INVESTIGATOR LAWRENCE: Okay. Great. Thanks  
24 for that clarification. Training, let's talk a little  
25 bit about, describe the training the pilots receive when

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1 they come to ExecuFlight.

2           RESPONDENT: Okay. We do an in dock, company  
3 in dock, it's 30, 36 hours.

4           INVESTIGATOR LAWRENCE: That's in-house?

5           RESPONDENT: In-house. We go over, we cover  
6 the required 435 items for the, and then we utilize our  
7 POI for the oral, for completion of the in dock and then,  
8 Simuflite, we utilize for the simulator training portion.

9           INVESTIGATOR LAWRENCE: What kind of sim does  
10 Simuflite have, is it a 700, or 800?

11           RESPONDENT: 700, yes.

12           INVESTIGATOR LAWRENCE: Okay. Is that EFIS,  
13 or is it analog?

14           RESPONDENT: Analog.

15           INVESTIGATOR LAWRENCE: The Simuflite sim?

16           RESPONDENT: The 700 sim is an analog.

17           INVESTIGATOR LAWRENCE: Oh.

18           RESPONDENT: Yes. No EFIS.

19           INVESTIGATOR LAWRENCE: Okay. And you've  
20 flown it, correct, you flew the sim in the Simuflite?

21           RESPONDENT: Yes.

22           INVESTIGATOR LAWRENCE: How does it compare to  
23 the accident airplane?

24           RESPONDENT: It is, the presentation of the  
25 instruments is, I'd say, identical. It's a six-pack

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1 configuration. The FMSs are different. The one in the  
2 accident airplane had a GNXLS and the simulator has a  
3 universal, I think it's UNS1K, if I remember correctly.  
4 But, pretty much, similar, as far as where your hands go,  
5 you know, as far as selecting the altitude and all the  
6 mode control.

7 INVESTIGATOR LAWRENCE: This is a good point,  
8 because I want to understand on that the ADI where the  
9 decision height nob is, is that similar, do you recall,  
10 in the sim, as it is in the accident airplane?

11 RESPONDENT: Similar.

12 INVESTIGATOR LAWRENCE: Okay.

13 RESPONDENT: Yes.

14 INVESTIGATOR LAWRENCE: Altitude window, the  
15 altitude selection window?

16 RESPONDENT: It's, yes, identical.

17 INVESTIGATOR LAWRENCE: Okay.

18 RESPONDENT: Yes.

19 INVESTIGATOR LAWRENCE: Okay, good.

20 RESPONDENT: Yes.

21 INVESTIGATOR LAWRENCE: Great. Auto  
22 throttles?

23 RESPONDENT: No auto throttles. There's no --

24 INVESTIGATOR LAWRENCE: Okay.

25 RESPONDENT: -- no Hawker has them. I think

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1 one mod came out in the newer version, but no, no auto  
2 throttles.

3 INVESTIGATOR LAWRENCE: Okay. You ever go  
4 down and observe simulator training with other pilots?

5 RESPONDENT: I have, but not for this  
6 airplane. But I have done that.

7 INVESTIGATOR LAWRENCE: Any Hawker pilots ever  
8 not make it through training and Simuflite?

9 RESPONDENT: To my knowledge, no. No,  
10 everyone has gotten through.

11 INVESTIGATOR LAWRENCE: And just so we have it  
12 on record, do you use your instructors on Simuflite, or  
13 Simuflite instructors?

14 RESPONDENT: Simuflite instructors.

15 INVESTIGATOR LAWRENCE: Okay. So you know  
16 what, at least, simulations for, simulators for your  
17 training.

18 RESPONDENT: Correct.

19 INVESTIGATOR LAWRENCE: Okay. And do the  
20 Simuflite instructors use ExecuFlight procedures and SOPs  
21 to train your pilots, or their own?

22 RESPONDENT: These, these SOPs that  
23 ExecuFlight has are adapted from Simuflite, so they are  
24 identical.

25 INVESTIGATOR LAWRENCE: Okay. I guess, what

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1 my question also leads to, do they have this, at  
2 Simuflite, or --

3           RESPONDENT: Yes.

4           INVESTIGATOR LAWRENCE: -- are they just the  
5 Simuflite, you're just copying this and then --

6           RESPONDENT: They, they have this.

7           INVESTIGATOR LAWRENCE: It says ExecuFlight,  
8 --

9           RESPONDENT: They --

10          INVESTIGATOR LAWRENCE: -- Incorporated and --

11          RESPONDENT: To my knowledge, yes, but not --  
12 yes, they should have a manual there that looks just like  
13 this --

14          INVESTIGATOR LAWRENCE: Okay.

15          RESPONDENT: -- in their records.

16          INVESTIGATOR LAWRENCE: Great. How many  
17 pilots can you estimate that you sent to Simuflite?

18          RESPONDENT: It's been, well, quite a few. At  
19 least, I mean, over the years I'd say, I'd venture to  
20 say, up to 30.

21          INVESTIGATOR LAWRENCE: Okay.

22          RESPONDENT: That's a guess.

23          INVESTIGATOR LAWRENCE: Did any of those 30,  
24 it's a little variation on a question I asked you  
25 earlier, has any of those 30 ever had any training

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1 difficulties, or not make it through training at --

2           RESPONDENT:    Yes.    There's, well, there's  
3 been, I don't know in the Hawker, all right, to the  
4 Hawker, no.

5           (Crosstalk)

6           INVESTIGATOR LAWRENCE:   Okay.

7           RESPONDENT:    Well no, yes, there have been  
8 several.

9           INVESTIGATOR LAWRENCE:   Okay.   CRM training,  
10 do your pilots get that?

11          RESPONDENT:    We do.

12          INVESTIGATOR LAWRENCE:   Where?

13          RESPONDENT:    And I -- it's in-house.

14          INVESTIGATOR LAWRENCE:   And how's that taught?

15          RESPONDENT:    Discussions over the content of  
16 the manual we have for the presentation.   It, you know,  
17 we address what's in the content and we talk about it.

18          INVESTIGATOR LAWRENCE:   I'm sorry, you address  
19 the content --

20          RESPONDENT:    We have the CRM Manual that we go  
21 over.

22          INVESTIGATOR LAWRENCE:   Is it, it says CRM  
23 Manual on it?

24          RESPONDENT:    It says CRM, it's approved.

25          INVESTIGATOR LAWRENCE:   For ExecuFlight?

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1 RESPONDENT: Correct.

2 INVESTIGATOR ETCHER: Got it. We'll add it.

3 INVESTIGATOR LAWRENCE: Thank you.

4 INVESTIGATOR ETCHER: And how should I word  
5 that, exactly, for the request, it's a CRM, was it a CRM  
6 Manual?

7 RESPONDENT: CRM Manual.

8 INVESTIGATOR ETCHER: Okay. All right.

9 INVESTIGATOR LAWRENCE: Great, thanks. It's  
10 the first I've heard of that. I believe, I saw their  
11 records and showed that you guys test them on CRM?

12 RESPONDENT: Yes.

13 INVESTIGATOR LAWRENCE: And there's like a  
14 written test?

15 RESPONDENT: Yes.

16 INVESTIGATOR LAWRENCE: That was going to be  
17 one of my questions, where'd that written test come from,  
18 it comes from the CRM Manual, correct?

19 RESPONDENT: Yes.

20 INVESTIGATOR LAWRENCE: Okay. So it's  
21 in-house, who teaches it?

22 RESPONDENT: I teach it --

23 INVESTIGATOR LAWRENCE: Okay. Were you aware  
24 if Simuflite had their own CRM training?

25 (Crosstalk)

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1           RESPONDENT: That, I might have been aware  
2 when I was there last, but I know they have a lot of  
3 courses they offer. So.

4           INVESTIGATOR LAWRENCE: Any reason why not use  
5 Simuflite's CRM training and use your own in-house  
6 training?

7           RESPONDENT: Well, it's just, it, in-house is,  
8 probably the time constraint, maybe, when they're out  
9 there. I'm not sure how, how long that course is.

10          INVESTIGATOR LAWRENCE: Okay.

11          RESPONDENT: So.

12          INVESTIGATOR LAWRENCE: So just a couple more  
13 on that. I hadn't seen the manual, yet. But, basically,  
14 where's the content of the manual come from and where do  
15 you get that information, to teach these guys?

16          RESPONDENT: That, that was drawn up, that was  
17 composed by the Director, our Director of Operations.  
18 This was --

19          INVESTIGATOR LAWRENCE: Do you have a --

20          RESPONDENT: -- I think the manual was 2013,  
21 it was, it was composed.

22          INVESTIGATOR LAWRENCE: Okay.

23          RESPONDENT: I didn't create the contents.

24          INVESTIGATOR LAWRENCE: Okay. And would that  
25 be Robert, what's --

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1           RESPONDENT:   It --

2           INVESTIGATOR LAWRENCE:   That --

3           RESPONDENT:   -- yes, it, I believe so.

4           INVESTIGATOR LAWRENCE:   Okay.   But you teach  
5 it?

6           RESPONDENT:   Yes.

7           INVESTIGATOR LAWRENCE:   Okay.   How long does  
8 it take you to teach?

9           RESPONDENT:   Oh it's about, I think we budget  
10 two hours.

11           INVESTIGATOR LAWRENCE:   And is that part of  
12 the in dock training, or is that something done --

13           RESPONDENT:   That's on an initial, I know, the  
14 initial requirement for 135 and then, it can be done in  
15 the (inaudible), as well.

16           INVESTIGATOR LAWRENCE:   Okay.   Last question  
17 on that one, is there recurrent CRM training, or is this  
18 just something that the guys see one time?

19           RESPONDENT:   They're, we've done a recurrent,  
20 yes we do a recurrent.

21           INVESTIGATOR LAWRENCE:   When was the last one?

22           RESPONDENT:   I had one with Nabil.

23           INVESTIGATOR LAWRENCE:   When?

24           RESPONDENT:   I think a week ago.

25           INVESTIGATOR LAWRENCE:   Okay.   Okay, almost

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1 done here. Just in general, if somebody was to come up  
2 to you and ask you about, describe ExecuFlight for me, in  
3 general terms, how would you do that?

4           RESPONDENT: I'd say, we're a company that,  
5 you know, we've been in operation for about seven,  
6 seven-and-a-half years. We're a growing company. We're  
7 in the process of growing.

8           It's a good place to work. I mean, I, I've  
9 been here the whole time. And it's a, it has a good  
10 culture. Everyone gets along well. But, you know, our  
11 longevity, our growth, it's all positive. So.

12           INVESTIGATOR LAWRENCE: How many employees do  
13 they have total?

14           RESPONDENT: Okay, I think we have right  
15 around 30.

16           INVESTIGATOR LAWRENCE: Okay. And how many of  
17 those are pilots? Just an estimate.

18           RESPONDENT: Twelve.

19           INVESTIGATOR LAWRENCE: Okay. And prior to --

20           RESPONDENT: Fifteen?

21           INVESTIGATOR LAWRENCE: Prior to the accident,  
22 how many were Hawker pilots?

23           RESPONDENT: You have, we had six? Six,  
24 Donnie?

25           MR. SHACKLEFORD: Yes.

1           RESPONDENT: Yes, six.

2           INVESTIGATOR LAWRENCE: Okay. And based on  
3 your role and responsibility, as the Chief Pilot, do you  
4 communicate with these 12 pilots, on a regular basis?

5           RESPONDENT: Yes.

6           INVESTIGATOR LAWRENCE: How?

7           RESPONDENT:                Face-to-face,            phone  
8 conversations, more, more face-to-face.

9           INVESTIGATOR LAWRENCE: Good. How would you  
10 characterize the morale of the pilots at ExecuFlight?

11          RESPONDENT: Morale is good. Everyone likes  
12 what they do. Guys like flying, so that keeps the morale  
13 high.

14          INVESTIGATOR LAWRENCE: If the pilot had a  
15 complaint, either about the company, or a procedure, or  
16 a process, is there anything, is there any formalized  
17 program that allows them to air those concerns?

18          RESPONDENT: It would be done through me, or  
19 the owner. They'd raise the concern with me, or the, or  
20 the Director of Ops.

21          INVESTIGATOR LAWRENCE: No de-identified means  
22 to submit issues with the company?

23          RESPONDENT: De-identified (inaudible)?

24          INVESTIGATOR LAWRENCE: My name's not on  
25 there, so you can an anonymous, you know, message saying,

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1 I don't like the way we do this, or, but not with the  
2 pilot's name, or whoever?

3           RESPONDENT: No. No, things will be brought  
4 up directly by the pilot.

5           INVESTIGATOR LAWRENCE: Okay. Prior to the  
6 accident, you had 12 pilots, six of which are on the  
7 Hawker for three Hawkers, correct, two 700s and one 800,  
8 would you consider that short staffed?

9           (Off microphone discussion)

10          INVESTIGATOR LAWRENCE: Hang on.

11          (Whereupon, the foregoing matter went off the  
12 record at (time not given) and went back on the record at  
13 (time not given))

14          INVESTIGATOR LAWRENCE: So do you, you know,  
15 with six, prior to the accident, six Hawker pilots and  
16 three airplanes, do you consider yourself short staffed?

17          RESPONDENT: Not short staffed. I mean,  
18 we're, we can staff every airplane, so --

19          INVESTIGATOR LAWRENCE: Do you monitor the  
20 scheduling and the, you know, duty times for the pilots?

21          RESPONDENT: I do look at that, but it's the  
22 pilot's responsibility that they're, that they are within  
23 their duty requirement hour, hours flown. So it's up to  
24 them to make sure, but I do, I do see it, I look over it.

25          INVESTIGATOR LAWRENCE: Okay. Who's the

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1 Director of Operations?

2 (No response)

3 INVESTIGATOR LAWRENCE: Oh, this (inaudible).  
4 I already asked you that, didn't I, and you don't have  
5 one, currently. Do you have a Director of Safety?

6 RESPONDENT: No.

7 INVESTIGATOR LAWRENCE: Okay. Has there ever  
8 been a Safety Director, or Director of Safety, or  
9 somebody that they have in the safety department within  
10 the organization?

11 RESPONDENT: No. No, I don't believe so.

12 INVESTIGATOR LAWRENCE: Okay.

13 RESPONDENT: No.

14 INVESTIGATOR LAWRENCE: Okay. Almost done  
15 here. Just a couple of things. Disciplinary actions  
16 with pilots, how would that be handled?

17 RESPONDENT: Well, disciplinary actions, I've  
18 really haven't had any need to discipline people. I  
19 mean, if it's a conversation of, all right, what, what  
20 can you do to keep this, you know, what's the issue, what  
21 can we do to make sure that you don't do it again, I  
22 mean, it would be a conversation like that, but there's,  
23 there's no, but there could, there would be a letter in  
24 their pilot record, noting what took place. That would  
25 be the extent of it.

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1           INVESTIGATOR LAWRENCE: Okay. I may have some  
2 follow-ups, a little later, but I want to get, you're  
3 probably tired of hearing from me, so I'm going to give  
4 Sean an opportunity to, to see if he has any questions?

5           INVESTIGATOR ETCHER: All right. You all  
6 right?

7           RESPONDENT: Yes.

8           INVESTIGATOR ETCHER: You're good to go? I  
9 noticed you were drinking that water, so I wanted to make  
10 sure you didn't need the bathroom again.

11          RESPONDENT: No. Thank you.

12          INVESTIGATOR ETCHER: Just a few, you've given  
13 us a lot of information here, so I don't have that much.  
14 Do you guys typically use JEPP charts, or NOS charts,  
15 what kind of tech charts do you normally use?

16          RESPONDENT: We use JEPP, we use the NOS. We  
17 have a subscription to JEPP, so any, any form of paper we  
18 can use.

19          INVESTIGATOR ETCHER: And is the subscription  
20 just a subscription for the company, or is every  
21 airplane, is it stocked with it?

22          RESPONDENT: We have a company, company and  
23 the updates come to the airplane. We have airplane, if  
24 we get an update they come in and it'll be done over,  
25 including the airplane, so you can get, it'll go to the

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1 tail member.

2 INVESTIGATOR ETCHER: So the airplane has its  
3 own books onboard?

4 RESPONDENT: They, they have their own, they,  
5 we have a script to have, to have the JEPP paper. Okay.

6 INVESTIGATOR ETCHER: Okay. So the accident  
7 airplane had -- and I'm sorry, I'm just trying to  
8 understand a little bit here. The accident airplane,  
9 itself, had its own subscription to it and it was inside,  
10 physically inside the airplane?

11 RESPONDENT: There, yes, there should have  
12 been.

13 INVESTIGATOR ETCHER: Okay. And where would  
14 that normally be located?

15 RESPONDENT: In the closet behind, behind the  
16 cockpit.

17 INVESTIGATOR ETCHER: Was that the closet  
18 where sometimes the scale is stored, that area?

19 RESPONDENT: No, no, it's a narrow, narrow  
20 closet.

21 INVESTIGATOR ETCHER: Okay.

22 RESPONDENT: Where the flight manual would be  
23 and where the wing mounts manual would be, or the, all  
24 the aircraft manuals and books.

25 INVESTIGATOR ETCHER: Okay.

1           RESPONDENT: But, pertinent charts per to the  
2 trip is also what the pilots can do and they can print  
3 them out through the government source, as well.

4           INVESTIGATOR ETCHER: What do you normally do  
5 when you go fly a --

6           RESPONDENT: I, I print and I could use the  
7 JEPPs that we have at printing, printing is convenient,  
8 so.

9           INVESTIGATOR ETCHER: So could I assume you  
10 probably don't utilize the JEPPs onboard very often, or  
11 they used, or is it varied and on the pilots?

12          RESPONDENT: It varies (inaudible) pilot, yes.

13          INVESTIGATOR ETCHER: All right. Now you said  
14 you normally print them off, before you go, now that's  
15 just your, I guess, you take your trip and you see where  
16 you're going, you print those off.

17                 Now, if you were diverting, for weather, for  
18 mechanical, or whatever, and you had to do an approach,  
19 would you have to then go to the closet? How would you  
20 be able to pull up the appropriate approach plate to a  
21 diversion airport?

22          RESPONDENT: I would have the JEPPs onboard  
23 and find them, if we had to divert.

24          INVESTIGATOR ETCHER: Okay.

25          RESPONDENT: I mean, I'd also print charts to

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1 the alternate airports, or anything suspected where I'd  
2 have to divert to, so.

3 INVESTIGATOR ETCHER: Okay. Now who is  
4 responsible to keep those charts up-to-date?

5 RESPONDENT: It's the pilot's.

6 INVESTIGATOR ETCHER: The pilots keep the  
7 airplane charts up-to-date?

8 RESPONDENT: Yes.

9 INVESTIGATOR ETCHER: Okay.

10 RESPONDENT: The captain.

11 INVESTIGATOR ETCHER: All right. When you  
12 guys go do a trip, do you require any of your crew  
13 members to do any risk assessment analysis, or anything  
14 about their flights, weather --

15 RESPONDENT: No. That's, I know that's a,  
16 something that we are wanting to implement to adapt to  
17 the SMS practices, so there isn't a, a form you would  
18 fill out that has all the different variables and, and  
19 then give you, like, I know what an SMS scenario -- okay,  
20 airport, length, runway length, weather. And it'll give  
21 you an analysis of, okay, give me your name, so we're  
22 (inaudible), but we don't have anything like that.

23 INVESTIGATOR ETCHER: Okay. So if, if a  
24 crew's out flying along and one of them has an issue with  
25 going to an airport, weather, whatever, is there, do they

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1 have the right, or how do they go about saying, we're not  
2 going to complete this leg, because of the weather, is  
3 there procedure in hand for you guys?

4           RESPONDENT: There is, well, it's at the  
5 captain's discretion to determine, I'm not going because  
6 of this reason, because of weather, there's no, it's the  
7 judgment of the captain.

8           INVESTIGATOR ETCHER: And would he just call  
9 you and say he's not going, or is there a formal process  
10 he's got to go through?

11           RESPONDENT: He'll call me.

12           INVESTIGATOR ETCHER: Does that happen very  
13 often?

14           RESPONDENT: It's happened, yes. Not often,  
15 but, it, it's not often, but it's happened.

16           INVESTIGATOR ETCHER: Okay.

17           RESPONDENT: They want to go here, because of  
18 this reason, okay, and I'll say go.

19           INVESTIGATOR ETCHER: Did either one of these  
20 two pilots ever, or did the captain of this flight ever  
21 have to make that kind of a call to you?

22           RESPONDENT: He did, yes, gave me a call. It  
23 was about weather up in, they were up in the Atlanta area  
24 trying to go to one airport and he called me up and said,  
25 you know, he was asking me, you know, what, can I go

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1 here? And I said, well, let me see what the weather  
2 report is and I said, if, if it changes, or if you're not  
3 comfortable with it, you can go, you know, there's no  
4 problem with you going to the other airport, Archerfield,  
5 or re-routing there, not a problem.

6 So just getting my, my, he's getting my  
7 assurance on it, just making sure that I was okay with  
8 him doing that, it's not a problem. I, that's what I, I  
9 don't know if preach is the right word, but I said, if  
10 you ever have an issue, you know, tell me about it and  
11 you can go to the other place. If that makes you more  
12 comfortable that's (inaudible). All the guys know that,  
13 so.

14 INVESTIGATOR ETCHER: Okay. And last  
15 question, hopefully, it's a pretty easy one. How's your  
16 interaction with your POI, your, your FFA counterparts  
17 that you deal with on a regular basis?

18 RESPONDENT: I'd say excellent.

19 INVESTIGATOR ETCHER: Do they come here often,  
20 do you have to go there often, just --

21 RESPONDENT: Yes they come here. I've been  
22 back and forth to the (inaudible). It's, yes, they,  
23 they, they come here.

24 INVESTIGATOR ETCHER: Okay.

25 RESPONDENT: It's -- so.

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1 INVESTIGATOR ETCHER: Okay. Well that's,  
2 that's all I got. I appreciate it.

3 INVESTIGATOR LAWRENCE: Thanks.

4 RESPONDENT: Thank you.

5 INVESTIGATOR LAWRENCE: Donnie, you got  
6 anything?

7 MR. JAHR: No, I'm fine. I'm just listening.

8 INVESTIGATOR LAWRENCE: Okay.

9 MR. JAHR: Okay.

10 INVESTIGATOR LAWRENCE: John, on the phone,  
11 anything for Rich?

12 MR. DRAGO: Actually, I do have a couple of  
13 items. Thank you. Richard, John with the FAA.

14 RESPONDENT: Yes?

15 MR. DRAGO: Are you, do you have a list of  
16 authorized instructors for your 135 operation? You said  
17 that you give, you do some of the instruction, so I  
18 wanted to inquire, clarify, do you have more than one  
19 operations instructor for the operation?

20 RESPONDENT: Yes, yes, for Simuflite?

21 MR. DRAGO: No, in-house, authorized  
22 instructors in-house, company instructors?

23 RESPONDENT: No, at the moment, no.

24 MR. DRAGO: You don't have any?

25 RESPONDENT: It didn't --

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1 MR. DRAGO: Or you only have more than  
2 yourself?

3 RESPONDENT: Well, at the present time, that's  
4 correct.

5 MR. DRAGO: I'm sorry. That's two different  
6 questions. So who are the authorized instructors?

7 RESPONDENT: Myself and the Director of Ops,  
8 former --

9 MR. DRAGO: Okay, so it's, okay, so it's just  
10 you, currently?

11 RESPONDENT: Correct.

12 MR. DRAGO: All right, thank you. The  
13 Director of Operations, you said he left the company,  
14 have you notified the POI?

15 RESPONDENT: The POI is aware, yes.

16 MR. DRAGO: Okay. For Simuflite, during your  
17 part of your training, do you specify, as Chief Pilot, do  
18 you specify that any training requirements each time the  
19 pilots go on a training checking form?

20 RESPONDENT: Yes, the TCA authorization.

21 MR. DRAGO: Okay.

22 RESPONDENT: Yes.

23 MR. DRAGO: On that form, do you specify doing  
24 lower than standard approaches, lower than standard  
25 weather approaches?

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1           RESPONDENT:  No.

2           MR. DRAGO:  Okay.  Do you, when you're down at  
3 the training facility, at the simulator, do you train  
4 lower than standard?

5           RESPONDENT:  No we do not.

6           MR. DRAGO:  Okay.  Do you authorize and train  
7 circling approaches?

8           RESPONDENT:  Yes.

9           MR. DRAGO:  Okay.  And, is that part, that's  
10 part of your qualification, FSDO, then, for the circling  
11 approach?

12          RESPONDENT:  Yes that's correct, for, for  
13 PICs.

14          MR. DRAGO:  Okay.  For the other training that  
15 Simuflite does not provide, you talked about doing in  
16 dock, and I know that you were asked about CRM training,  
17 what other training do you give, locally?

18          RESPONDENT:  We do, I do the, all the  
19 required, we do the Hazmat, security, and emergency.

20          MR. DRAGO:  I'm sorry, I copied Hazmat, and  
21 what was the second one?

22          RESPONDENT:  Security and emergency training.

23          MR. DRAGO:  Okay.  Is that your list, or do  
24 you have others?

25          RESPONDENT:  That, that's it, yes.

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1 MR. DRAGO: Okay. Okay. How do, how do you  
2 train emergency procedures? Hands on, for example, the  
3 hands on emergency egress of the aircraft, that type of  
4 thing, --

5 RESPONDENT: Right, we --

6 MR. DRAGO: -- departing the aircraft?

7 RESPONDENT: -- do a scenario exiting the, the  
8 wing, over the wing exit. A mock, a evac --

9 MR. DRAGO: Yes, how do you do that training,  
10 where do you do that training?

11 RESPONDENT: We do it at our hanger.

12 MR. DRAGO: And who gives that instruction?

13 RESPONDENT: I do.

14 MR. DRAGO: Okay. So that -- Okay. I'm  
15 trying to fill out that list. Who does the wing sheer  
16 training?

17 RESPONDENT: That is at Simuflite, they're  
18 given a wind shear --

19 MR. DRAGO: Okay.

20 RESPONDENT: -- event.

21 MR. DRAGO: A wind shear event in the  
22 simulator?

23 RESPONDENT: Correct.

24 MR. DRAGO: Okay. How about operations during  
25 ground icing, is that something you do in-house?

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1 (Off microphone discussion)

2 RESPONDENT: Oh that's, yes we do, we have a,  
3 with our operations manual that we --

4 MR. DRAGO: Okay.

5 RESPONDENT: -- train to.

6 MR. DRAGO: Okay. Has any of this training  
7 that you give been monitored by the POI, or one of the  
8 representatives from the FSDO?

9 RESPONDENT: For my memory, it's our Director  
10 of Ops. I've been observed by the FSDO doing a 293 oral.

11 MR. DRAGO: I'm sorry, I didn't copy your  
12 response, could you repeat it, please?

13 RESPONDENT: I've bene observed doing the  
14 orals and, by our Director of Ops, doing the training.

15 MR. DRAGO: Okay. My question is, has the FAA  
16 monitored any of the training you have given, for any of  
17 the training you've done at ExecuFlight?

18 RESPONDENT: To my knowledge, no. I don't  
19 know.

20 MR. DRAGO: Okay. Thank you. I'm going to  
21 switch gears, just a little bit, I have another question  
22 with regard to your pilots and the -- do you ever have  
23 periodic pilot meetings where everybody's together at one  
24 place?

25 RESPONDENT: We do.

1 MR. DRAGO: And do you cover topics, such as  
2 standardization? How do you address standardization,  
3 in-house?

4 RESPONDENT: Well, we always reference to the  
5 simulator training with SOPs. I mean, that's, that's how  
6 we reference that, it's --

7 MR. DRAGO: Okay.

8 (Crosstalk)

9 RESPONDENT: There's not much we can do, at  
10 the hanger, when it comes to that, but we have meetings  
11 where we discuss, you know, status meetings, just to get  
12 together --

13 MR. DRAGO: Okay. And one, I've got one more  
14 for you. Are your pilots required any other duties,  
15 other than when they're called in for a trip, do they  
16 have any type of regular office duties, or regular office  
17 time?

18 RESPONDENT: No. No, they're only obligated  
19 to, to fly.

20 MR. DRAGO: Okay. Okay, I think that's all I  
21 have. Thank you, very much.

22 RESPONDENT: My pleasure.

23 INVESTIGATOR LAWRENCE: Great, Rich. This is  
24 a conclusion and follow-up. Is there anything that,  
25 maybe, you want to clarify that we talked about, this is

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1 the opportunity to --

2 RESPONDENT: With, with --

3 INVESTIGATOR LAWRENCE: Anything, you know?

4 RESPONDENT: Not at the moment, I --

5 INVESTIGATOR LAWRENCE: Okay. Under the  
6 premise that we are simply here, as a safety  
7 organization, trying to find out what happened, so that  
8 we can prevent it from happening again. Any thoughts on  
9 your side, or anything that you can help us with, or you  
10 can think of, to assist us in that endeavor?

11 RESPONDENT: Well, as far, I mean, preventing  
12 this accident, these types of accidents from happening  
13 again, it's --

14 INVESTIGATOR LAWRENCE: Well, we're trying to  
15 find out what, but is there anything that you can help us  
16 with, based on your roles and responsibilities, as the  
17 Chief Pilot, of this organization?

18 RESPONDENT: Well, if new training or policies  
19 need to be implemented, I'm, I'm, you know, full throttle  
20 on --

21 INVESTIGATOR LAWRENCE: Yes.

22 RESPONDENT: -- on, on adapting.

23 INVESTIGATOR LAWRENCE: Okay. Great.  
24 Anything you can think of that we should have asked you  
25 that we didn't?

1                   RESPONDENT:  At the moment, no.

2                   INVESTIGATOR LAWRENCE:  Okay.

3                   RESPONDENT:  I don't, maybe there'll be some  
4 things later.

5                   INVESTIGATOR LAWRENCE:  Well, as always, you  
6 know, sometimes we have, later after these interviews,  
7 opportunities to maybe think about those and if you want  
8 to clarify anything, or add anything, you know, feel free  
9 to get a hold of us, at any point in time, okay?

10                  RESPONDENT:  Okay.

11                  INVESTIGATOR LAWRENCE:  All right.  Thanks,  
12 guys.

13                  (Whereupon,  the  interview  in  the  above-  
14 entitled matter was concluded at (no time given))

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C E R T I F I C A T E

MATTER: Execufight Hawker Accident  
Akron, OH, November 10, 2015  
Accident No. CEN16MA036  
Interview of Richard Ruvido

DATE: December 2, 2015

I hereby certify that the attached transcription of page 1 to 91 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

  
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NATIONAL TRANSPORTATION SAFETY BOARD

----- :  
 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 ----- :

INTERVIEW OF: SAL MATTEIS\*

Wednesday,  
December 2, 2015

Banyon Aviation  
Ft. Lauderdale Executive Airport  
Ft. Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB

## APPEARANCES:

On Behalf of the Interviewee:

MR. JAHR:, ESQ.  
Wicker Smith O'Hara McCoy & Ford P.A.  
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On Behalf of ExecuFlight:

DONNIE SHACKLEFORD

On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference

P-R-O-C-E-E-D-I-N-G-S

(Time not disclosed)

1  
2  
3 MR. LAWRENCE: Good afternoon. My name is  
4 Captain David Lawrence and I'm an investigator with the  
5 NTSB. I'm the operations group chairman for the  
6 ExecuFlight Hawker accident that occurred in Akron,  
7 Ohio last month, and extend my condolences to you and  
8 everybody else associated with this accident. And my  
9 role here is to learn what I can about the accident so  
10 I can assist in the investigation, and hopefully  
11 prevent this from reoccurring.

12 As part of our process, we invite parties to  
13 participate in the investigation to provide us  
14 technical expertise. For this group, we have the NTSB,  
15 ExecuFlight, Textron, and the FAA. We'll go around the  
16 room now and just ask everybody to introduce themselves  
17 and provide their affiliation.

18 MR. ETCHER: Good afternoon. Sean Etcher  
19 with the NTSB.

20 MR. JAHR: Chris Jahr with the Wicker Smith  
21 Law Firm.

22 MR. SHACKLEFORD: Donnie Shackelford,  
23 Captain with ExecuFlight on the Hawker.

24 MR. MATTEIS: Sal Matteis, salesman for  
25 ExecuFlight.

1 MR. LAWRENCE: On the phone?

2 MR. DRAGO: John Drago, Inspector with the  
3 FAA.

4 MR. LAWRENCE: John, do you want to explain  
5 your role with the FAA in this investigation?

6 MR. DRAGO: Sure. Thanks, David. I'm a,  
7 for our purposes today, I'm part of the operations  
8 group here to facilitate and help wherever I can. I'm  
9 not here for anything FAA related other than to support  
10 the NTSB in determining the cause of the accident.

11 MR. LAWRENCE: Great. Thanks. As you've  
12 been advised, you're allowed one representative of your  
13 choice to assist or participate in the investigation  
14 and is Chris who you would like?

15 MR. MATTEIS: Yes that's fine.

16 MR. LAWRENCE: Okay. As part of the  
17 process, I'll record the interview and we will have a  
18 transcription made, which will eventually become a part  
19 of the factual record. Audio will not be part of the  
20 public docket. Do you have any questions about the  
21 process or anything?

22 MR. MATTEIS: No, sir.

23 MR. LAWRENCE: Okay. Let's start with the  
24 easy stuff first. And if I can get your full name and  
25 age.

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1 MR. MATTEIS: Salvatore Michael Matteis. I  
2 think I'm 58.

3 MR. LAWRENCE: Okay.

4 MR. MATTEIS: I am 58.

5 MR. LAWRENCE: Okay. Great. And what's  
6 your current title with ExecuFlight?

7 MR. MATTEIS: Salesman.

8 MR. LAWRENCE: Okay.

9 MR. MATTEIS: Customer service rep.

10 MR. LAWRENCE: How long you been in that  
11 role?

12 MR. MATTEIS: On and off, three years.

13 MR. LAWRENCE: And how long have you been  
14 employed with ExecuFlight?

15 MR. MATTEIS: On and off, three years.

16 MR. LAWRENCE: Same? Okay. Great. What do  
17 you do as a salesman, customer service rep?

18 MR. MATTEIS: What do you mean?

19 MR. LAWRENCE: What's your role in this --

20 MR. MATTEIS: Not to be sarcastic, but I  
21 sell flights.

22 MR. LAWRENCE: Okay.

23 MR. MATTEIS: And I inform the customers  
24 that have purchased flights of FBO's, movement of  
25 planes, follow-up, trying to get more business.

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1 MR. LAWRENCE: Okay, great. Perfect.

2 MR. MATTEIS: It's okay if I ask you to  
3 clarify some questions, isn't it?

4 MR. LAWRENCE: Sure. And I was about to  
5 say, I'm going to be typing just some general notes on  
6 the computer, and sometimes I type like this, so,  
7 exactly. And --

8 MR. MATTEIS: You'd do a whole lot more work  
9 if you learn how to type. That's what they told me.

10 MR. LAWRENCE: Okay. So, if I'm not making  
11 eye contact with you, I apologize. But also, if  
12 there's a question, like you just said, you don't  
13 understand or want, you know, me to clarify, please do.  
14 Just say, hey, I don't the question.

15 MR. MATTEIS: I think you know, I voice my  
16 opinion.

17 MR. LAWRENCE: Okay. And I don't know is a  
18 perfectly acceptable answer as well. Okay? Great.  
19 What did you do before, well, just the cliff notes  
20 version of your background that lead you to  
21 ExecuFlight.

22 MR. MATTEIS: Prior to working at  
23 ExecuFlight, I was a broker, selling flights to the  
24 public. Prior to that, I had sold sporting goods.  
25 Prior to that, I had manufactured clothes. Prior to

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1 that I had represented, was a sales manager for a  
2 sporting goods distributor, and prior to that, I was a  
3 retailer.

4 MR. LAWRENCE: Okay.

5 MR. MATTEIS: And I had a little dip in the  
6 middle of managing some real estate companies.

7 MR. LAWRENCE: Okay. Great.

8 MR. MATTEIS: I have a very extensive  
9 aviation background.

10 MR. LAWRENCE: Who hired you here?

11 MR. MATTEIS: Mr. Lewkowicz, and it was  
12 recommended by Nick Brown.

13 MR. LAWRENCE: Who's Nick Brown?

14 MR. MATTEIS: Nick Brown is the other person  
15 in the sales department.

16 MR. LAWRENCE: Okay. Great. You led me to  
17 my next question. How many of you are there with  
18 ExecuFlight?

19 MR. MATTEIS: What do you mean?

20 MR. LAWRENCE: Salesmen. How many salesmen?

21 MR. MATTEIS: I think -- you mean that  
22 actually do quoting?

23 MR. LAWRENCE: Yes.

24 MR. MATTEIS: Because, you know, I mean,  
25 like my pilots are salesmen because if they get a rough

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1 trip, then I'm not getting any business back.

2 MR. LAWRENCE: How many people do your job?

3 MR. MATTEIS: Like, the quoting?

4 MR. LAWRENCE: Yes.

5 MR. MATTEIS: Two or three.

6 MR. LAWRENCE: Okay.

7 MR. MATTEIS: Usually Nick and I are the  
8 main thrust and Danny will send some quotes in.

9 MR. LAWRENCE: Okay. Good. Curious, are  
10 you a pilot?

11 MR. MATTEIS: I could tell, you the buttons  
12 on your shirt, how much they cost, no.

13 MR. LAWRENCE: Okay.

14 MR. MATTEIS: I have a very, I have acquired  
15 my aviation knowledge through the school of hard  
16 knocks.

17 MR. LAWRENCE: Okay. Excellent.

18 MR. MATTEIS: And excellent feedback from my  
19 pilots.

20 MR. LAWRENCE: Okay.

21 MR. MATTEIS: And company.

22 MR. LAWRENCE: Okay. I'm going to ask you a  
23 little bit more specifics about this particular trip,  
24 but before I do, I want to kind of understand  
25 something, because I've heard the term being used by

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1 some of the pilots that you guys are like dispatchers,  
2 and the term get's interchanged with salesman and  
3 dispatcher. Are you actually a dispatcher or are you  
4 just sales?

5 MR. MATTEIS: What is a dispatcher?

6 MR. LAWRENCE: Okay. That answers my  
7 question. Do you do any flight planning for the  
8 pilots?

9 MR. MATTEIS: I've never filed a flight plan  
10 in my life.

11 MR. LAWRENCE: Okay.

12 MR. MATTEIS: I have gone on and created a  
13 mock trip on FlightPlan, not a flight plan, so I could  
14 get the people's -- what's that crap? Passports, sorry  
15 Don. Passport stuff.

16 MR. SHACKLEFORD: So you could do the APIS.

17 MR. MATTEIS: So I could do the APIS.

18 MR. LAWRENCE: Okay.

19 MR. MATTEIS: That's the extent.

20 MR. LAWRENCE: Okay. So I think I know the  
21 answer to these questions, but I'm going to ask them  
22 anyway. So you've never filed a flight plan. Have you  
23 ever assisted in providing weather to one of the  
24 pilots.

25 MR. MATTEIS: It's like, if there's a

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1 hurricane in western Mexico that's coming in and people  
2 are wanting to go to Guadalajara, I've answered that  
3 question.

4 MR. LAWRENCE: Sure.

5 MR. MATTEIS: You know, and if somebody's  
6 asked me to look something up, I'd looked it up. That  
7 is not my primary function. I mean, you know, you  
8 could be normal and realize when the wind's blowing or  
9 something if I'm there, but I don't research that, no.

10 MR. LAWRENCE: Okay.

11 MR. MATTEIS: Is that too long of an answer?

12 MR. JAHR: That's, you don't research it.

13 MR. MATTEIS: I don't research it.

14 MR. LAWRENCE: Yes.

15 MR. JAHR: Right.

16 MR. MATTEIS: Sorry.

17 MR. LAWRENCE: Weight and balance. Do you  
18 assist the pilots in the creation of the weight and  
19 balance for a particular flight?

20 MR. ETCHER: Okay, say it.

21 MR. JAHR: You have to say no.

22 MR. MATTEIS: No. No I don't.

23 MR. LAWRENCE: Thank you.

24 MR. MATTEIS: The only way I assist them is  
25 by giving them the passenger count, which I have to get

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1 when I have to do an APIS.

2 MR. LAWRENCE: Okay. I understand that. Do  
3 you ask for the passengers for their weight at any  
4 point in time to give that information to the pilot?

5 MR. MATTEIS: If someone's 400 pounds,  
6 usually my customer tells me that.

7 MR. LAWRENCE: Yes. But I was --

8 MR. MATTEIS: Is the specific practice for  
9 me to ask every customer that books a flight with me --

10 MR. LAWRENCE: Right. Okay.

11 MR. MATTEIS: the weights of every  
12 passenger?

13 MR. LAWRENCE: Right.

14 MR. MATTEIS: No, I don't.

15 MR. LAWRENCE: Okay. Excellent.

16 MR. MATTEIS: See, I could rephrase your  
17 questions for you that I understand.

18 MR. JAHR: If you ever don't understand a  
19 question, ask him to clarify.

20 MR. MATTEIS: Sure.

21 MR. JAHR: Or clarify it and the term.

22 MR. MATTEIS: Yes. But you knew that before  
23 you asked.

24 MR. LAWRENCE: Have you ever ridden on one  
25 of your, on one of the ExecuFlight aircraft?

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1 MR. MATTEIS: I definitely have.

2 MR. LAWRENCE: Which one?

3 MR. MATTEIS: I've ridden on 975 Romeo Gulf,  
4 a G3, and I've ridden on 3555 Fox Alpha, a 800. Have I  
5 ridden on 817? I don't think so. I think those are  
6 the only two that I've ridden on.

7 MR. LAWRENCE: Okay. Have you ridden on  
8 237, the accident aircraft?

9 MR. MATTEIS: I've sat in it many times, but  
10 never ridden on it.

11 MR. LAWRENCE: Have you had an opportunity  
12 to ride with either Oscar, with either the Captain or  
13 the First Officer of the accident flight?

14 MR. MATTEIS: No.

15 MR. LAWRENCE: At any point in time? Okay.

16 MR. MATTEIS: I can tell you they were great  
17 guys.

18 MR. LAWRENCE: Tell me about, well, let's go  
19 there. Tell me about your interaction with them.

20 MR. MATTEIS: My interaction with Oscar, on  
21 a business basis was, it was very professional. Oscar  
22 was one of those people that would doors close, doors  
23 open, religiously.

24 At the end of the day, he would say, you  
25 know, goodnight, and I would say goodnight back. I

1 think you've seen some of those Whatsapps, where --

2 MR. LAWRENCE: No, I have not.

3 MR. MATTEIS: Oh. Well, they cop my  
4 Whatsapp. It's like, you know, he's, he was very  
5 cordial and very boom, boom, boom, boom, boom, and so  
6 was Renato.

7 MR. LAWRENCE: Okay.

8 MR. MATTEIS: And they were both actually,  
9 this is my opinion so I should keep my mouth shut, but  
10 they both actually loved working for the company  
11 because I think they had been, I shouldn't say, I think  
12 they were out of work for a while. So they were happy  
13 to fly. And they were pleasant. They weren't  
14 grouches. Stick to the questions. Sorry, boss.

15 MR. LAWRENCE: All right. So for this  
16 particular accident, the flight, the trip that was  
17 developed, it was a two-day trip, correct?

18 MR. MATTEIS: Well, it ended up being a two  
19 day trip. I mean, there were three brokers that  
20 initially looked at the flight that we had quoted, I  
21 think two of them, and it, they had changed, they --  
22 not us -- they had changed the routing and a couple of  
23 the airports a couple of the times in the flight. Nick  
24 also assisted me in changing, there was a bunch of  
25 changes on the flight.

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1 MR. LAWRENCE: Okay.

2 MR. MATTEIS: So it ended up being a two-day  
3 trip.

4 MR. LAWRENCE: Okay. So I think we jumped  
5 ahead, but I want to kind of go back. And let's start  
6 with the very, since I'm not, I want to understand how  
7 this charter became a reality. Who called, when the  
8 real estate company decided they need to transport  
9 people around the Midwest, who called who?

10 MR. MATTEIS: Well the real estate company  
11 probably called two or three brokers. I know for a  
12 fact they called two brokers.

13 MR. LAWRENCE: Okay.

14 MR. MATTEIS: They called a good friend of  
15 mine from Boca, and she was quoting the trip out of  
16 Boca on a three-day trip, and then I got a request from  
17 Air Charter Service via Avinode on a two --

18 MR. LAWRENCE: Wait a second. You got a  
19 request from --

20 MR. MATTEIS: Air Charter Service, who ended  
21 up being the broker of record, who the real estate  
22 company contacted.

23 MR. LAWRENCE: Okay.

24 MR. MATTEIS: And I got that through email  
25 of a request, and that trip started in Boca, but after

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1 we quoted it, I called the broker and told him that I  
2 could save him basically a thousand dollars if he flew  
3 out of Fort Lauderdale executive rather than Boca,  
4 because of the two short legs. So I think that's how  
5 he won the bid.

6 MR. LAWRENCE: Okay. So the real estate  
7 company called air charter services and --

8 MR. MATTEIS: And a couple other brokers.

9 MR. LAWRENCE: And a couple other. But Air  
10 Charter Services, they called you and said we have a  
11 charter.

12 MR. MATTEIS: Right. Well, they sent an  
13 email inquiring first.

14 MR. LAWRENCE: Right.

15 MR. MATTEIS: And then we quoted it, and  
16 then the dialogue started.

17 MR. LAWRENCE: Okay. Got it. So the  
18 original flight, you know, when you decided that this,  
19 you said you'd save them some money out of Fort  
20 Lauderdale.

21 MR. MATTEIS: Right.

22 MR. LAWRENCE: What was it supposed to do?

23 MR. MATTEIS: It was originally, their  
24 original request, and this is from memory --

25 MR. LAWRENCE: Sure.

1 MR. MATTEIS: But I remember their original  
2 request was Boca to Akron first, and then to St. Paul  
3 and then a bunch of other places, and that way it  
4 turned into a three-day trip. And as you guys know,  
5 there's two hours a day, plus overnights. So, and  
6 charging, when I quote, when I quote a job, my plane  
7 has to fly two hours a day.

8 MR. LAWRENCE: Oh, okay.

9 MR. MATTEIS: Okay? Just the minimums.  
10 Unless their trip has enough hours in it. Plus it's  
11 750 bucks, I think, or 650 bucks for an overnight. So  
12 the broker ran through about, ran through different  
13 scenarios of the flight plan or of the track, so he  
14 could try and erase a day. Because initially, we were  
15 going Boca to Akron, first stop.

16 And then the broker, through the real estate  
17 company, I'm sure, decided, well, I would assume, but I  
18 was told, now we're going Fort Lauderdale, St. Paul  
19 first. And that's, without any notes, that's what I  
20 remember of the trip.

21 MR. LAWRENCE: Okay. So then you present a  
22 bid to the broker and say, we can do it for this much  
23 money.

24 MR. MATTEIS: I went through and did the  
25 little bit of due diligence that I do, making sure that

1 there's an airport there and, you know, that the  
2 runway's long enough, just for my protection. Just so  
3 I don't look like a dummy when it goes back and they  
4 say, we can't go there.

5 MR. LAWRENCE: How long's the runway  
6 supposed to be?

7 MR. MATTEIS: Well, you know, it's, legally  
8 or whatever, according, it's supposed to be 5,000 feet.  
9 But I guess, as a pilot, you know sometimes you can't  
10 land on 5,000 feet if, you know, it's high or the  
11 weight or whatever. But I don't, you know. I know  
12 rule of thumb is 5,000 feet.

13 MR. LAWRENCE: All right. So you then  
14 presented this new, revised to the broker.

15 MR. MATTEIS: Over and over. About three  
16 times.

17 MR. LAWRENCE: All right. And --

18 MR. MATTEIS: And then after I revised it,  
19 then it went to Nick and revised it again on a day I  
20 was either sick or not in, and revised it again.

21 It was revised several times based on, I  
22 think, feedback from, but I, you know, the little bit  
23 that I remember was feedback from the broker's  
24 customer, that he wanted to do this, this and this. So  
25 it kept changing. And I think they were trying to also

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1 eliminate the one day, because that was --

2 MR. LAWRENCE: Go from three to two?

3 MR. MATTEIS: Go from three to two.

4 MR. LAWRENCE: Oh.

5 MR. MATTEIS: And so, you know, as long as  
6 within duty and legal, obviously.

7 MR. LAWRENCE: Right.

8 MR. MATTEIS: They didn't ask us to do  
9 anything illegal, nor would we.

10 MR. LAWRENCE: Right. Is, was Akron, Fulton  
11 on the original plan?

12 MR. MATTEIS: Yes, AKR?

13 MR. LAWRENCE: Yes.

14 MR. MATTEIS: AKR was the first stop.

15 MR. LAWRENCE: On the original plan?

16 MR. MATTEIS: On the original plan.

17 MR. LAWRENCE: When they were going out of  
18 Boca after --

19 MR. MATTEIS: AKR, Boca to AKR.

20 MR. LAWRENCE: Right.

21 MR. MATTEIS: And they were supposed to  
22 leave, like, at 9:00 in the morning or something.

23 MR. LAWRENCE: Okay. And then it ends up  
24 getting revised and then it's Minneapolis, St. Paul,  
25 down, but it was always going to be Fulton -- Akron,

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1 Fulton that they were going to be landing at. Not --

2 MR. MATTEIS: As far as I remember, yes.

3 MR. LAWRENCE: Okay.

4 MR. MATTEIS: Some of the other airports  
5 changed. Like the one in, I think, Iowa. We went to  
6 Iowa. That changed. I mean, the quote request came  
7 pretty well spelled out. You know, and I quoted it the  
8 way it was. And then when he made some verbal changes,  
9 I put bigger airports down, which they changed to  
10 little airports. And then when it was all done, you  
11 know, it got released and the pilots had the trip sheet  
12 in plenty of time before to review it.

13 Because it's like, when you get a trip  
14 sheet, first thing you do is look at it and say, Sal, I  
15 can't do this, or this runway's too bad. You know,  
16 then we work back and then I would call the customer  
17 and say, hey, we can't go here. We have to go there.

18 MR. LAWRENCE: Right. Do you recall when  
19 the trip sheet was sent out to Oscar and Renato?

20 MR. MATTEIS: No. I send them out, as soon  
21 as I get a book, I send them out. I probably, how many  
22 trip sheets do I send out on a trip? A hundred?  
23 Fifty? I send out a lot.

24 MR. SHACKLEFORD: You send a lot of trip  
25 sheets because you're not just working for just one

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1 crew.

2 MR. MATTEIS: But I'm saying, when I send  
3 you a trip sheet for a trip I sold, I usually send it  
4 out as soon as I got it booked. Was that --

5 MR. SHACKLEFORD: Well, soon as you get the  
6 information.

7 MR. MATTEIS: Yes. I, and I --

8 MR. SHACKLEFORD: You always get it --

9 MR. MATTEIS: Right. But I send them out  
10 quick. And I send them out in multiples.

11 MR. LAWRENCE: Okay.

12 MR. MATTEIS: You know, it's, for me, I feel  
13 I'm doing my job by getting whoever's involved the  
14 information as soon as it is. And then, you know, God  
15 forbid, if it changes, then you got to redo it --

16 MR. LAWRENCE: Right.

17 MR. MATTEIS: But at least now you can see  
18 what, basically, the game plan is.

19 MR. LAWRENCE: Is that the process when you  
20 get the trip sheet created, because you now know what's  
21 going to be happening? Is the pilot first? Does it go  
22 through the chief pilot, or --

23 MR. MATTEIS: It has to be released first.

24 MR. LAWRENCE: Okay.

25 MR. MATTEIS: You know, and then it goes to

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1 pilots, obviously.

2 MR. LAWRENCE: Okay. What's the release  
3 process? What do you mean?

4 MR. MATTEIS: I don't know. I don't do it.  
5 Just, you know, gets released by either the chief pilot  
6 or Danny.

7 MR. LAWRENCE: Okay. So you're sending,  
8 you're just typing it in --

9 MR. MATTEIS: I'm just typing it in.

10 MR. LAWRENCE: And once it, you hit send --

11 MR. MATTEIS: Well I don't hit send.

12 MR. LAWRENCE: Well, what do you hit to --

13 MR. MATTEIS: I hit -- I have email, yes.

14 MR. LAWRENCE: Yes.

15 MR. MATTEIS: Then it, and when it gets  
16 released, it gets released.

17 MR. LAWRENCE: I'm missing something here.

18 MR. MATTEIS: I don't release them. I don't  
19 know.

20 MR. LAWRENCE: Okay. You enter the trip  
21 sheet and information. Correct?

22 MR. MATTEIS: I enter the trip sheet  
23 information.

24 MR. LAWRENCE: Okay. And then what, you  
25 save it? Does it save to a server that goes out --

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1 MR. MATTEIS: It saves. And it also emails.  
2 And sometimes I will email a heads up.

3 MR. LAWRENCE: Right.

4 MR. MATTEIS: Before, it's like, you got a  
5 trip in two weeks. Here it is. It's not released yet.  
6 It's not a real trip. But I'm sending it to a pilot so  
7 he knows where he's going.

8 MR. LAWRENCE: Right.

9 MR. MATTEIS: And then we'll officially get  
10 passengers and things like that.

11 MR. LAWRENCE: Okay.

12 MR. MATTEIS: I do a lot of heads-ups.

13 MR. LAWRENCE: Okay. Ever get input from  
14 the chief pilot at any point during this process?

15 MR. MATTEIS: Get input from the chief pilot  
16 and from the pilots. You know, we can't go there. You  
17 can't do this nonstop.

18 MR. LAWRENCE: Right.

19 MR. MATTEIS: This is a wet day runway only.  
20 I mean, normal stuff like that, yes. Of course.

21 MR. LAWRENCE: Right. Okay.

22 MR. MATTEIS: I mean, they do, I may have  
23 had some differences with my company as far as my  
24 salary, but my company does do things the right way,  
25 and they double check and triple check. I mean,

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1 that's, the only thing you have is your safety.

2 MR. LAWRENCE: Right.

3 MR. MATTEIS: Which we don't have anymore  
4 because of this.

5 MR. JAHR: You don't have to say anymore.

6 MR. MATTEIS: Sorry.

7 MR. JAHR: That's it. Just answer the  
8 questions.

9 MR. MATTEIS: All right. I was on my soap  
10 box. Thank you.

11 MR. LAWRENCE: So, have you ever had, I  
12 think you've answered this, but I want to clarify it.  
13 Pilots or the chief pilot say we can't do this.

14 MR. MATTEIS: Yes.

15 MR. LAWRENCE: Okay. Is that frequently,  
16 infrequently, occasionally? How would you characterize  
17 it?

18 MR. MATTEIS: I would characterize it,  
19 honestly, whenever we can't do it. I mean, I don't  
20 know. I don't --

21 MR. LAWRENCE: Okay.

22 MR. MATTEIS: I, you know, I pretty much  
23 don't look at things that way.

24 MR. LAWRENCE: Right.

25 MR. MATTEIS: Okay? I don't dispatch, I

1 don't do flight plans.

2 MR. LAWRENCE: Right.

3 MR. MATTEIS: I'm not an aviation person,  
4 okay?

5 MR. LAWRENCE: Right.

6 MR. MATTEIS: When a chief pilot or a pilot  
7 tells me we can't do things, they're telling me that so  
8 I can inform my customers.

9 MR. LAWRENCE: Right.

10 MR. MATTEIS: When I get a doors closed or a  
11 doors open, I'm flight following for my customers  
12 because their manager, or their girl Friday wants to  
13 know where they are.

14 MR. LAWRENCE: You mentioned something about  
15 the text. I want to ask you a little bit about that.  
16 When they send the doors close, as they're closing the  
17 doors and they send that, are you on the receipt of  
18 that text?

19 MR. MATTEIS: Yes.

20 MR. LAWRENCE: Who else?

21 MR. MATTEIS: The whole dispatch team.

22 MR. LAWRENCE: Okay.

23 MR. MATTEIS: And the pilots.

24 MR. LAWRENCE: Okay. Dispatch meaning  
25 salespeople? You said dispatch team.

1 MR. MATTEIS: Okay. I, that, I misspoke.  
2 Let me rephrase that. Pretty much everybody in the  
3 company.

4 MR. LAWRENCE: Yes.

5 MR. MATTEIS: That has contact with a  
6 customer --

7 MR. LAWRENCE: Right.

8 MR. MATTEIS: Will get that.

9 MR. LAWRENCE: Okay.

10 MR. MATTEIS: I get that and the chief pilot  
11 gets it, I'm sure. I don't know who gets it. I know I  
12 get it.

13 MR. LAWRENCE: Okay.

14 MR. MATTEIS: Better answer. Sorry.

15 MR. LAWRENCE: Great. And then you made,  
16 you used the phrase, I'm able to flight-follow and  
17 flight-following. What does that mean?

18 MR. MATTEIS: It means when I get a doors  
19 closed, I call my customer up and say, hey, we're  
20 taking off from. We should be on the ground in three  
21 hours. And then I'll get a doors open and I'll call my  
22 customer and say, we landed.

23 MR. LAWRENCE: Okay. So --

24 MR. MATTEIS: My customer knows their people  
25 are on the ground.

1 MR. LAWRENCE: Okay.

2 MR. MATTEIS: And then it's usually followed  
3 by my customer saying, did they like the flight.

4 MR. LAWRENCE: So, would it be fair to  
5 characterize, and correct me if I'm wrong, that your  
6 flight-following, your definition of flight-following  
7 form your job point, is more customer service.

8 MR. MATTEIS: Without a doubt, only.

9 MR. LAWRENCE: Yes. Okay.

10 MR. MATTEIS: You could put a big  
11 exclamation on that one, sir.

12 MR. LAWRENCE: Okay.

13 MR. MATTEIS: There it goes.

14 MR. LAWRENCE: Sal, were there any concerns  
15 expressed by anybody in the chain of command or anybody  
16 that had some type of input to this particular trip?  
17 Did anybody express any concerns about flying this  
18 particular trip?

19 MR. MATTEIS: As far as I remember, no one  
20 expressed any concerns. Or if they did express  
21 concerns, they did not express them to me.

22 MR. LAWRENCE: Okay. Do you recall, well do  
23 you get emails when, if the chief pilot was to, and the  
24 pilots were to talk about a particular trip prior to  
25 the trip commencing, would you be copied in on any of

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1 that?

2 MR. MATTEIS: On technical stuff?

3 MR. LAWRENCE: Not technical, but if they're  
4 just talking about the trip and, you know, where you  
5 going to overnight, you know, are you okay --

6 MR. MATTEIS: Well, sometimes I'll call and  
7 get a hotel for them.

8 MR. LAWRENCE: Yes. Okay.

9 MR. MATTEIS: I mean, it's pretty, in my  
10 part, my responsibility, pretty laid back as far as  
11 that is. You know, if there's, if there's a problem  
12 where the runway is broken, they're going to call me  
13 and tell me the runway's broken. Call your customer,  
14 we got to go somewhere else.

15 MR. LAWRENCE: Okay. Do you recall for this  
16 particular trip anybody voicing any concerns about the  
17 weather for the trip?

18 MR. MATTEIS: I don't believe so. I don't  
19 know. I don't think there was.

20 MR. LAWRENCE: Okay. Did you get any  
21 messages, email or texts directly from Oscar or Renato  
22 during the course of the trip?

23 MR. MATTEIS: Of course.

24 MR. LAWRENCE: Other than the doors closed,  
25 doors open?

1 MR. MATTEIS: I got a text from Renato  
2 asking for Wednesday and Thursday off because I had  
3 promised him, or he had asked for a couple days, and I  
4 had put them down, and then I had to clarify that with  
5 Rich and Danny because even though we try to, we do  
6 honor requests for pilots for our days off, I don't  
7 have the authority to give it. I can put it down and  
8 do it, but it was granted.

9 MR. LAWRENCE: Okay.

10 MR. MATTEIS: His two days were granted.

11 MR. LAWRENCE: Is that typical that the  
12 pilots would call a salesperson up to request days off?

13 MR. MATTEIS: Well, I mean, you know, I  
14 mean, you have to be the girl Friday too. I mean, if  
15 it's my trip and I'm talking to them all the time --

16 MR. LAWRENCE: Yes.

17 MR. MATTEIS: He's just going to say, if  
18 it's Nick's trip, or if he's talking to (phonetic)  
19 Alton about something, we're not IBM, you know. I'm,  
20 if someone wants to ask me a question, they're going to  
21 ask me a question.

22 MR. LAWRENCE: Okay. I just didn't know if  
23 that was the process. Do that they talk to you about  
24 it? Who's responsible for scheduling the pilots, as  
25 far as --

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1 MR. MATTEIS: Well, I like to put it down so  
2 nobody forgets it.

3 MR. LAWRENCE: Right.

4 MR. MATTEIS: But either the chief pilot or  
5 the CEO are the ones that grant it.

6 MR. LAWRENCE: Okay.

7 MR. MATTEIS: I have no authority to grant  
8 somebody a day off.

9 MR. LAWRENCE: Okay. That catches most of  
10 what I want. I'll see if, probably tired of hearing  
11 from me, so let me see if Sean has any questions.

12 MR. ETCHER: I just have one, actually. You  
13 gave us a lot of info.

14 MR. MATTEIS: Fifteen parts. Sorry.

15 MR. ETCHER: That's all right. You said you  
16 use a, excuse me, you use a rule of thumb of 5,000 feet  
17 for a runway when you bid out a trip or whatever you  
18 do. Is that just your personal rule or is that --

19 MR. MATTEIS: No, I think that's a company-  
20 wide rule. I think that's Argus. It's got to be 5,000  
21 feet, period. If it's less, then we have to clearance,  
22 or if it's more or if it's higher or whatever. But  
23 5,000 feet's a general rule of thumb, I think, within  
24 the aviation community.

25 MR. ETCHER: Okay.



1 MR. MATTEIS: As far as I know.

2 MR. ETCHER: Okay. Then let me ask one more  
3 follow one question.

4 MR. MATTEIS: No, you asked one question.  
5 You're done.

6 MR. ETCHER: Well, that's probably true, but  
7 I'll ask one more anyway. The, when you look at the,  
8 when you look for the runway length, is it, that all  
9 you care about, the length? Or do you have to look at  
10 approaches? Or is there anything that --

11 MR. MATTEIS: I don't know anything about  
12 it. I couldn't tell you what an approach is other than  
13 going up to a girl with some cash and a drink.

14 MR. JAHR: Okay, that's --

15 MR. ETCHER: Okay.

16 MR. LAWRENCE: Okay

17 MR. MATTEIS: Sorry.

18 MR. JAHR: That's good.

19 MR. ETCHER: That's all I've got.

20 MR. MATTEIS: I do sometimes look to see if  
21 there's customs. I do kind of see if their airport's  
22 24 hours a day. I try to see if there's, you know, if  
23 it's a real runway.

24 I mean, it's America, so usually there  
25 aren't podunk runways with holes in it, as opposed to

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1 South America or somewhere. And I shouldn't have said  
2 that, but, you know, I mean, the, I take great pride in  
3 my job and serving my customers. You know, I care more  
4 about my customers than I care about the trip because  
5 it's not one trip, it's every trip.

6 MR. ETCHER: Okay.

7 MR. MATTEIS: And if I service somebody good  
8 and they can trust me, and they know they can go on and  
9 sell because I'm going to tell them their customer  
10 landed, and then I'm going to call my pilot and say,  
11 were they happy, did we have the right food they  
12 wanted, and I tell my customers that, which is my  
13 "flight-following" which really isn't flight-following,  
14 then he's happy because he knows I'm doing his work.  
15 And then I get more trips.

16 MR. ETCHER: Okay.

17 MR. MATTEIS: And basically, as much as I  
18 love it, I do need to eat.

19 MR. ETCHER: Understood. That's all I've  
20 got. Thank you.

21 MR. MATTEIS: And I have, you know, if you  
22 want to check with some brokers to tell you that, you  
23 know, I always tell them where they are and I have  
24 them probably give me a list of, my customers that,  
25 you know, I follow up. That's what I do.

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1 MR. ETCHER: Okay.

2 MR. MATTEIS: Like I was here at a quarter  
3 to 1:00 for my 1 o'clock appointment. That's what I  
4 do.

5 MR. LAWRENCE: Donnie, do you have any --

6 MR. SHACKLEFORD: No, I'm fine. I have no  
7 questions.

8 MR. LAWRENCE: Okay.

9 MR. MATTEIS: Did I screw up? Or am I going  
10 to jail?

11 MR. JAHR: You, there's no question, no  
12 question there.

13 MR. MATTEIS: Oh.

14 MR. LAWRENCE: John, on the phone, do you  
15 need anything? Do you have any questions?

16 MR. DRAGO: Actually I do have one or two.

17 MR. LAWRENCE: Okay.

18 MR. DRAGO: Maybe just one. Depends on,  
19 Sal, you said that you kind of give the pilots a heads-  
20 up on occasion. Do you, who makes the crew  
21 (inaudible)? When you get a request for a trip and it  
22 kind of gets released, do you assign the pilots or how  
23 does that work?

24 MR. MATTEIS: Well, I believe that it has to  
25 be released by either the chief pilot or the president.

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1 You know, I may make a suggestion when crews available,  
2 but I certainly, being the low man on the totem pole,  
3 have no power. But I can look and see who's available.

4 MR. DRAGO: Okay. So I'm not sure that I  
5 understood. So you don't, you don't select the pilots?

6 MR. MATTEIS: I may select and suggest, but  
7 I cannot confirm that that pilot is on that trip.

8 MR. DRAGO: Okay. If, do you have any --  
9 does it ever go through your mind, I can't put this  
10 pilot with this other pilot in any, for any of the  
11 crews?

12 MR. MATTEIS: Heck, no.

13 MR. DRAGO: Do you have any of that that you  
14 have to worry about?

15 MR. MATTEIS: No, sir. With all honesty and  
16 sincerity, we have a really pretty good bunch of  
17 pilots. We're actually, we were actually a pretty nice  
18 family.

19 MR. DRAGO: Okay. Very good. Thank you.  
20 Thank you very much.

21 MR. MATTEIS: No worries. I mean --

22 MR. LAWRENCE: Anybody else?

23 MR. MATTEIS: You're trying to get rid of  
24 me.

25 MR. LAWRENCE: So that's, I think that's

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1 really all we have. What I also offer anybody that we  
2 talk to is if there is anything you can think of,  
3 obviously we're here from the safety side. And also  
4 because we want to try and prevent this from happening  
5 again.

6 MR. MATTEIS: Without a doubt.

7 MR. LAWRENCE: And I know you share that.  
8 So is there anything you can think of that you can  
9 provide us, or anything you want to help us with that  
10 maybe help us in that endeavor or anything you can  
11 think of to add to what you told us?

12 MR. MATTEIS: I think you guys are pretty  
13 bright. I think you guys have turned over every stone  
14 a couple times. I don't have anything that I could add  
15 officially to what you have.

16 I do feel this trip, for the broker, was a  
17 pain in the ass, and for me it was a pain in the ass,  
18 and for Nick was a pain in the ass, because they  
19 changed it so many times.

20 MR. LAWRENCE: Right.

21 MR. MATTEIS: You know, aside from that,  
22 anything out of the ordinary, there wasn't.

23 MR. LAWRENCE: Well, was --

24 MR. MATTEIS: It was really pretty clean.

25 MR. LAWRENCE: Did, it being a pain like

1 that for you, was it a pain as far as the construction  
2 to get it to the point before it went to the pilot or  
3 did it --

4 MR. MATTEIS: No. No, it was a pain before  
5 that. It was a processing pain. It was quote this,  
6 quote that.

7 MR. LAWRENCE: I got it.

8 MR. MATTEIS: Don't quote this person. This  
9 person's going out of Boca, this person's going out of  
10 Fort Lauderdale. Why did I lose my trip? I thought  
11 you were my friend. Well, because he quoted it out of  
12 Fort Lauderdale and you quoted it out of Boca.

13 MR. LAWRENCE: Do you, in your experience,  
14 do you think this trip that was put out to the pilots  
15 was anything more challenging than any of the other  
16 trips that you --

17 MR. MATTEIS: Thought it was pretty easy.  
18 No offense. I mean, I'm not trying to demean it.

19 MR. LAWRENCE: Right.

20 MR. MATTEIS: But I mean, it was all during  
21 the day.

22 MR. LAWRENCE: Yes.

23 MR. MATTEIS: There was no night flying.  
24 There was no close connections. It was, it was all in  
25 America. It was all in mid-America. It was, I'm not

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1 trying to demean it. Trust me.

2 MR. LAWRENCE: Yes. Sure. I understand.

3 MR. MATTEIS: I mean, we're all with this  
4 tragedy, but it was a pretty basic trip.

5 MR. LAWRENCE: Right. Okay. Anything else  
6 you can think of to --

7 MR. MATTEIS: And that's why, you know, yes.  
8 No. I was going to say something else, but it's just  
9 like, it's such a basic trip. And to have a tragedy  
10 like that. It's not like we went nine hours of flight.  
11 It's not like we landed in the mountains. It's not  
12 like we were over Afghanistan where somebody's  
13 shooting. It was just a basic damn trip, and this was  
14 what, a 30-minute flight? This one? It's sad.

15 MR. LAWRENCE: Yes. Thanks. Appreciate you  
16 talking to us.

17 MR. MATTEIS: Thank you. I hope I didn't  
18 mess you up.

19 (Whereupon, the above-entitled matter went  
20 off the record at an undisclosed time.)

21

22

23

24

25

C E R T I F I C A T E

MATTER: Execufight Hawker Accident  
Akron, OH, November 10, 2015  
Accident No. CEN16MA036  
Interview of Sal Matteis

DATE: December 2, 2015

I hereby certify that the attached transcription of page 1 to 37 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

  
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----- :  
 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 ----- :

INTERVIEW OF: Danny Lewkowicz

Thursday,  
December 3, 2015

Banyon Aviation  
Ft. Lauderdale Executive Airport  
Ft. Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB

## APPEARANCES:

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On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference

## P-R-O-C-E-E-D-I-N-G-S

1  
2 INVESTIGATOR LAWRENCE: Good afternoon. My  
3 name is Captain David Lawrence, and I'm an Investigator  
4 with the National Transportation Safety Board. I'm the  
5 Operations Group Chairman for the Execuflight Hawker  
6 accident that occurred in Akron, Ohio last month.

7 And to begin with, my condolences to you and  
8 the entire Execuflight family. My role here is to  
9 learn what I can about the accident so I can assist in  
10 the investigation. And hopefully prevent this from  
11 reoccurring.

12 As part of our process we invite parties to  
13 participate in the investigation, to provide us  
14 technical expertise. For this group we have the NTSB,  
15 Execuflight, Textron, and the FAA. Go around the room  
16 now and ask everyone to introduce themselves, and  
17 provide their affiliation.

18 INVESTIGATOR ETCHER: Hi, good afternoon.  
19 I'm Sean Etcher with the NTSB.

20 MR. JAHR: Christopher Jahr, with the Wicker  
21 Smith law firm.

22 MR. SHACKLEFORD: Donnie Shackelford,  
23 Hawker, for the 700, Captain for Execuflight.

24 MR. LEWKOWICZ: Augusto Daniel Lewkowicz,  
25 CEO of Execuflight.

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1           INVESTIGATOR LAWRENCE: Great. And  
2 hopefully momentarily, the FAA representative John  
3 Drago, will be coming in. As I've mentioned, John's  
4 role and FAA is no different than anybody else involved  
5 with the investigation. They are just here to assist  
6 the investigation, have no certificate action or  
7 authority. They're just technical expertise for this  
8 group, John will be. So when he comes on, I'll have  
9 him introduced.

10           As I know you've already been advised,  
11 you're welcome to have one representative of your  
12 choice. Is Chris, who you wish to attend?

13           MR. LEWKOWICZ: That is who I wish to  
14 attend.

15           INVESTIGATOR LAWRENCE: Great. As part of  
16 the process, I'll record the interview. And we'll have  
17 a transcription made, which will eventually become part  
18 of the factual report. Audio will not be part of the  
19 public docket. Do you have any questions?

20           MR. LEWKOWICZ: No.

21           INVESTIGATOR LAWRENCE: One thing I do want  
22 to say, we're going to be just taking some general  
23 notes. So I'm going to be typing and eyes down. So I  
24 apologize if I don't make eye contact with you. If you  
25 don't understand the question, please ask me to repeat

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1 it. And more importantly, just focus on the question  
2 and concentrate your answer just on the question. If I  
3 need follow-up I'll be happy to ask for follow-up  
4 questions. Okay?

5 Let me start with the very beginning. Danny  
6 if I can get your full name and age?

7 MR. LEWKOWICZ: Augusto, and you know how to  
8 spell that?

9 INVESTIGATOR LAWRENCE: Yes.

10 MR. LEWKOWICZ: Daniel Lewkowicz. And do  
11 you know how to spell that?

12 INVESTIGATOR LAWRENCE: Yes.

13 MR. LEWKOWICZ: Okay.

14 INVESTIGATOR LAWRENCE: Great, and your age?

15 MR. LEWKOWICZ: 53.

16 INVESTIGATOR LAWRENCE: Okay. And what's  
17 your current title with the company?

18 MR. LEWKOWICZ: CEO.

19 INVESTIGATOR LAWRENCE: All right. And what  
20 are your roles and responsibilities in general as CEO?

21 MR. LEWKOWICZ: Pretty much overlook  
22 everything.

23 INVESTIGATOR LAWRENCE: Okay, great. You're  
24 a pilot, correct?

25 MR. LEWKOWICZ: Yes.

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1 INVESTIGATOR LAWRENCE: And what are your  
2 certificates and ratings?

3 MR. LEWKOWICZ: U.S. certificates would  
4 include Westwind, Hawker, Gulfstream III, IV, V SIC.

5 INVESTIGATOR LAWRENCE: Yes.

6 MR. LEWKOWICZ: Citation, and Helicopters.

7 INVESTIGATOR LAWRENCE: Okay. ATP?

8 MR. LEWKOWICZ: Yes.

9 INVESTIGATOR LAWRENCE: Great. And Medical?

10 MR. LEWKOWICZ: Class 1.

11 INVESTIGATOR LAWRENCE: Class 1,  
12 limitations?

13 MR. LEWKOWICZ: None.

14 INVESTIGATOR LAWRENCE: And currently, what  
15 aircraft do you fly for your company, right now?

16 MR. LEWKOWICZ: Currently, I'm not on the  
17 certificate as an active pilot for the company. I only  
18 do Part 91 flights.

19 INVESTIGATOR LAWRENCE: Okay. And what Part  
20 91 flights would aircraft be?

21 MR. LEWKOWICZ: Hawker, Gulfstream III,  
22 Gulfstream IV.

23 INVESTIGATOR LAWRENCE: How often do you get  
24 a chance to go out and fly?

25 MR. LEWKOWICZ: Quite a bit.

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1 INVESTIGATOR LAWRENCE: Just an estimation  
2 Danny, of your flying time, total flying time estimate?

3 MR. LEWKOWICZ: 15,000.

4 INVESTIGATOR LAWRENCE: And how much of that  
5 would have been in the Hawker, you estimate?

6 MR. LEWKOWICZ: 1500.

7 INVESTIGATOR LAWRENCE: PIC? SIC?

8 MR. LEWKOWICZ: PIC.

9 INVESTIGATOR LAWRENCE: All in PIC in the  
10 Hawker?

11 MR. LEWKOWICZ: Primarily.

12 INVESTIGATOR LAWRENCE: Right. And this  
13 one, if you can just kind of give me a brief,  
14 condensed, footnotes, version of your background. What  
15 led you up to this company?

16 MR. LEWKOWICZ: Initially it was managing  
17 airplanes for different people on their Part 91. And  
18 in 2008 when a lot of these people couldn't afford the  
19 airplanes because of the drop in the economy, they  
20 needed those airplanes to go to work.

21 INVESTIGATOR LAWRENCE: Yes.

22 MR. LEWKOWICZ: So that's when I bought  
23 Execuflight, which was dormant sort of certificate. In  
24 other words it was a certificate, but it didn't have  
25 any airplanes on it.

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1 INVESTIGATOR LAWRENCE: Yes.

2 MR. LEWKOWICZ: So we put some airplanes in  
3 there, and put a management team. And then I was able  
4 to satisfy those aircraft owners with their expenses.

5 INVESTIGATOR LAWRENCE: When was this?

6 MR. LEWKOWICZ: 2008.

7 INVESTIGATOR LAWRENCE: Would you do all  
8 civilian flying? Did you do some flying down south?

9 MR. LEWKOWICZ: I did airline flying in  
10 South America.

11 INVESTIGATOR LAWRENCE: Okay, tell me about  
12 that.

13 MR. LEWKOWICZ: I started in the BAe 146 as  
14 a line Captain. So I trained for that at Reflectone  
15 Training Seminar in Washington.

16 INVESTIGATOR LAWRENCE: Yes.

17 MR. LEWKOWICZ: And then we moved into the  
18 727s, specifically ex-American Airlines 727s.

19 INVESTIGATOR LAWRENCE: Okay. What was the  
20 company you were flying the box for?

21 MR. LEWKOWICZ: The same one as the 727s,  
22 AeroSur.

23 INVESTIGATOR LAWRENCE: Aer --

24 MR. LEWKOWICZ: A-E-R-O-S-U-R.

25 INVESTIGATOR LAWRENCE: Okay. If you were

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1 to explain Execuflight, and tell me about the company  
2 in general, how would you just explain the company?  
3 Its operations, its philosophy, and what it does?

4 MR. LEWKOWICZ: It's a 135 operation that  
5 can do the charters as most 135 operations do here. I  
6 am comfortable in South America so we can target some  
7 of the flights down to South America quite easily  
8 because of my vast experience in South America. And  
9 also my experience with handling, and this kind of  
10 stuff.

11 I was AMC Station Manager for Bolivia,  
12 dispatching military aircraft for the United States.  
13 And I have a lot of background in South America, every  
14 country, so that is a comfortable zone for us. Where  
15 it may not be for a lot of people.

16 INVESTIGATOR LAWRENCE: Okay.

17 MR. LEWKOWICZ: And the rest is you know,  
18 charter is charter. We're primarily working with  
19 brokers that are contracting us. And we're not, I  
20 think the charter business per se is obtained by these  
21 charter brokers that do their due diligence. And if  
22 they find us to be suitable, they contract us.

23 INVESTIGATOR LAWRENCE: How many employees  
24 do you have? Estimate.

25 MR. LEWKOWICZ: Twenty, 20, 25 on payroll.

1 INVESTIGATOR LAWRENCE: Of those, how many  
2 are pilots?

3 MR. LEWKOWICZ: I would say 11, 12.

4 INVESTIGATOR LAWRENCE: They employees, or  
5 that include contract pilots?

6 MR. LEWKOWICZ: That includes contract  
7 pilots as well.

8 INVESTIGATOR LAWRENCE: How many of those do  
9 you think you have?

10 MR. LEWKOWICZ: A contract?

11 INVESTIGATOR LAWRENCE: Yes.

12 MR. LEWKOWICZ: Probably six.

13 INVESTIGATOR LAWRENCE: Okay. And tell me  
14 about your fleet of aircraft.

15 MR. LEWKOWICZ: Part 135?

16 INVESTIGATOR LAWRENCE: Yes, on Part 135.

17 MR. LEWKOWICZ: Well now, one Hawker 700,  
18 one Hawker 800, one Westwind, two Gulfstream IIIs.

19 INVESTIGATOR LAWRENCE: And on the 91 side?  
20 I know some of those do both, but.

21 MR. LEWKOWICZ: Yes, some of the airplanes  
22 that I just mentioned could do Part 91, but strictly  
23 Part 91, two G4s. Additionally, right? Two G4s.

24 INVESTIGATOR LAWRENCE: Right.

25 MR. LEWKOWICZ: A Hawker 850, another G3. I

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1 think that's it.

2 INVESTIGATOR LAWRENCE: Okay, great. Do you  
3 currently have a Director of Operations?

4 MR. LEWKOWICZ: Currently, no.

5 INVESTIGATOR LAWRENCE: All right. And who  
6 was the previous Director of Operations?

7 MR. LEWKOWICZ: Robert Adamo.

8 INVESTIGATOR LAWRENCE: Okay. And when did  
9 he leave?

10 MR. LEWKOWICZ: The first of October.

11 INVESTIGATOR LAWRENCE: In the process of  
12 replacing?

13 MR. LEWKOWICZ: I submitted myself as  
14 Director of Operations to NA-THIZ-DA (phonetic), and  
15 sent all my qualifications, of which I qualify in all  
16 aspects.

17 My POI would prefer me not to be the  
18 Director of Operations, for his own reason. So that's  
19 the primary reason there isn't one named. Otherwise it  
20 would be me, and I would have no problem with that.

21 INVESTIGATOR LAWRENCE: Okay.

22 MR. LEWKOWICZ: That request was sent in  
23 sometime in the beginning of October or before for me  
24 being the Director of Ops.

25 INVESTIGATOR LAWRENCE: Yes. Have they made

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1 a decision? I know you said that he preferred not, did  
2 he say no? Or was it just --

3 MR. LEWKOWICZ: I felt that he was  
4 uncomfortable with me. And I'm trying to make him  
5 comfortable by putting someone out there that would  
6 suit the job. We actually did name somebody, but then  
7 we realized that we couldn't use them because he didn't  
8 have an ATP.

9 And even though that gentleman was a  
10 Director of Ops in the past, it was for certificates  
11 that did not need to have ATP. So he was getting an  
12 ATP, is getting an ATP. And he was one source that we  
13 thought we could work with.

14 But I was, you know I wanted to be. I want  
15 to be. So, and I believe I'm well qualified to be.  
16 And I have no guidance, I've not read any guidance that  
17 suggests that I could not be.

18 INVESTIGATOR LAWRENCE: Of course we're  
19 going to be talking to the POI too at some point in  
20 time. Does your company have a Director of Safety?

21 MR. LEWKOWICZ: Director of Safety, Rich  
22 Rivudo was acting as Director of Safety. I'm not sure  
23 if he had that exact title to be honest with you. So  
24 I'm, that's as much as I want to comment on it.

25 INVESTIGATOR LAWRENCE: Okay, great. As

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1 owner, I know, you know, you have a lot of  
2 responsibility but can you kind of talk to me about the  
3 safety culture at your airline. What is the  
4 philosophy? What is your philosophy about safety at  
5 Execuflight?

6 MR. LEWKOWICZ: No negotiations on anything  
7 that would, at any one way or another be a safety  
8 compromise. Period.

9 INVESTIGATOR LAWRENCE: How do you get that  
10 word out to your employees?

11 MR. LEWKOWICZ: They know that I will not  
12 take a chance on anything like weather, or a mechanical  
13 of some sort. That's non-negotiable. Our company  
14 isn't exaggeratingly big, so we kind of know each  
15 other. And at one point or another, they may have  
16 heard me you know talking about something related to  
17 safety. And they know my position on that.

18 There's a lot of advantages and disadvantage  
19 in big companies versus small companies. In small  
20 companies I guess one of the -- there's a lot of  
21 disadvantages, but one of the advantages is that we  
22 know each other.

23 INVESTIGATOR LAWRENCE: Just to be clear, is  
24 that philosophy of no negotiations, no compromise of  
25 safety written any place, or?

1 MR. LEWKOWICZ: No, I don't think it's. I  
2 know what you're getting at. But I don't have that  
3 written specifically. There is like --

4 INVESTIGATOR ETCHER: Sir, I need to clarify  
5 the question. Are you asking for a mission statement  
6 of the company or what? He just can't --

7 INVESTIGATOR LAWRENCE: Being he was talking  
8 about a philosophy, this is our philosophy when I --  
9 his answer was no negotiations, no compromise of  
10 safety, paraphrasing. And that philosophy that I asked  
11 about, I was wondering if it is institutionalized in  
12 writing some place? If it's a mission statement, so be  
13 it.

14 INVESTIGATOR ETCHER: Okay.

15 MR. LEWKOWICZ: No. We don't, there isn't  
16 that mission statement per se. Like for instance,  
17 stickers on the cockpit. You know stating, like I've  
18 seen. And I have led, sign in cockpit as an example.

19 INVESTIGATOR LAWRENCE: Right.

20 MR. LEWKOWICZ: And with stickers for  
21 reminders, okay. I don't have you know stickers  
22 somewhere saying no compromise on safety. But you know  
23 it's, I think that's what you're referring to.

24 INVESTIGATOR LAWRENCE: Right.

25 John Drago, did you come on the phone?

1 MR. DRAGO: I did, this is me, David. Thank  
2 you.

3 INVESTIGATOR LAWRENCE: We got started a  
4 little bit early, John. If you just want to introduce  
5 yourself to Danny.

6 MR. DRAGO: Okay. Good afternoon Dan. This  
7 is John Drago, we've spoken before. As you know I'm an  
8 inspector with the FAA located in Cleveland. And my  
9 role here is to simply assist the NTSB operations group  
10 in the furthering of this investigation. And I will  
11 not be using any of the information provided here today  
12 for any other reason than just to support the NTSB.

13 MR. LEWKOWICZ: Got it.

14 INVESTIGATOR LAWRENCE: Great. Thanks,  
15 John. Okay.

16 And staying with the safety side, do your  
17 employees have some means of reporting safety issues?  
18 Either a de-identified type of reporting system, or  
19 open door policy, or anything that's --

20 MR. LEWKOWICZ: Open door policy, yes.

21 INVESTIGATOR LAWRENCE: Okay. Can you  
22 explain that?

23 MR. LEWKOWICZ: If there's anything that  
24 will compromise safety, it will ultimately also  
25 compromise our reliability, and our dispatching of a

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1 flight. So rather than waiting until we are in a  
2 position where we cannot resolve a mechanical, or we  
3 were not told in time to be proactive on something,  
4 they tell us.

5 So we, that's what I encourage. Is if you  
6 have anything that we need to know about, tell us as  
7 soon as we can. Because we don't want to hurt anybody  
8 by not being able to give them a good head's up.

9 So it is always encouraged for them to give  
10 information as soon as anything is known so we can act  
11 immediately, give head's up to the brokers so they can  
12 start preparing their necessary contingencies.

13 INVESTIGATOR LAWRENCE: Right.

14 MR. LEWKOWICZ: That's what I mean.

15 INVESTIGATOR LAWRENCE: Okay. And how is  
16 that communicated to your employees?

17 MR. LEWKOWICZ: Again, verbally that would  
18 be the one answer.

19 INVESTIGATOR LAWRENCE: And I think part of  
20 my question also referred to de-identified reports. Do  
21 you have anything like that?

22 MR. LEWKOWICZ: No. Write-ups are write-  
23 ups, and those are written up in logs as they should  
24 be, and they're attended. And if they can't resolve  
25 something because it's not an MEL item, then that's a

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1 mechanical. So that if it can be resolved through the  
2 options that we may have such as MELs, then it gets  
3 resolved that way. And then it gets attended to.

4 Some things are resolvable, others aren't.

5 INVESTIGATOR LAWRENCE: Who has operation  
6 control of the flights on the 135 side?

7 MR. LEWKOWICZ: The Director of Ops, the  
8 chief pilot, myself.

9 INVESTIGATOR LAWRENCE: Are the captains at  
10 Execuflight, given the authority to refuse a flight?

11 MR. LEWKOWICZ: Yes.

12 INVESTIGATOR LAWRENCE: How?

13 MR. LEWKOWICZ: Well they'd know that ever  
14 since they became a pilot, without -- that's basic. So  
15 if they don't know that then we're in trouble right off  
16 the bat.

17 INVESTIGATOR ETCHER: Yes, what do you tell  
18 them on Execuflight? How Execuflight --

19 MR. LEWKOWICZ: If the pilot is not  
20 comfortable with the flight, for whatever reason, he  
21 can identify the MEL that would allow him to do this.  
22 And that's it. There's no questions asked, period.

23 Even if it would be something that could be  
24 covered. If they're uncomfortable, they're  
25 uncomfortable, that's it.

1 INVESTIGATOR LAWRENCE: What about the  
2 judgment call ones that aren't like MEL that allow, you  
3 know based on that, but say weather? It may be legal,  
4 but it may be uncomfortable? Are they allowed to  
5 refuse a flight based on that?

6 MR. LEWKOWICZ: Absolutely, or divert.  
7 They're encouraged to.

8 INVESTIGATOR LAWRENCE: Okay. I think you  
9 had a lot of interaction with the FAA. You've told me  
10 a little bit about some of it. Have you ever seen the  
11 FAA come out and just ride the jump seats on some of  
12 the flights or, do an observation?

13 MR. LEWKOWICZ: Part 121, that's a common  
14 thing. Part 135, I've never heard of it.

15 INVESTIGATOR LAWRENCE: And I'm talking  
16 about line observation that isn't a --

17 MR. LEWKOWICZ: A 299.

18 (Simultaneous speaking)

19 INVESTIGATOR LAWRENCE: A trainee, yes.

20 MR. LEWKOWICZ: Right a 299.

21 INVESTIGATOR LAWRENCE: Just going out and  
22 observing, en route inspection?

23 MR. LEWKOWICZ: I have never heard of this.  
24 I don't know if this ever happens to any operator crew  
25 for that matter.

1           INVESTIGATOR LAWRENCE: What about out on  
2 the training? Do you go, I know you've been through  
3 the training out in CAE in Dallas, correct?

4           MR. LEWKOWICZ: Yes.

5           INVESTIGATOR LAWRENCE: Do you ever go out  
6 there and just do observation of the trainee?

7           MR. LEWKOWICZ: I have.

8           INVESTIGATOR LAWRENCE: Okay. Do you  
9 remember the last time you did that?

10          MR. LEWKOWICZ: Probably about three years  
11 ago.

12          INVESTIGATOR LAWRENCE: Which one was it, do  
13 you -- Gulfstream or Hawker?

14          MR. LEWKOWICZ: I think it was a Gulfstream.

15          INVESTIGATOR LAWRENCE: Okay. Have you ever  
16 seen or heard the FAA go out themselves to the training  
17 and kind of observe the training done at CAE?

18          MR. LEWKOWICZ: Yes.

19          INVESTIGATOR LAWRENCE: For Execuflight? I  
20 know they have to do that as part of a 142.

21          MR. LEWKOWICZ: I think so. I think I  
22 remember hearing an instructor that was being checked  
23 out. So it wasn't, they weren't, they were checking  
24 out the instructor and it just so happens that they  
25 were instructing us, so coincidentally.

1 INVESTIGATOR LAWRENCE: Does Execuflight  
2 have like a formalized audit program of the training --

3 MR. LEWKOWICZ: Yes.

4 INVESTIGATOR LAWRENCE: -- where you have to  
5 send somebody out there?

6 MR. LEWKOWICZ: Yes.

7 INVESTIGATOR LAWRENCE: Who's responsible  
8 for that?

9 MR. LEWKOWICZ: Well the Director of Ops.  
10 He can designate it to a line captain as well. Could  
11 have designated it to Donny here, or the G pilot, or  
12 me.

13 INVESTIGATOR LAWRENCE: Yes. And we talked  
14 a little bit about your interaction with the POI. How  
15 often do you see the POI?

16 MR. LEWKOWICZ: Well for sure, on all of my  
17 299, or 293 orals have been with the POI, for most of  
18 the years that we've been doing this.

19 INVESTIGATOR LAWRENCE: Yes.

20 MR. LEWKOWICZ: But he knows who I am. And  
21 I see him quite often.

22 INVESTIGATOR LAWRENCE: How often do you  
23 communicate?

24 MR. LEWKOWICZ: At least once a month.

25 INVESTIGATOR LAWRENCE: Okay. Let me talk a

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1 little bit about the crew. You knew both the crew  
2 members, correct?

3 MR. LEWKOWICZ: Yes.

4 INVESTIGATOR LAWRENCE: Okay. Let me talk  
5 about the captain first. Did you hire the captain?

6 MR. LEWKOWICZ: I did.

7 INVESTIGATOR LAWRENCE: Okay. Tell me about  
8 that process. Where did he come from, and how were you  
9 made aware of him?

10 MR. LEWKOWICZ: In this particular case, he  
11 was a resume that had come in. And I interviewed him  
12 in my office. I looked at his credentials, his  
13 background. He had experience in the Hawker. I was  
14 looking for Hawker crews. He spoke Spanish and  
15 English. Because of what I earlier told you concerning  
16 South America, this was also important to me. Not the  
17 most important thing, but it's a plus in our operation.

18 He was employed at the time, flying a  
19 Hawker. He was not happy apparently, they --

20 INVESTIGATOR LAWRENCE: Unhappy with?

21 MR. LEWKOWICZ: With his current employer.  
22 He was, I'm -- he gave me some stories concerning how  
23 the co-captain or copilot, I can't remember, was not  
24 really up to the task. And it was being pushed on him.  
25 So that was part of his discontent and why he was

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1 interested in the job.

2 INVESTIGATOR LAWRENCE: Yes.

3 MR. LEWKOWICZ: So they seemed like sort of  
4 valid reasons to me. And I subsequently told him that  
5 I'd like to fly with him to see what kind of background  
6 he had. So we did a couple of Part 91 flights, where I  
7 interviewed him that way. I think a total of maybe  
8 three or four flights.

9 And when I felt comfortable, that he was  
10 indeed you know, a qualified pilot, his background and  
11 airlines also made me comfortable because it was I  
12 think Avianca. So we decided to make the investment of  
13 hiring him, and retraining him based on our training  
14 methods, which we did.

15 INVESTIGATOR LAWRENCE: Okay. I know you  
16 gave me the more current PRIA forms. But just for the  
17 record, you did a PRIA background check on him?

18 MR. LEWKOWICZ: Of course, yes.

19 INVESTIGATOR LAWRENCE: What did you learn  
20 from the PRIA background?

21 MR. LEWKOWICZ: Right off the bat, that he  
22 had an administrative type thing. And it was based on  
23 communications apparently, where he was asked to take  
24 some sort of communication course. I saw it. It came  
25 out, I called him in. He sent it to me. He sent me

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1 the items concerning it. I looked at them.

2 And again, because English is his second  
3 language, it was something that I could see how this  
4 can happen. You know, where if he didn't understand  
5 some sort of instructions and did something for the  
6 purpose of not understanding.

7 And then it was, you know, it was corrected  
8 by whatever it was recommended that he would do, which  
9 I think was to take some sort of small course or  
10 something like that. And that was it. It was not a  
11 violation. It was not some sort of sanction that  
12 concerned me to the point where I should not hire him.

13 INVESTIGATOR LAWRENCE: And just to be clear  
14 here. You did had mentioned, you were talking about  
15 it, you said administrative thing, it was a  
16 communication issues, FAA enforcement, right?

17 MR. LEWKOWICZ: Correct.

18 INVESTIGATOR LAWRENCE: Okay, so --

19 MR. LEWKOWICZ: Well I don't know if you can  
20 conclude that. You'd have to check, but I don't think  
21 it's called an enforcement issue.

22 INVESTIGATOR LAWRENCE: All right, okay.

23 MR. LEWKOWICZ: An administrative issue.

24 INVESTIGATOR LAWRENCE: Fair enough. But it  
25 was, my point is, it was an FAA?

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1 MR. LEWKOWICZ: Yes, it was FAA. Yes.

2 INVESTIGATOR LAWRENCE: Okay. Did at any  
3 point in time, from you company, did anybody call his  
4 previous employer to get any type of information? Or  
5 did you solely rely on the PRIA?

6 MR. LEWKOWICZ: We relied on the PRIA. We  
7 relied on our interview with him. I had talked to  
8 other pilots that knew of him. He recommended me some  
9 pilots within the field, and they spoke well of him.

10 I happened to know one of the companies that  
11 he worked for in Columbia, called Central Charter, of  
12 which I know them well. And Rosie (phonetic), who  
13 works there told me that he did work there and he was a  
14 good pilot.

15 So I did not, he didn't have any previous  
16 135 or 121 experience in the United States, so it's  
17 going to be sort of limited how much information I was  
18 going to be able to get from that avenue.

19 INVESTIGATOR LAWRENCE: Okay. And to the  
20 best of your experience, he voluntarily left his  
21 previous --

22 MR. LEWKOWICZ: Yes.

23 INVESTIGATOR LAWRENCE: -- company?

24 MR. LEWKOWICZ: Yes.

25 INVESTIGATOR LAWRENCE: Okay.



1 All right. Let me talk a little bit about  
2 Renato. Did you hire Renato?

3 MR. LEWKOWICZ: I did.

4 INVESTIGATOR LAWRENCE: Tell me about that.

5 MR. LEWKOWICZ: He was recommended as well  
6 by a pilot that is known to me. That I respect. And  
7 he told me that he was a Hawker pilot, and he was. He  
8 worked for a charter company here in this country, at  
9 one that I knew. I brought him in. I interviewed him.  
10 We were hiring him as an SIC, not as a PIC. Although  
11 he was PIC qualified.

12 He had a type rating, he obtained that type  
13 rating at least two years prior to even coming to me,  
14 maybe more. He had time in the aircraft which good for  
15 me to be able to hire somebody that is not completely  
16 unfamiliar with the aircraft. And he was being hired  
17 as an SIC, so.

18 INVESTIGATOR LAWRENCE: For the Hawker?

19 MR. LEWKOWICZ: For the Hawker.

20 INVESTIGATOR LAWRENCE: Right.

21 MR. LEWKOWICZ: But he was well qualified  
22 and this I knew. With him, as with a captain, I also  
23 flew with him, Part 91. As a matter-of-fact when I  
24 took my son to the naval academy and he was -- in fact  
25 it was my whole family. And he was my copilot. And I

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1 thought he did a good job.

2 INVESTIGATOR LAWRENCE: Any issues on his  
3 background check as far as, I know you ran a PRIA on  
4 him as well.

5 MR. LEWKOWICZ: I don't, I'm not too  
6 familiar because the PRIA generally comes in and it's  
7 given to, the G pilot is one that gets it. He's the  
8 one that requests it. He does all the due diligence in  
9 that respect. And you know I am not, I was not  
10 familiar with anything that, there were like alarms  
11 that I needed him to come and talk to me.

12 But I didn't again, really home in on him as  
13 I was hiring him as a second in command. And I didn't  
14 get in deep into his file.

15 INVESTIGATOR LAWRENCE: Okay. And you said  
16 you flew with him.

17 MR. LEWKOWICZ: I did.

18 INVESTIGATOR LAWRENCE: And you kind of  
19 eluded a little bit, he did a good job. Can you kind  
20 of expand? His pilot skills based on your experience  
21 and your observation?

22 MR. LEWKOWICZ: He was, with him I flew in  
23 the Hawker 700, the one that we still have. And it  
24 was, it had weather through satellite drop. Plus it  
25 had you know an FMS. And he, you know I remember that

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1 we had to cross a line. And I had a chance of crossing  
2 it at altitude, before we got into the Washington area  
3 coming behind it. Or get lower and then having to go  
4 through it the other way.

5 And I remember we talked about those  
6 options, and we decided to go this way, you know to the  
7 west, and then parallel. And you know, we'd talked  
8 about the weather quite a bit as a matter-of-fact on  
9 that flight. And he was, you know he was good. He was  
10 quick with having everything ready. He was good  
11 support as an SIC to a captain.

12 INVESTIGATOR LAWRENCE: Yes.

13 MR. LEWKOWICZ: I didn't fly with him you  
14 know that much. Let me see, I'm trying to think if it  
15 was more than that one flight. I remember that flight.  
16 And I think he was very happy. Actually there may have  
17 been another flight but I can't really remember.

18 The comments that I had gotten from my other  
19 captains have always been extremely positive about him.  
20 So I respected that. And I had no reason to doubt him.

21 INVESTIGATOR LAWRENCE: I know you had  
22 limited flight time with him. But did he appear to be  
23 a SIC that would not have any issues speaking up to a  
24 captain --

25 (Simultaneous speaking)

1 MR. LEWKOWICZ: Absolutely not.

2 INVESTIGATOR LAWRENCE: -- and pointing out  
3 --

4 MR. LEWKOWICZ: No. Speaking up to me, I  
5 remember, this is a common thing. If you even  
6 scheduled him to something that would appear that would  
7 be playing with possible duty time limitations or  
8 flight time limitations, he would speak out right off  
9 the bat.

10 He said that you know, he may have had this  
11 kind of thing in his previous work. And when I  
12 interviewed him, he said I just will not bust any rules  
13 or regulations. I want you to know that right off the  
14 bat. He was clear about that right off the bat.

15 So a person that's looking for a job,  
16 unemployed, and he comes and tells me that right off  
17 the bat. I respected that.

18 INVESTIGATOR LAWRENCE: And then your brief  
19 time flying with Oscar as well, tell me about his  
20 piloting skills. From what you could observe, his  
21 command skills.

22 MR. LEWKOWICZ: I'm going to give you  
23 something that is going to, that is pertinent. Like  
24 the four days prior to this accident, I was departing  
25 on a Part 91 flight with our Hawker 850. He wanted to

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1 come over. And he came over. I wasn't sure why.

2 He came for two reasons. One, he wanted to  
3 see that Hawker 850. Second, he was concerned about  
4 where he was going, which he was going to Atlanta. And  
5 at the time the weather was below minimums for an ILS  
6 approach because of fog.

7 He was going to PDK and he was concerned  
8 about that being a short runway and of course weather  
9 being that you are going to have to do a full ILS,  
10 which means that you're going to use a good part of  
11 that runway. So I told him okay, so you go to Atlanta  
12 ATL, they got big runways there.

13 Yes, but he said, is that okay? And I said  
14 that's beyond okay. If you think that you're going to  
15 have to divert to Atlanta, you may want to give a  
16 head's up to brokers that sold the trip. And let them  
17 know, so they can tell their people. And that's it.  
18 And if they don't like it, you don't go there. You  
19 don't go to PDK. Oh, okay, perfect. End of story.

20 That was four days before this particular  
21 flight. He knew that that was something that is 100  
22 percent his option. And he should do it. And he in  
23 fact I think, called one of the people that, I think  
24 Sal and I think you know, shed his concern, concerning  
25 the same weather. And I think he told him we may have

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1 to go to ATL which would have been perfectly fine and  
2 encouraged. So he knew that.

3 INVESTIGATOR LAWRENCE: I know it might be  
4 difficult being the owner and their boss, but did you  
5 ever communicate outside the work environment with  
6 Oscar or Renato?

7 MR. LEWKOWICZ: Outside the work  
8 environment?

9 INVESTIGATOR LAWRENCE: Yes, socially to get  
10 the --

11 MR. LEWKOWICZ: No.

12 INVESTIGATOR LAWRENCE: Okay. Did you, and  
13 these are just kind of standard questions. Did you  
14 hear either from them or from other pilots, concerns  
15 about maybe Oscar or Renato having issues at home?

16 MR. LEWKOWICZ: No.

17 INVESTIGATOR LAWRENCE: Family issues?

18 MR. LEWKOWICZ: I don't believe so.

19 INVESTIGATOR LAWRENCE: Financial issues?

20 MR. LEWKOWICZ: No.

21 INVESTIGATOR LAWRENCE: I think it's kind of  
22 a standard question. Since you flew with both of them,  
23 did you ever observe either pilot operate an aircraft  
24 contrary to either company policy, or regulations?

25 MR. LEWKOWICZ: No.

1           INVESTIGATOR LAWRENCE: Let me talk a little  
2 bit about the Hawker since you are a Hawker pilot.

3           Well first off, I want to just quickly ask  
4 about dispatcher, sales people. Because we hear the  
5 term dispatcher and just explain what their role is.

6           MR. LEWKOWICZ: Sale and follow-up sale with  
7 the brokers. Assist the pilots with hotel rooms.  
8 Assist the pilots with fuel releases in some airports.  
9 Determining which airport has the better deals on fuel.

10          INVESTIGATOR LAWRENCE: Yes.

11          MR. LEWKOWICZ: That's it primarily, I mean  
12 that's what it comes down to. They do not get involved  
13 with anything technical in the flight. They have no --  
14 they, over time they figured it out, you know by trial  
15 and error. What they shouldn't even quote. And what  
16 they shouldn't even, you know ask us first, as to if  
17 it's okay to quote. So they know those things.

18          At this point, you know at this stage of the  
19 game, they know what a short runway is and they know  
20 what altitude means, so they when they have to come to  
21 us to determine whether or not they can even quote  
22 something.

23          INVESTIGATOR LAWRENCE: How many of those  
24 guys you have?

25          MR. LEWKOWICZ: Two.

1           INVESTIGATOR LAWRENCE: Two, all right. And  
2 then in general on a charter, who files the flight  
3 plans?

4           MR. LEWKOWICZ: The pilots.

5           INVESTIGATOR LAWRENCE: How is that done?

6           MR. LEWKOWICZ: They, most of them go to  
7 Fltplan.com which is what we use. If they have their  
8 own account, they can do it with their account -- but  
9 actually no. They do it with our account. And it's an  
10 account that I've had forever. And all the airplanes  
11 are setup there. We can do APIS with that, we can do  
12 all kinds of things.

13           And so they go in there and set it up. They  
14 file it, they amend it if they have to.

15           INVESTIGATOR LAWRENCE: And that's where  
16 they would file an alternate, if it was a part as well?

17           MR. LEWKOWICZ: Yes, that's where they would  
18 just drop down to the alternate. It's easy. Have you  
19 ever seen that?

20           INVESTIGATOR LAWRENCE: Yes. I have.

21           MR. LEWKOWICZ: It's very easy.

22           INVESTIGATOR LAWRENCE: It is. I agree.

23           There's also a, there's a little weather  
24 icon on that page.

25           MR. LEWKOWICZ: Yes.



1 INVESTIGATOR LAWRENCE: That you can click  
2 on.

3 MR. LEWKOWICZ: You can see the weather. A  
4 lot of people look at that to see thunder storm  
5 activity.

6 INVESTIGATOR LAWRENCE: Right.

7 MR. LEWKOWICZ: You kind of look at the, you  
8 know pilots get scared with big old thunder storms and  
9 stuff like that. Maybe they don't pay too much  
10 attention to the low visibilities and stuff like that.  
11 That's not that easily in your face as red, which is  
12 thunderstorms.

13 I don't know what there was that particular  
14 day. I think it was low weather, I don't think it was  
15 convective.

16 INVESTIGATOR LAWRENCE: Well is the  
17 Fltplan.com weather function, is that an approved  
18 method of getting weather briefing?

19 MR. LEWKOWICZ: Yes, for us. Yes.

20 INVESTIGATOR LAWRENCE: Okay. If you  
21 wanted, or the chief pilot wanted to know if the pilot  
22 actually did that, got the weather briefing. Is there  
23 a means to determine that he actually received the  
24 weather?

25 MR. LEWKOWICZ: Is there a means? No, I

1 don't think there is a means. But I, with the  
2 experience with both of those pilots, they would print  
3 -- I remember when I flew the one time with Renato, and  
4 actually with Oscar as well, they had so much  
5 paperwork. They printed everything. They printed  
6 books and books of weather.

7 So it would be hard for me to imagine that  
8 they would not just have not looked at the weather, but  
9 printed a whole bunch of it.

10 INVESTIGATOR LAWRENCE: I guess what I'm  
11 also kind of also getting at is the trip package that's  
12 created for them.

13 MR. LEWKOWICZ: That they create.

14 INVESTIGATOR LAWRENCE: That they create.  
15 It contains weight/balance information correct?

16 MR. LEWKOWICZ: Yes, they do weight/balance.

17 INVESTIGATOR LAWRENCE: Okay. And it will  
18 have the schedule for the flight?

19 MR. LEWKOWICZ: Yes.

20 INVESTIGATOR LAWRENCE: Right. But it  
21 doesn't, does it include --

22 MR. LEWKOWICZ: Weather?

23 INVESTIGATOR LAWRENCE: Weather?

24 MR. LEWKOWICZ: No.

25 INVESTIGATOR LAWRENCE: Okay.

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1 MR. LEWKOWICZ: No, that's up to them to  
2 get. That's a technical thing. We're not, it includes  
3 the names of the passengers, things that we have do  
4 before. Like they don't have to do a no-flight  
5 checklist. We have to do that for them. That's TSA  
6 type rules.

7 But weather and the stuff of -- because we  
8 don't have a dispatch team as in the airlines then it's  
9 up to them.

10 INVESTIGATOR ETCHER: I'm sorry. For the  
11 record I need to clarify the last question. You said  
12 the trip package that they create, were you referring  
13 to sales people as they? Or the pilots as they?

14 INVESTIGATOR LAWRENCE: Yes, the testimony  
15 we've got so far is that the sales people create a trip  
16 package for the pilots.

17 MR. LEWKOWICZ: Right.

18 INVESTIGATOR LAWRENCE: And we have also  
19 heard that it includes various things, including  
20 weather, weight/balance, and things of that. I just  
21 want to get a clarification that the weather is not  
22 part of the trip package?

23 MR. LEWKOWICZ: No, weather is not part of  
24 the trip package.

25 INVESTIGATOR ETCHER: And we're talking

1 about at the time of the accident? The policies that  
2 were in place at the time of the accident?

3 MR. LEWKOWICZ: Obviously, yes.

4 INVESTIGATOR ETCHER: Okay.

5 MR. LEWKOWICZ: Yes, weather is not part of  
6 the trip package that we send to them saying this is  
7 the weather. This is something that they have to look,  
8 as pilots because they are dispatching themselves.  
9 Ultimately, when they close that door, they've done all  
10 their due diligence from a pilot's stand point.

11 INVESTIGATOR LAWRENCE: Great, well you just  
12 led right, beautifully segued right into my next  
13 question about flight following. How do you guys do  
14 the flight following on these flights?

15 MR. LEWKOWICZ: The pilots are accustomed to  
16 sending us text messages when they close the doors and  
17 when they open the doors. That's something that was  
18 implemented by our Director of Operations, and we all  
19 do it. And they did it.

20 And that doesn't mean, there's other ways  
21 that we can do it, which is by following FlightAware,  
22 like many people do. And we have live tracking through  
23 Fltplan.com as well.

24 But we don't necessarily like to go by that.  
25 We want them to tell us that the door's closed.

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1 Because they can add something there that may be of use  
2 to us. Like if there's any kind of issues. And so  
3 again, so we can have a head's up.

4 And so that particular, I remember, I get  
5 the text messages too. And that particular set of text  
6 messages were like door's open, door's closed, door's  
7 open, door's closed all the way down. Up until the  
8 last door's closed from the city that they left.

9 INVESTIGATOR LAWRENCE: Right. Okay.

10 INVESTIGATOR ETCHER: And who's on those  
11 texts, yourself obviously?

12 MR. LEWKOWICZ: I'm in there, and is Rich  
13 Rivudo, the chief pilot is in there. Both Sal and Nick  
14 are in there. They get it for the purpose of again,  
15 relaying to the brokers who are probably also flight  
16 following.

17 INVESTIGATOR LAWRENCE: Right. I told you I  
18 was going to get to the Hawker here in a second, so let  
19 me talk and ask you some questions about the Hawker.  
20 Just in general, you've got a lot of type ratings. And  
21 you've got a lot of time. How is the Hawker to fly?

22 MR. LEWKOWICZ: Very docile. Very easy to  
23 fly if you compare it to a Westwind, as an example,  
24 okay. If you compare it to a Citation it's not as  
25 easy. But it's you know, it's not a Citation. But

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1 it's not a Leer 60 or -- it's a very docile airplane.  
2 I mean they made it extremely docile.

3 INVESTIGATOR LAWRENCE: Can you comment at  
4 all about the list B characteristics?

5 MR. LEWKOWICZ: Yes, I can. It is an  
6 airplane that if you put the amount of -- this airplane  
7 was designed to not have thrust reversers.

8 INVESTIGATOR LAWRENCE: Yes.

9 MR. LEWKOWICZ: So you could go pretty slow  
10 in this airplane because of the amount of drag that you  
11 can throw into it. And the amount of drag specifically  
12 I'm talking about, 45 degrees with the flaps, okay? So  
13 once you get into 45 degrees with the flaps on this  
14 airplane, you've got a lot of drag.

15 And the 700, even the 800s, the wings became  
16 bigger on those but it's still kind of like a fat wing.  
17 And you, once you put this full flaps, you have to be  
18 continuously on that 700 feet a minute descent to be at  
19 the same power level that you would always want to be.

20 INVESTIGATOR LAWRENCE: Yes.

21 MR. LEWKOWICZ: If you're full flaps and  
22 trying to fly straight and level, you're going to need  
23 a lot of power. One of the things that they did is  
24 they put the lift-dumps. So that actually gives you  
25 like I think 60 degrees worth of flaps, sort of.

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1 MR. SHACKLEFORD: Actually I think, it's  
2 more than that.

3 MR. LEWKOWICZ: So 70, yes. So now, this  
4 thing really stops, you know. Of course you can't even  
5 do that lift-dump in the air. But if, you wouldn't  
6 even, you wouldn't ever want to do something like that.  
7 But 45 degrees, you're going to lose speed relatively  
8 quick in this airplane if you're doing anything level.  
9 Okay? That's what I can tell you.

10 And I had the opportunity to fly the Hawker  
11 850, two, three days afterwards. And I you know I  
12 remember putting the 45 degrees. I was doing a visual  
13 approach and I could see that, you know, how that  
14 airspeed, even in an 850, so --

15 MALE PARTICIPANT: See the airspeed what?

16 MR. LEWKOWICZ: Decrease. So if you are not  
17 inside that cockpit, that speed will you know, and  
18 you've got the throttles where you have the throttles  
19 99 percent of the time in any kind of approach, that  
20 speed is going to go away awful quick.

21 INVESTIGATOR LAWRENCE: Let me ask you about  
22 the non-precision procedures for the Hawker. When are  
23 you putting 45 out?

24 MR. LEWKOWICZ: When you can, when you have  
25 the runway in sight.

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1 INVESTIGATOR LAWRENCE: Okay.

2 MR. LEWKOWICZ: When you clearly have the  
3 runway in sight, and if it's a -- quite frankly if it's  
4 a full approach to minimums, and you see the runway in  
5 sight. It's probably encouraged not to even go full  
6 flaps. And land with the flaps that you have.

7 In this case would have been flaps up.

8 MR. SHACKLEFORD: 20.

9 MR. LEWKOWICZ: 20, fine and which is not a  
10 problem whatsoever. So rather than making a new  
11 configuration change so low to the ground.

12 INVESTIGATOR LAWRENCE: Is there any  
13 circumstance, well I shouldn't say, is there any normal  
14 circumstance that a pilot would put flaps 45, prior to  
15 the final approach fix?

16 MR. LEWKOWICZ: If they put flaps 45 on a  
17 non-precision approach, it's because they saw the  
18 runway. And they committed themselves for a landing.

19 If they did anything else, they did it  
20 because, creature of habit. Some of the type of  
21 approach that they usually do, which would be an ILS  
22 approach. And then under an ILS approach, yes you  
23 could go full flaps at the, you know capturing your  
24 glide slope. And different story.

25 INVESTIGATOR LAWRENCE: Yes, but my question

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1 was prior to the final approach fix. I understand when  
2 the glide slopes come in three, you go 45 on an ILS  
3 until you bring it down. But prior to final approach  
4 fix on a level?

5 MR. LEWKOWICZ: I wouldn't see why, I mean  
6 that's -- prior to the final approach fix?

7 INVESTIGATOR LAWRENCE: Right. Is there --  
8 (Simultaneous speaking)

9 MR. LEWKOWICZ: Why would anybody put a flap  
10 45 on IMC?

11 INVESTIGATOR LAWRENCE: I don't know. What  
12 I'm asking, is there a procedure --

13 MR. LEWKOWICZ: No.

14 INVESTIGATOR LAWRENCE: -- to do that?

15 MR. LEWKOWICZ: IMC on a localized approach?  
16 No. Only when you have the runway in sight.

17 INVESTIGATOR LAWRENCE: Is there any policy  
18 within the operation of the Hawker that encourages  
19 automation, or the autopilot to be used? Particularly  
20 for these type of non-precision approaches?

21 MR. LEWKOWICZ: The answer is, I mean I  
22 would encourage people to use the autopilot, you would  
23 think. But they're using the autopilot when they're  
24 doing any kind of approach that is to weather minimums.

25 INVESTIGATOR ETCHER: Dan, the question is

1 if the company has, does Execuflight have a policy that  
2 the pilots are either required or encouraged to use  
3 autopilot when flying mission and approaches, for --

4 MR. LEWKOWICZ: We're non-specifically, a  
5 non --

6 (Simultaneous speaking)

7 INVESTIGATOR LAWRENCE: (Inaudible) that's  
8 the question. It's not whether you would recommend it,  
9 it's whether Execuflight has a policy?

10 MR. LEWKOWICZ: No there is no policy per  
11 se. But again, I don't know who would be doing it any  
12 other way, just on common sense.

13 INVESTIGATOR LAWRENCE: Okay.

14 MR. LEWKOWICZ: I am familiar with monitored  
15 approaches. And I would encourage monitored  
16 approaches. I've flown with pilots and we've  
17 demonstrated monitored approaches, okay.

18 And in this particular case as you well  
19 know, the pilot that sees the runway is the pilot that  
20 lands the runway once he says, runway in sight. And  
21 then the other guy gives up the airplane, who was  
22 constantly in the cockpit looking and making sure that  
23 nothing he wasn't looking at, at all. So I've shown  
24 this. I had not shown monitored approaches to either  
25 one of these people, because I've not flown with them

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1 on the line on 135.

2 INVESTIGATOR LAWRENCE: Okay, so that's a  
3 technique. There's not a policy or procedure --

4 MR. LEWKOWICZ: No.

5 INVESTIGATOR LAWRENCE: -- defined in  
6 Execufight manuals for monitored approaches?

7 MR. LEWKOWICZ: Correct.

8 INVESTIGATOR LAWRENCE: And to be clear CAE  
9 doesn't train. Correct?

10 MR. LEWKOWICZ: That's correct.

11 INVESTIGATOR LAWRENCE: And then I wanted to  
12 touch on the practice, and I'm not sure if it's a  
13 policy or not, tell me if it is or not, but the  
14 practice of the captains flying primarily all the legs  
15 that have passengers on them. And the first officers  
16 being, typically flying the empty legs, or  
17 repositioning legs, or ferry flights?

18 MR. LEWKOWICZ: I don't think that's a  
19 practice. I think that's on a case-by-case basis. The  
20 pilots, if they feel that the copilot is doing a good  
21 job then they will be given that leg. If they feel  
22 that they're low time and they're still not there, then  
23 they won't.

24 This is not an airline sort of policy, that  
25 you know 50-50. That's not how it works in this

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1 particular case because many of the pilots that come  
2 with us could be of lower time than the typical pilots  
3 that enter into an airline that have, you know much  
4 more time, much more experience possibly. So we have  
5 to govern that accordingly.

6 And if it is a pilot that's got a type  
7 rating and he's already experienced and the captain  
8 feels comfortable with him, he'll give him the leg even  
9 with passengers.

10 As a matter-of-fact in this case, I would  
11 suspect that the copilot would have probably be given a  
12 leg because of the fact that his experience wasn't  
13 line. But I don't know that for sure.

14 INVESTIGATOR LAWRENCE: I just have a few  
15 more, how you doing? Do you need a break or anything?

16 MR. LEWKOWICZ: Nope.

17 INVESTIGATOR LAWRENCE: You're doing okay?

18 MR. LEWKOWICZ: Yes.

19 INVESTIGATOR ETCHER: Yes, let's take five.

20 INVESTIGATOR LAWRENCE: Okay, we'll take  
21 five.

22 (Whereupon, the above-entitled matter went  
23 off the record for five minutes and resumed.)

24 INVESTIGATOR LAWRENCE: Okay, we're back  
25 from a break. And I just want to, I just have a few

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1 more Danny. Want to ask you a little bit more about  
2 the Hawker itself. The differences between the 700 and  
3 800. I know I talked to you about your split in times  
4 on those.

5 I know there's some technological  
6 differences between the two, as far as the cockpit  
7 instrumentation and all. Can you kind of tell me a  
8 little bit about that? Are there any challenges to the  
9 pilots transitioning back and forth from those  
10 different type of aircraft?

11 MR. LEWKOWICZ: No. They're relatively an  
12 easy back and forth. Whether it's an 800 Collins  
13 equipped, or an 800 Honeywell equipped, or a 700,  
14 they're relatively the same as far as the key things.  
15 Altitude, whether you're looking at it through a glass  
16 imagery, because it's not the EVS like you would see in  
17 a G4 or a Pro Line 21.

18 Now Pro Line 21 that would be an entirely  
19 different, entirely different matter okay? That they  
20 would need training specific for that particular --  
21 even though it's the same type rating, I would  
22 challenge that. Okay, because they're really two  
23 different airplanes, okay?

24 But I'm just trying to put the perspective  
25 between, the difference between an 800, an 850 with Pro

1 Line 21, same type rating, okay, and a 700, 800. Now  
2 even with those three the flight characteristics  
3 concerning the same flaps 45 is going to be about the  
4 same.

5 In other words, if you're not watching the  
6 airspeed, even the 850 with the longer wing, possibly a  
7 little smoother, it's still going to decay speed in a  
8 hurry if you do that, in that respect.

9 INVESTIGATOR LAWRENCE: Okay. On the 700s,  
10 two different 700s, where the pilot sets the decision  
11 altitude --

12 MR. LEWKOWICZ: Okay.

13 INVESTIGATOR LAWRENCE: -- on one is  
14 different than the other. Correct? They're located in  
15 different --

16 MR. LEWKOWICZ: You're talking about a radar  
17 altimeter.

18 INVESTIGATOR LAWRENCE: Right.

19 MR. LEWKOWICZ: Okay, radar altimeter is for  
20 a non-precision approach. It's not even to be  
21 considered.

22 INVESTIGATOR LAWRENCE: Okay.

23 MR. LEWKOWICZ: That's a reference only  
24 thing. The place to put the altitude is right on the  
25 altimeter, and you've got three pegs on that thing,

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1 okay, three little pegs.

2 INVESTIGATOR LAWRENCE: The altimeter?

3 MR. LEWKOWICZ: On the altimeter.

4 INVESTIGATOR LAWRENCE: Okay.

5 MR. LEWKOWICZ: And you've got the pegs that  
6 say your actual MDA, 500 above it, and 100 -- you know  
7 that little ring that shows, and I know it had it in  
8 the 700. Because what you do is you set that on the  
9 MDA, the actual MDA. Let's say in this case, what was  
10 it 1500 and 40 feet something like that?

11 INVESTIGATOR LAWRENCE: Yes.

12 (Off the record comments)

13 MR. LEWKOWICZ: So if you put 1540, on the  
14 other side it's going to be 500 above it, and right  
15 next to it, 100 to it.

16 INVESTIGATOR LAWRENCE: Yes.

17 MR. LEWKOWICZ: That's where you set it  
18 right there as far as that's concerned.

19 INVESTIGATOR LAWRENCE: Why is the 500 and  
20 100 above the set?

21 MR. LEWKOWICZ: Callouts.

22 INVESTIGATOR LAWRENCE: Okay, tell me about  
23 those callouts.

24 MR. LEWKOWICZ: A thousand to minimums, 1000  
25 above field elevation, 1000 to minimums. You, that's

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1 two different calls. Five hundred to minimums, 100 to  
2 minimums, you would want to hear that.

3 INVESTIGATOR LAWRENCE: Yes. Is there a  
4 500, four, three, two --

5 MR. LEWKOWICZ: No, no, not five, four,  
6 three, two, one, no. Five hundred, 100 to minimums,  
7 minimums, runway in sight, or go around. One of the  
8 two.

9 INVESTIGATOR LAWRENCE: Okay. You mentioned  
10 a 1000 feet field elevation callout.

11 MR. LEWKOWICZ: A 1000 feet field elevation,  
12 that's you know so if the field elevation in that case  
13 was 1100, at 2100 I would you know, I would like to  
14 hear 1000 feet to field elevation.

15 INVESTIGATOR LAWRENCE: Okay, you'd like to  
16 hear that, but is that a standard callout?

17 MR. LEWKOWICZ: No, it's you know, I mean a  
18 lot of this may come from my airline background. Okay,  
19 which I you know if they're flying with me they're  
20 going to hear stuff like that. You know and if they  
21 mimic it, great. Is it a, you know, are we an airline,  
22 no.

23 INVESTIGATOR LAWRENCE: Okay. So you'd like  
24 to hear the 1000 foot field elevation, but it's not  
25 something that's required in the manuals?

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1 MR. LEWKOWICZ: No.

2 MALE PARTICIPANT: Why do you want to hear  
3 it at 1000 feet?

4 MR. LEWKOWICZ: To see if they're paying  
5 attention. I mean, that's all.

6 INVESTIGATOR LAWRENCE: Okay. Do you have a  
7 stable approach criteria at this operation?

8 MR. LEWKOWICZ: Each aircraft has its own  
9 standard operating procedures, of which mandates a  
10 stable approach. And the Hawker has it. The  
11 Gulfstream has it. And stable approach means just  
12 that. If the approach is not stable, it is encouraged  
13 to avoid it and you know, go around.

14 INVESTIGATOR LAWRENCE: What's stable for  
15 the Hawker?

16 MR. LEWKOWICZ: Less than a 1000 -- and  
17 probably for any airplane, less than a 1000 feet per,  
18 you know 1000 feet per minute descent rate as far as  
19 the vertical deflections, you know on the localizer.  
20 So if you have a full deflection, or deflection and  
21 it's continuing to go. Maybe significant as of a  
22 tremendous strong cross wind or something like that,  
23 that's it, you're done.

24 If you're in excess of a 1000 feet a minute,  
25 anything under 1000 feet AGL, which would be one of the

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1 reasons you would call a 1000 feet to field elevation,  
2 because this is where this comes into play. You are at  
3 that point, you know, if anyone's saying you know  
4 anything higher than a descent rate than 1000 feet,  
5 then it should be an abort.

6 INVESTIGATOR LAWRENCE: What about  
7 configuration or anything like that?

8 MR. LEWKOWICZ: Well the configuration, you  
9 put it on that configuration. I mean you should only,  
10 the configuration should be the configuration based on  
11 your position of the flight. So --

12 INVESTIGATOR ETCHER: Danny, sorry to  
13 interrupt. I think the question is whether the company  
14 has a listing in the SOP for the configuration of the  
15 airplane during stabilized approach?

16 INVESTIGATOR LAWRENCE: The actual question  
17 initially and I'm trying to clarify, but was do you  
18 have stable approach criteria defined in your SOP?

19 MR. LEWKOWICZ: As a company, as a whole  
20 company no matter what you fly? Or for the specific  
21 airplane through the SOP of that specific aircraft?

22 INVESTIGATOR LAWRENCE: Let's start globally  
23 first and then we'll go down to the Hawker.

24 MR. LEWKOWICZ: Okay.

25 INVESTIGATOR LAWRENCE: Globally, do you

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1 have a stable approach criteria?

2 MR. LEWKOWICZ: No. Its stable approach  
3 would only be specific to the aircraft based on the  
4 criteria of the airplane that you're flying.

5 INVESTIGATOR LAWRENCE: Danny, you're not  
6 expected to be an encyclopedia of knowledge on what's  
7 in your manuals.

8 MR. LEWKOWICZ: Right.

9 INVESTIGATOR LAWRENCE: So if you don't know  
10 or if you want to reference the manual, just tell them  
11 you want to reference the manual.

12 MR. LEWKOWICZ: Yes, and that's probably a -  
13 - thanks for reminding me. That's, I would have to  
14 look to see if there's anything specific to that you  
15 know in our OM. But once again, is it a company policy  
16 like your previous question? You know, motto, stable  
17 approach is don't fly when you're tired.

18 INVESTIGATOR LAWRENCE: Yes.

19 MR. LEWKOWICZ: Yes, I don't --

20 INVESTIGATOR LAWRENCE: Okay. Yes, I'll  
21 give you that. It's, exactly. Don't expect you to  
22 know all the manuals because you're not flying all the  
23 aircraft. But was asking about the global and I think  
24 you answered that.

25 But now let me ask about the Hawker

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1 specific, right. And that is something that you fly  
2 PIC on, correct?

3 MR. LEWKOWICZ: Yes.

4 INVESTIGATOR LAWRENCE: Okay. The Hawker,  
5 does the Hawker have stable approach criteria, specific  
6 to that Hawker 700?

7 MR. LEWKOWICZ: Yes.

8 INVESTIGATOR LAWRENCE: Okay, what is that?

9 MR. LEWKOWICZ: A thousand feet. What I  
10 described earlier.

11 INVESTIGATOR LAWRENCE: Yes.

12 MR. LEWKOWICZ: A thousand feet a minute.  
13 Beyond the 1000 feet a minute would be an unstable  
14 approach inside you know, below a 1000 feet AGL.

15 INVESTIGATOR LAWRENCE: Okay. And then my  
16 follow-up question was does that approach criteria  
17 include anything about configuration for the Hawker?

18 MR. LEWKOWICZ: I don't know.

19 INVESTIGATOR LAWRENCE: Okay. What about  
20 airspeed?

21 MR. LEWKOWICZ: The airspeed is, ref plus 10  
22 for the condition of the flight, for the configuration  
23 of the flight. So if you're at flaps 45 for whatever  
24 reason, your ref speed for flaps 45 say is 124, then  
25 you should be flying at less than 134.

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1           INVESTIGATOR LAWRENCE: Yes. Anything else  
2 that you can remember as far as stable approach  
3 criteria for the Hawker?

4           MR. LEWKOWICZ: No.

5           INVESTIGATOR LAWRENCE: And then do you know  
6 where that is written in the manuals, or the guidance  
7 under Execuflight for the Hawker?

8           MR. LEWKOWICZ: In the training manual.

9           INVESTIGATOR LAWRENCE: It's in, okay. Are  
10 the pilots provided copies of the training manual, or  
11 do they have access to it?

12          MR. LEWKOWICZ: They do.

13          INVESTIGATOR LAWRENCE: Okay, how?

14          MR. LEWKOWICZ: Right now, lately we've got  
15 sticks. They get it at the training facility. Flash  
16 drives.

17          INVESTIGATOR LAWRENCE: Yes.

18          MR. LEWKOWICZ: And they have the whole  
19 manual right there.

20          INVESTIGATOR LAWRENCE: Great. Is there a  
21 revision process that allows them to update if there  
22 are changes to those manuals?

23          MR. LEWKOWICZ: When they go, they get a new  
24 flash, if there is such a thing. Some pilots actually  
25 have it in their iPads, because they've shown them to

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1 me.

2 INVESTIGATOR LAWRENCE: When they go to  
3 training? When they go where?

4 MR. LEWKOWICZ: All the time if it's in  
5 their iPad.

6 INVESTIGATOR LAWRENCE: No, I'm sorry. I  
7 was talking about the revisions, you said for revisions  
8 --

9 MR. LEWKOWICZ: Oh when they --

10 INVESTIGATOR LAWRENCE: -- they get new  
11 revisions when they go. Go where?

12 MR. LEWKOWICZ: Yes, training, that's CAE.

13 INVESTIGATOR LAWRENCE: Great. We talked on  
14 that, and I think -- you've been real helpful I think  
15 you got all the ones I had for you Danny. Got past the  
16 -- I want to see if Sean has a couple questions for you  
17 real quick.

18 MR. LEWKOWICZ: Okay.

19 INVESTIGATOR ETCHER: I just have a few.  
20 You've given us a lot of input so thank you. Sorry you  
21 have to go through all this.

22 Towards the beginning, you were talking  
23 about because you don't have a Director of Ops, you'd  
24 put in with the FAA to do that. If that was granted to  
25 you, would you have kept on as the CEO and a Director

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1 of OPs or would you have separated the two and done  
2 something else with the CEO position?

3 MR. LEWKOWICZ: Never gave it any thought.

4 INVESTIGATOR ETCHER: Okay.

5 MR. LEWKOWICZ: So, I don't know what the  
6 answer would be for that. If they would have said to  
7 me, resign CEO. Put your wife as CEO or something like  
8 that, and then I'll give you the DO. Would I have done  
9 that? Probably. I mean if it would have been a  
10 condition.

11 INVESTIGATOR ETCHER: Okay. Thank you, I  
12 just had a question on that.

13 And you also said that you communicate with  
14 your POI monthly, or every month or something. Is that  
15 a regular scheduled communication meeting?

16 MR. LEWKOWICZ: No.

17 INVESTIGATOR ETCHER: Or is it just on  
18 average, it's about once a month?

19 MR. LEWKOWICZ: On average, that's about  
20 once a month. It could be twice and then it could that  
21 I don't talk to him for 60 days. You know, but we do  
22 talk.

23 INVESTIGATOR ETCHER: Okay. Now going on  
24 down just a little bit further you had talked about how  
25 when you get a new FO, you get comments from captains

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1 to see how he is as a pilot, how they are doing  
2 interacting and all that. When you have a new captain,  
3 whether they just upgraded or whatever, do you seek  
4 that kind of information from the second in command?  
5 Or do you just expect them if there's a problem to come  
6 to you?

7 MR. LEWKOWICZ: Each have a vote. I mean  
8 what a second in command has to say to me is equally as  
9 important as what a PIC has to say. So if there's any  
10 -- so I would, I would ask you know how everything is  
11 going and independently, right? And I mean I think  
12 that's your question, right?

13 INVESTIGATOR ETCHER: It is, you know like  
14 for instance, Oscar. Did you ask any of his FOs that  
15 had flown with him in the past, how he was as a  
16 captain? As a pilot?

17 MR. LEWKOWICZ: I ask Donny. If Donny was  
18 his FO, and he give him -- fly because you know Donny  
19 could have been his FO. They're both captains and they  
20 could have. I asked Joe who probably acted as his FO,  
21 possibly you know. You know how was Oscar? You know,  
22 fine. No one threw any alarms at me about either of  
23 these people.

24 INVESTIGATOR ETCHER: Understood.

25 INVESTIGATOR LAWRENCE: I'm sorry, to



1 clarify your answer, you asked Donny before the  
2 accident at some point whether Donny had --

3 (Simultaneous speaking)

4 MR. LEWKOWICZ: I can't remember  
5 specifically if I did. Have I ever asked you about,  
6 him?

7 MR. SHACKLEFORD: No, I don't think so.  
8 We've discussed things just in general talking.

9 MR. LEWKOWICZ: Right.

10 INVESTIGATOR LAWRENCE: So your answer is a  
11 hypothetical, you may have asked?

12 MR. LEWKOWICZ: Yes, I remember asking Joe,  
13 because I remember Joe flew with him once on a Part 91  
14 flight too. And they actually had a mechanical and we  
15 went and fixed it. You know they, one of the windows  
16 didn't close right. And we sent a crew from here, and  
17 we fixed it, and we sent another airplane to pick up  
18 the passengers. So, that's it.

19 INVESTIGATOR ETCHER: I'm going to pause the  
20 recording a second.

21 Okay, we're back on. Okay you also said  
22 that just a few days prior to the accident that the  
23 first officer had come to you with a weather concern in  
24 PDK, I believe you said. And you told him if you have  
25 to, divert to Atlanta. Do you remember who he was

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1 paired with on that trip?

2 MR. LEWKOWICZ: I think, Nabil. Nabil  
3 Zitouni I think was his copilot.

4 INVESTIGATOR ETCHER: Oh, and so it was the  
5 captain that had come and asked questions about PDK,  
6 not the first officer. Is that correct?

7 MR. LEWKOWICZ: No, the captain came to look  
8 at the airplane. Oscar, specifically came to look at  
9 the airplane and also to you know, shed his concern  
10 about the weather and PDK. That he said it was below  
11 minimums.

12 I says -- and I figured it was because of  
13 fog, and we know that fog is going burn out. And I  
14 asked him when is your flight? He says in another  
15 hour. So, you know I pretty much knew that that's not  
16 going to be the case. But I says, but if it is the  
17 case, don't go there. Go to Atlanta, Hartsfield and  
18 you'll be fine.

19 And it wasn't even because of him not  
20 thinking he can get into that airport based a high ALS  
21 provision that that airport did have, but because the  
22 runway was short. So he was looking beyond just the  
23 weather. He was looking at the weather in combination  
24 with the size of the runway.

25 And he wasn't comfortable with the size of

1 the runway for that particular weather, in that  
2 particular airport, which is also a skinnier. It's  
3 only I think 90 feet instead of your typical 150. So  
4 this told me, that things like this are in his mind.  
5 Okay. It told me, he came, he purposely came and  
6 talked to me about that. And I told him exactly what  
7 to do.

8 INVESTIGATOR ETCHER: Okay, all right.  
9 Thanks, that clears it up. I appreciate it.

10 MR. LEWKOWICZ: And this wasn't a month  
11 before. This wasn't two months before. This was four  
12 to five days before.

13 INVESTIGATOR ETCHER: Okay. And I just need  
14 a little clarification. I think you said it earlier.  
15 You guys use, you do not use radar altimeter for any  
16 decision making on an approach? You only use that as a  
17 guidance?

18 MR. LEWKOWICZ: On a non-precision approach.

19 INVESTIGATOR ETCHER: On a non-precision.

20 MR. LEWKOWICZ: Let's clarify that. Non-  
21 precision approach, a radar altimeter --

22 INVESTIGATOR LAWRENCE: So Danny he's  
23 asking, the question is you guys, so he's referring to  
24 Execuflight?

25 INVESTIGATOR ETCHER: Execuflight, yes. My

1 apologies.

2 INVESTIGATOR LAWRENCE: He's referring to  
3 Execuflight pilot's use of radar altimeter and whether  
4 there's -- is your question whether there's a company  
5 policy on it or --

6 INVESTIGATOR ETCHER: Correct.

7 MR. LEWKOWICZ: Radar, I don't know if  
8 there's a company policy --

9 INVESTIGATOR LAWRENCE: During a non-  
10 precision approach.

11 MR. LEWKOWICZ: Yes, I don't think there's a  
12 company policy, but I mean.

13 MALE PARTICIPANT: Okay then.

14 MR. LEWKOWICZ: The answer to that is no. I  
15 mean I don't think anyone -- the pressure altitude is  
16 what the term is for missed approach point on a non-  
17 precision approach, period. Radar altimeter is to  
18 reference only.

19 INVESTIGATOR ETCHER: Okay, and the last  
20 question. When your crews are doing a flight, whether  
21 it's 30 minutes long, or 3 hours long, are there  
22 approach charts in the aircraft that if while en route  
23 there's an emergency and they have to divert, that they  
24 can do divert to someplace with below, you know with  
25 low minimums? Do they have those charts available to

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1 them?

2 MR. LEWKOWICZ: Yes they do.

3 INVESTIGATOR ETCHER: How?

4 MR. LEWKOWICZ: They have it in their iPads.

5 INVESTIGATOR ETCHER: So you guys can use  
6 electronic flight bags?

7 MR. LEWKOWICZ: Part 91.

8 INVESTIGATOR ETCHER: How about on a Part  
9 135 flight?

10 MR. LEWKOWICZ: We cannot.

11 INVESTIGATOR ETCHER: So then what would  
12 they use at that point? What would your crews use if  
13 they had to divert to an airport --

14 MR. LEWKOWICZ: And it just so happened to  
15 be an airport that they didn't have the charts, in  
16 paper, and if it's an emergency because of an emergency  
17 situation, they would handle it as an emergency. And  
18 under that circumstance they could use it.

19 INVESTIGATOR ETCHER: Okay. So there's no  
20 paper charts in your --

21 MR. LEWKOWICZ: No, I'm not saying that.  
22 I'm saying that, I'm giving you the exact story.  
23 They're not pressured of not having the things. They  
24 have electronic charts that they do not use for Part  
25 135, they use the paper charts for 135. And they take

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1 all the paper charts that is required for them to take  
2 for Part 135.

3 Does that include every airport between two  
4 cities? And if those two cities is between Fort  
5 Lauderdale and say Las Vegas, with a whole bunch of  
6 possibilities, the answer is no.

7 And if all of a sudden they had an issue  
8 right in the middle, and it just so happened that it  
9 was also a complete IMC day and they really needed to  
10 land because it was smoke. Let's not talk about where,  
11 are they going to open up their iPads --

12 INVESTIGATOR LAWRENCE: Danny, the question  
13 is whether they have paper charts on the airplane? Are  
14 there paper charts on the airplane?

15 MR. LEWKOWICZ: They do have paper charts on  
16 the airplane, yes. And I answered that.

17 INVESTIGATOR ETCHER: Paper approach charts?

18 MR. LEWKOWICZ: Yes.

19 INVESTIGATOR ETCHER: That they print up, or  
20 that are always on the airplane?

21 MR. LEWKOWICZ: I think they're always on  
22 the airplane. Yes.

23 INVESTIGATOR ETCHER: Okay. And they don't  
24 have to --

25 MR. LEWKOWICZ: But they also have the iPad

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1 too.

2 INVESTIGATOR ETCHER: Okay, and that's fine.  
3 I have to ask one other question, where are those paper  
4 charts stored on the airplane?

5 MR. LEWKOWICZ: In the closets, in the  
6 little, what's that cabinet in between the seats? The  
7 little cubicle. I don't know what you call it.  
8 There's a place. If it's a G3 there's in, you know  
9 storage areas.

10 INVESTIGATOR ETCHER: But on the Hawker it's  
11 just in a cabinet? Is that what --

12 MR. LEWKOWICZ: Yes, in the cabinets. You  
13 open a little door and they're in there.

14 INVESTIGATOR ETCHER: Okay.

15 INVESTIGATOR LAWRENCE: Let's make sure, I'm  
16 sorry to interject. Let's make sure we're all talking  
17 about the same thing. There are charts and there are  
18 approach plates. Like the enroute charts. Are the  
19 charts you're answering and saying are on the airplane,  
20 are those like the enroute charts --

21 MR. LEWKOWICZ: Right.

22 INVESTIGATOR LAWRENCE: They've got the  
23 airways, and is --

24 MR. LEWKOWICZ: Exactly.

25 INVESTIGATOR LAWRENCE: Got it. I think

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1 what Sean's trying to ask is, are there approach  
2 plates, like the old binders, the little leather  
3 binders with all the --

4 MR. LEWKOWICZ: Yes. No, no like a whole,  
5 like 12. Binders, no. Okay.

6 They have only the ones, they only print the  
7 ones that are pertinent to the flight, which is of  
8 course departure alternate, destination alternate.  
9 They may put one or two others, like as an example.  
10 Van Nuys may put LAX in Burbank, may print both of  
11 those.

12 INVESTIGATOR ETCHER: Okay.

13 MR. LEWKOWICZ: Okay, and so that's what  
14 they have.

15 So your question is, do they have beyond  
16 that? No, they don't have beyond that. They have what  
17 I just said. But if you get into that hypothetical  
18 that you were talking about, you know if they have to  
19 divert, what would they do under that emergency? I  
20 think I gave you the answer to that as well.

21 INVESTIGATOR ETCHER: No, and I appreciate  
22 you giving the clarification. So thank you. That's  
23 all I've got, thank you.

24 MR. LEWKOWICZ: Okay.

25 INVESTIGATOR LAWRENCE: Donnie?



1 MR. SHACKLEFORD: No, the only thing I have  
2 to talk about, is there anything as a captain, your  
3 captain, that you can think of that you could tell me?  
4 You know, am I doing a good job? Am I doing a bad job?  
5 And I just, you know but I don't know if that has  
6 nothing to do with the accident. But I'm just saying -  
7 -

8 MR. LEWKOWICZ: No, I --

9 INVESTIGATOR LAWRENCE: Hey guys, if you  
10 want to have that discussion, unless the NTSB believes  
11 it's pertinent to the investigation, I think that's  
12 something we should do outside the record.

13 MR. LEWKOWICZ: Right. I was only going to  
14 clarify one thing that came to mind. And that is  
15 relative autopilot use. And that's if we go back to  
16 the question as to flying an approach to minimums. If  
17 we're doing an ILS approach, then I would encourage,  
18 and I would think that they're doing you know, coupled  
19 approach with the autopilot, okay.

20 If you're doing a non-precision approach,  
21 okay there's, it could be either way, okay. And it may  
22 even be encouraged to do it. Or it may be okay to do  
23 it by hand. Primarily because of the fact that you're  
24 positive.

25 If you're by hand, you know -- and I think

1 Renato would be somebody like, he thinks that he can,  
2 you know just instant reaction. You got your hands on  
3 the throttle. You got your hands on. You're not  
4 relying on automation. And then you're looking at your  
5 altimeter. You're looking at your airspeed indicator.  
6 And you're concentrating and you're in a position to  
7 immediately execute on a go-around, should somebody say  
8 go around. Poof, you know and that's it.

9           Whereas if you're with the autopilot, and  
10 it's not a let's say a pseudo (phonetic) type descent.  
11 And you're doing something other than, okay like  
12 dropping and dragging. I don't know if I would want to  
13 do it with an autopilot. I think under that  
14 circumstance, I probably, possibly would want to do it  
15 hand. I would like to have the airplane in my hand to  
16 react.

17           So it depends you know exactly what kind of  
18 non-precision approach you're doing. If you're doing  
19 an RNAV, then you can have a pseudo (phonetic) because  
20 the GNS giving it to you, then you may be able to get  
21 away with, you know with an autopilot. Because it's  
22 almost a coupled approach, to some degree.

23           INVESTIGATOR ETCHER: Yes.

24           MR. LEWKOWICZ: The way that this one, they  
25 were doing it, they wouldn't have had a pseudo

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1 (phonetic) type thing. It would have been you know, it  
2 should have been like this. And I'm not sure exactly  
3 how it was. You guys know that, but would it surprise  
4 me if they weren't with an autopilot? I don't know if  
5 it would surprise me under that particular approach.

6 If it was an ILS, I would encourage to do,  
7 it would be encouraged to do it, if it's down to  
8 minimums. Okay, coupled approach. I want to clarify  
9 that, okay.

10 INVESTIGATOR LAWRENCE: John on the phone,  
11 do you have any questions?

12 MR. DRAGO: David, actually I have a couple.  
13 We doing all right, break wise?

14 INVESTIGATOR LAWRENCE: Yes, we're on.

15 MR. DRAGO: All right then, okay.

16 Danny, do pilots use the same checklist for  
17 operational flights that they do with the 142 training  
18 partner, Simuflight?

19 MR. LEWKOWICZ: Yes. And we take our own  
20 checklist. It is our own checklist, yes.

21 MR. DRAGO: Okay, and it's used at both  
22 facilities?

23 MR. LEWKOWICZ: Yes.

24 MR. DRAGO: It's used in the aircraft and at  
25 the training facility?

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1 MR. LEWKOWICZ: Correct.

2 MR. DRAGO: Okay.

3 MR. LEWKOWICZ: Fact is the training  
4 facilities encourage you to bring your own checklist.

5 MR. DRAGO: Yes, very good. Are any of your  
6 checklists such as the descent checklist, are they  
7 silent checklists? Are any of your checklists  
8 procedures silent?

9 MR. LEWKOWICZ: The descent checklist, I  
10 mean they call it and the copilot will probably do it  
11 silent. There are some things that are to be  
12 confirmed. Moving items like you know flaps, trims,  
13 gear, anything that moves needs to be confirmed by the  
14 non-flying or the non, the person that's not doing the  
15 checklist.

16 Seatbelts, no smoking, circuit breaker  
17 checks, stuff like that could be silent. What's not  
18 silent is once it's completed there is checklist  
19 complete stated by the first person that did the  
20 checklist.

21 If there's challenges, then you know certain  
22 things have challenges and they must be challenged.  
23 Again, flaps would be one of those things. Three green  
24 would be one of those things.

25 MR. DRAGO: Okay. So even if you do some

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1 items silently, you will say descent check complete?

2 MR. LEWKOWICZ: Correct.

3 MR. DRAGO: Audibly?

4 MR. LEWKOWICZ: Correct.

5 MR. DRAGO: Is that true?

6 MR. LEWKOWICZ: That is correct.

7 MR. DRAGO: Okay. I just want to clarify  
8 something that I believe it was David, asked earlier  
9 about setting the minimum descent altitude, and setting  
10 the decision height. For example, let's say that the  
11 minimum descent altitude is 1540, 1500 and 40 feet.  
12 And where as compared to an ILS where you may set  
13 decision height for the radar altimeter.

14 MR. LEWKOWICZ: Correct.

15 MR. DRAGO: Where in the aircraft are you  
16 setting the MDA at 1540?

17 MR. LEWKOWICZ: On the altimeter. That's  
18 where you're descending. It's an altimeter MDA. It's  
19 not a radar altimeter MDA.

20 MALE PARTICIPANT: Is it above?

21 MR. LEWKOWICZ: Yes, are you familiar with  
22 these, are you a pilot?

23 MR. DRAGO: Yes I am, and I'm typed in this  
24 aircraft. And I just want to clarify that, what I'm  
25 saying is for the autopilot.

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1 MR. LEWKOWICZ: Oh, you're talking about the  
2 preselector, where you put the preselector?

3 MR. DRAGO: Yes, yes. I'm asking you where  
4 in the aircraft do you set the 50 foot --

5 MR. LEWKOWICZ: Yes, there is no 50 foot  
6 intervals in the autopilot. So if it happens to be a  
7 1540, you either, you have to use 1600. So if you're  
8 doing it autopilot, and you know you're saying okay our  
9 minimum decent altitude is 1540, you could only do  
10 1600. You've got to go to the 1600, and that's why --

11 MR. DRAGO: I understand that, but the  
12 question is, where do you set that?

13 MR. LEWKOWICZ: For the airplane to --

14 MR. DRAGO: The spot, on which --

15 MR. LEWKOWICZ: In other words as a visual  
16 to you to remember? Or as a setting that you can stop  
17 it you know with automation?

18 MR. DRAGO: It's a setting where you can  
19 stop it with automation.

20 MR. LEWKOWICZ: On the preselector. On that  
21 particular, on the altitude preselector.

22 MR. DRAGO: Okay, great. I thought you had  
23 said earlier that you set that on the ADI.

24 MR. LEWKOWICZ: No.

25 MR. DRAGO: If I set, my next question --

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1 MR. LEWKOWICZ: No, no, that's for  
2 reference. What I said to you was for reference. In  
3 other words on the actual altimeter there's a, just  
4 like the reference that you put on the airspeed  
5 indicators as to what your V1 and V2, and you know  
6 VFSs. Those are reference things that help you, okay.  
7 All right, same thing.

8 MR. DRAGO: Okay, great. And the next  
9 question would be, where do you set the decision  
10 height, which was probably not applicable in this  
11 approach, but where in the aircraft do you set decision  
12 height, for your altimeter alert?

13 MR. LEWKOWICZ: Once again, if it's a non-  
14 precision approach you can't. If it's a precision  
15 approach and let's say that the decision height on this  
16 one was MSL 1540. Once again, you put it right there,  
17 1540. Let's, under that hypothetical it wouldn't be  
18 1540, you know if it was an ILS it would probably be  
19 generally most of them are 200 feet AGL, right?

20 So whatever the AGL is under an ILS, that's  
21 what you would bug. A, your pressure altimeter, and B,  
22 in that particular case, the radar altimeter.

23 MR. DRAGO: Okay, I'm asking about where you  
24 set decision height for an ILS in that aircraft, the  
25 200 foot decision height?

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1           MR. LEWKOWICZ: You could put it on the  
2 radar altimeter for the 200 feet, but it's still  
3 mandated with the, you know with your altimeter.

4           MR. DRAGO: Okay, and thank you for that.  
5 Also with regard to operational controls, I think you  
6 said that -- if I've got this right. The pilots  
7 dispatch themselves and by the time the door is closed  
8 they have done their due diligence. As far as  
9 operational control, do you have more than one tier of  
10 operational control? Or who causes that aircraft to be  
11 used?

12           MR. LEWKOWICZ: Who causes the aircraft to  
13 be used? Well I mean it's a company aircraft. It's in  
14 this case my aircraft. What causes it, I mean charter  
15 sales?

16           I don't think I understand the question.

17           MR. DRAGO: Okay, so what, do you or your  
18 management team have to assign the flights to the  
19 pilots?

20           MR. LEWKOWICZ: Yes. A trip gets sold, and  
21 then the chief pilot or myself we will look and see  
22 which pilot is available, which pilot should do that  
23 trip. And you know based on that criteria that is fed  
24 to me, it's fed to -- Rich will consider it. And if we  
25 like it, we can go with it. If we don't like it, we

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1 don't go with it.

2 MR. DRAGO: Okay. Crew pairings, is that,  
3 who does the crew pairings? The captain that takes the  
4 first officer and assigns them to the flight?

5 MR. LEWKOWICZ: We do. Rich, myself. Once  
6 again, please understand this is a small company. So  
7 at this point both Sal and Nick are very aware of what  
8 will be rejected or not rejected. So they don't you  
9 know, they learn quick. So this particular pairing was  
10 a beautiful pairing, those two people they were well  
11 qualified together.

12 MR. DRAGO: Okay, and just to clarify that,  
13 you said we do. And you're referring to just yourself  
14 and Rich?

15 MR. LEWKOWICZ: Rich Rivudo, yes.

16 MR. DRAGO: Okay, great. I think that's all  
17 I have. Thank you very much.

18 MR. LEWKOWICZ: No problem.

19 INVESTIGATOR LAWRENCE: Thanks, John.

20 Let me maybe ask Donnie's question in a way  
21 that makes --

22 MR. LEWKOWICZ: More sense?

23 MR. SHACKLEFORD: Yes, it makes more sense.  
24 So I don't interrupt it this time.

25 INVESTIGATOR LAWRENCE: No, that would

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1 actually be pertinent to the investigation and a  
2 general sampling anyway.

3 Pilots at your airline are evaluated by the  
4 FAA, and because of their certificates of proficiency  
5 and things like that. Is there a means at the airline,  
6 or I'm sorry, a means at your operation to evaluate  
7 them as employees?

8 In other words, you know they may make  
9 every, they may be proficient, make good landings, fly  
10 the airplane really well. But treat the customers bad.  
11 Do you have feedback to evaluate them on how they are  
12 as employees of the company?

13 MR. LEWKOWICZ: Yes, I mean if there's  
14 derogatory comments through brokers and stuff like  
15 that. We'll hear about it. And you know if -- and  
16 there are ways, I mean again, if the brokers don't like  
17 them or something of this nature, they'll make that  
18 notion. They'll let us know.

19 And if we have to talk to the pilots  
20 concerning, hey, you know they're complaining about you  
21 because you smoke, not in flight. But you know at any  
22 given point. We'll know about it. Is there a dropbox  
23 somewhere you know where please put your complaints in  
24 here? No.

25 INVESTIGATOR LAWRENCE: What about, do you

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1 do follow-up surveys with customers?

2 MR. LEWKOWICZ: No. No we don't have that.

3 INVESTIGATOR LAWRENCE: Why not?

4 MR. LEWKOWICZ: Probably because we haven't  
5 gotten that big. I mean even though we're not totally  
6 small. Probably because you know, there's -- I guess  
7 it could be something that I could have done. I just  
8 haven't.

9 INVESTIGATOR LAWRENCE: Okay.

10 MR. LEWKOWICZ: I just haven't.

11 INVESTIGATOR LAWRENCE: Through the logical  
12 roads to this accident, I have to ask, did either one  
13 of these pilots receive any complaints from customers  
14 that you were aware of?

15 MR. LEWKOWICZ: No.

16 INVESTIGATOR LAWRENCE: That's all I have.  
17 Anybody else have anything else?

18 (No audible response)

19 INVESTIGATOR LAWRENCE: Great. Anything  
20 else that you can think of to add to help us Danny, in  
21 the investigation? Something maybe we didn't ask that  
22 you want to make sure gets included?

23 MR. LEWKOWICZ: I just want make mention  
24 that I know, I've been flying for a long time. That's,  
25 specifically I got my license in 1979. And I've flown

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1 in airlines. I was a chief pilot for the airline.  
2 I've flown with Execuflight obviously. I'm not new in  
3 this type of work.

4 And I've not been criticized as a pilot,  
5 from many of my peers. I've trained many, many, many  
6 pilots in the airline. I've had pilots that were  
7 coming in to a 727 with 500 hours total time. And here  
8 they were flying a 727.

9 So I've seen the development of pilots from  
10 a very young age. I was a pilot with Bolivian license.  
11 Pilot with Chilean license, as a check airman for both  
12 Bolivia and Chile. And I critique pilots quite a bit.  
13 If I have pilots that are perfect and they're loved by  
14 the customers, but not loved by the other crew members  
15 because of deficiencies, they no longer work with us.

16 I have a couple of cases right now. Good  
17 guys, people that I like and the passengers actually  
18 like them too. But they don't make a good pair with  
19 the rest of the people because they're behind. And  
20 people that have airline experience, people that have  
21 good experience okay, with type ratings. But they  
22 don't click. And we don't use them.

23 So I guess what I'm trying to say, is that  
24 this particular case, with those particular pilots, was  
25 a total surprise to me. I mean it wasn't like, oh I

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1 saw that happening. Oh, yes we should, nobody in our  
2 company could, nobody in our company could say this is  
3 something that was waiting to happen. Not with those  
4 two people, okay.

5           So why did it happen? You guys tell me. I  
6 mean you guys will tell us. But it is not something  
7 that you know that we expected to happen, remotely,  
8 okay. And there is a difference between, I mean it  
9 could have been a different grouping of people that we  
10 would have had possibly second thoughts of. And we  
11 stay away from that type of positioning.

12           And in this particular case, that's exactly  
13 the case. These people got along with each other.  
14 They liked each other. They respected each other. So,  
15 and those people that I think are great people and are  
16 just very educated and very you know, we don't have  
17 them. We don't use them. And that economically makes  
18 sense for me to use them because they'll come to work  
19 for very little. We still don't have them.

20           Okay, so I just wanted to make sure that you  
21 guys understand that. Because it's, I think it's  
22 important. This didn't, this was a big surprise to me.  
23 And when I say to me, I'm just -- that's why I told you  
24 where I come from, my background. I just don't want  
25 you to think that -- you know I have hands on with this

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1 company.

2           And you know, I know when this happened I  
3 had two people in the simulator. I had two people  
4 taking courses in the simulator. One is a PIC and the  
5 other ones an SIC, you know to have additional crews to  
6 prepare.

7           Remember we had three Hawkers at the time,  
8 and were thinking of putting the 850 also on  
9 certificate, which isn't. But the owner said that he  
10 would like it in there. So I'm preparing crews for  
11 that. And I was you know careful as to who I pick and  
12 who we invest in. It's a lot of money that we invest  
13 every time, every event. It's not free.

14           We don't own the simulators, and so this is  
15 a pretty big ticket. And you've got to be careful, you  
16 know who you hire and you know who you invest in. So  
17 you want it to be a long term thing, not a five minute  
18 thing.

19           So in all of these things, you know require  
20 eventually money and stuff like that. And I'm not here  
21 to throw it away or anything like that. So I'm trying  
22 to be very careful who I hire, why I hire them, and how  
23 much money I'm going to invest in them.

24           Well that's the case here. So none of these  
25 guys paid for their own training, we paid for it. And

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1 again, common sense on my part is why would I invest in  
2 somebody that is worthless? So and is there somebody  
3 that I think that could be worthless? You know some  
4 pilots --

5 MALE PARTICIPANT: I think you've said  
6 enough.

7 MR. LEWKOWICZ: I think you got it?

8 MALE PARTICIPANT: Thank you for your time.

9 MR. LEWKOWICZ: All right. Sorry.

10 INVESTIGATOR LAWRENCE: Appreciate it.

11 Thanks, Danny.

12 (Whereupon, the above-entitled matter went  
13 off the record.)

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C E R T I F I C A T E

MATTER: Execufight Hawker Accident  
Akron, OH, November 10, 2015  
Accident No. CEN16MA036  
Interview of Danny Lewkowicz

DATE: December 3, 2015

I hereby certify that the attached transcription of page 1 to 80 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

  
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NATIONAL TRANSPORTATION SAFETY BOARD

----- :  
 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 :  
 ----- :

INTERVIEW OF: ANDREW CUESTA

Wednesday,  
December 2, 2015

Banyon Aviation  
Ft. Lauderdale Executive Airport  
Ft. Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB

## APPEARANCES:

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On Behalf of ExecuFlight:

DONNIE SHACKLEFORD

On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference

P-R-O-C-E-E-D-I-N-G-S

(Time not disclosed)

MR. LAWRENCE: All right. Good afternoon.

My name is Captain David Lawrence and I'm an investigator with the National Transportation Safety Board. I'm the operations group chairman for the ExecuFlight Hawker accident that occurred in Akron, Ohio last month.

My role here is to learn what I can about the accident so I can assist in the investigation, and hopefully prevent this from reoccurring. As part of our process, we invite parties to participate in the investigation to provide us technical expertise.

For this group, we have the NTSB, ExecuFlight, Textron, and the FAA. Now, we'll go around the room and allow everybody to introduce themselves and provide their affiliation.

MR. ETCHER: Hi. Good afternoon. Sean Etcher with the NTSB.

MR. JAHR: Chris Jahr with the Wicker Smith Law Firm.

MR. SHACKLEFORD: Donnie Shackelford, Captain on the Hawker for ExecuFlight.

MR. CUESTA: And I'm Andrew Cuesta. Pilot G3, pilot with ExecuFlight.

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1 MR. LAWRENCE: On the phone, please.

2 MR. DRAGO: John Drago. Inspector with the  
3 FAA.

4 MR. LAWRENCE: Great. And John, if you  
5 wouldn't mind, since Andrew's a pilot, explain your  
6 role in this investigative process.

7 MR. DRAGO: Yes, sir. Thank you. Andrew,  
8 hi. John, here. My role here today is to help support  
9 the operations group and any way I can.

10 And that's, with that said, there's nothing  
11 that I would do in terms of any type of enforcement or  
12 any backlash based on anything that happens here. It's  
13 just to support the operations group. Thank you.

14 MR. CUESTA: Understood. Thank you, John.

15 MR. LAWRENCE: Thank you. Great. So you're  
16 welcome to have representative of your choice to  
17 attend. Is Chris here, who you'd like to participate  
18 in this?

19 MR. CUESTA: Yes, please.

20 MR. LAWRENCE: Okay, great. It's part of  
21 the process, I'm going to record the interview, and we  
22 will have a transcription made which will eventually  
23 become part of the final, or the factual report. The  
24 audio will not be part of any public docket. Do you  
25 have any questions about the process?

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1 MR. CUESTA: No, sir.

2 MR. LAWRENCE: Okay. Great. If at any  
3 point in time, I'm going to be typing some notes up as  
4 I go. At any point in time I may not have eye contact  
5 with you while we're talking. I apologize for that.  
6 If you have any questions or if you don't understand a  
7 question, please stop me and ask me to clarify it.

8 MR. CUESTA: Will do.

9 MR. LAWRENCE: And I'll do the same. Okay?

10 MR. CUESTA: Understood.

11 MR. LAWRENCE: Okay. And I don't know is a  
12 perfectly acceptable answer. Okay? All right. Let me  
13 start off with the easy ones first. Let me get your  
14 full name and your age, please.

15 MR. CUESTA: Andrew (phonetic) Alexander  
16 Cuesta, and I'm 28.

17 MR. LAWRENCE: Great. And what is your  
18 title here at ExecuFlight?

19 MR. CUESTA: Pilot.

20 MR. LAWRENCE: Okay. On what airplane?

21 MR. CUESTA: G3's.

22 MR. LAWRENCE: Great. You fly any other  
23 aircraft for ExecuFlight?

24 MR. CUESTA: Yes, sir. I've flown the West  
25 One. I have a SIC in the West One that I've done.

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1 MR. LAWRENCE: Great. Great. Pilot. Are  
2 you a pilot in command, or second in command?

3 MR. CUESTA: First Officer. Second command.

4 MR. LAWRENCE: First Officer. Okay.

5 MR. CUESTA: Yes, sir.

6 MR. LAWRENCE: Great. Were you a captain on  
7 the West One?

8 MR. CUESTA: Negative.

9 MR. LAWRENCE: Okay. So First Officer on  
10 both. Are you typed on those aircraft?

11 MR. CUESTA: SIC typed in the West One and  
12 PIC typed in the G3.

13 MR. LAWRENCE: Got it. I'm going to ask you  
14 a little bit about that in a minute, but when did you  
15 get hired by ExecuFlight?

16 MR. CUESTA: The tail end of 2010.

17 MR. LAWRENCE: Okay. How long have you been  
18 on the Gulfstream?

19 MR. CUESTA: In the Gulfstream, primarily,  
20 not probably three years now.

21 MR. LAWRENCE: Okay.

22 MR. CUESTA: Solid three years.

23 MR. LAWRENCE: Where do they train you guys  
24 on the Gulfstream?

25 MR. CUESTA: In the Simuflites.

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1 MR. LAWRENCE: Okay.

2 MR. CUESTA: And Dallas.

3 MR. LAWRENCE: Okay.

4 MR. CUESTA: Dallas Simuflites.

5 MR. LAWRENCE: Okay. Just real briefly,  
6 what kind of total time do you have, flight time?

7 MR. CUESTA: Total time, I have about 2,300  
8 hours. And most of that is turbine time.

9 MR. LAWRENCE: Okay.

10 MR. CUESTA: And most of the turbine time is  
11 Gulfstream time.

12 MR. LAWRENCE: Okay. And PIC time?

13 MR. CUESTA: PIC time, turbine PIC team, so  
14 not even 40 hours -- 40, 50 hours.

15 MR. LAWRENCE: All right, 50, okay.

16 MR. CUESTA: Yes.

17 MR. LAWRENCE: Okay. And just a brief,  
18 condensed version of your background. What led you up  
19 to ExecuFlight? What got you here?

20 MR. CUESTA: I was an instructor. I was,  
21 had all my flight ratings. Here in south Florida, I  
22 started my aviation at the Boca Raton Airport, and I  
23 was a maintenance analyst, and as I started in giving  
24 flight instruction at this airport, Executive Airport,  
25 I began with ExecuFlight in the hangar, doing

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1 administrative paperwork, helping the maintenance and  
2 then, you know, right spot at the right time, the West  
3 One slot was offered to me, and then I joined the team  
4 as a pilot.

5 MR. LAWRENCE: How many hours did you have  
6 when you started on the West One?

7 MR. CUESTA: In the West One I had about 550  
8 hours.

9 MR. LAWRENCE: So total time, when you got  
10 hired here, about 550 hours?

11 MR. CUESTA: Yes, sir.

12 MR. LAWRENCE: Okay. And they got you your  
13 type rating or ExecuFlight provided you --

14 MR. CUESTA: The deal was I initially paid  
15 for my training, and after my first two year contract I  
16 was reimbursed.

17 MR. LAWRENCE: So after two years you get  
18 reimbursed from them?

19 MR. CUESTA: Yes, sir.

20 MR. LAWRENCE: Okay. All right, great. Did  
21 you happen to know about the, did you know the pilots,  
22 either one of the pilots?

23 MR. CUESTA: No, I didn't. I just, really,  
24 Renato is the only person who I met briefly. Hangar  
25 talk. Small talk. The other, the other pilot, I did

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1 not know at all.

2 MR. LAWRENCE: Okay. How do you like flying  
3 for ExecuFlight here?

4 MR. CUESTA: I love it. Now, really, for me  
5 this is what I've been exposed to. I started off and  
6 I'm, I've been them with almost five years now, and I  
7 wanted, when I joined, I wanted to be exposed to the  
8 whole industry as a whole, I never thought of myself as  
9 only wanting to be a pilot.

10 I wanted to get a better knowledge of the  
11 entire industry. So I felt privileged that I got to  
12 start off in the hangar, and I've worked myself up like  
13 that and saw, you know, the behind the scenes of what  
14 it would be to run a repair station, even.

15 MR. LAWRENCE: Yes.

16 MR. CUESTA: And then also this office  
17 stuff, seeing dispatch and then flying with them. So  
18 I've learned, I've learned so much with my time here  
19 and even flying with different people. I've been  
20 exposed to different type of pilots.

21 I will definitely, you know, continue my  
22 career with them, and I think it's, for me, it's I'm  
23 building a strong resume. I'm still young and I feel,  
24 you know, I'm still in a good spot to --

25 MR. LAWRENCE: Good. Let me ask you some

1 specific questions that have to deal with the  
2 Gulfstream. But we have a little understanding of how  
3 things work on the Parker side, which I'm not going to  
4 ask you about, as far as how trips are built and how  
5 flight plans are done and everything.

6 I want to see if it's consistent, it is the same  
7 thing on the Gulfstream. Who does the flight planning  
8 on the Gulfstream?

9 MR. CUESTA: The Captain does, and if he  
10 delegates it to the First Officer, I have, I have done  
11 a flight plan.

12 MR. LAWRENCE: Okay.

13 MR. CUESTA: But the Captain is primarily  
14 who does the flight plan.

15 MR. LAWRENCE: Where is that entered?

16 MR. CUESTA: We use FltPlan.com.

17 MR. LAWRENCE: Okay. Great. Who does the  
18 weather planning?

19 MR. CUESTA: The weather planning, the  
20 Captain as well, unless he delegates it to the pilot,  
21 but the pilots, both pilots should look at the weather.

22 MR. LAWRENCE: Okay. Where is the Captain  
23 if he's getting the weather, where does he get that  
24 information from?

25 MR. CUESTA: Any of the national, any

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1 national weather service approved. Again, we use  
2 FltPlan. Me personally, I've used aviation weather.  
3 Like Intellicast. And FltPlan.com. They do, they have  
4 everything on there.

5 MR. LAWRENCE: So on FltPlan.com, because  
6 I'm not real familiar with it, there's an, is there an  
7 option on a page that says weather and you can click on  
8 and you get --

9 MR. CUESTA: That's, absolutely. That's  
10 exactly how it is.

11 MR. LAWRENCE: Okay. Okay. What weather do  
12 you get, or what's available to you?

13 MR. CUESTA: From that, you get the current  
14 METARs, you get TAFs, you get NOTAMs, and there you can  
15 put, you know, your alternate so you'll have all the  
16 weather.

17 And for me, what I do if I want like a site  
18 image, I like Intellicast. Intellicast gives you  
19 great, like, radar summaries and cell formations.

20 MR. LAWRENCE: You've done the flight  
21 planning before where you've entered it?

22 MR. CUESTA: Yes, sir.

23 MR. LAWRENCE: And then, okay. Is that  
24 where you enter an alternate airport? Is that where  
25 you enter it?

1 MR. CUESTA: In tlan.com process?

2 MR. LAWRENCE: Right. Yes.

3 MR. CUESTA: Yes. It's a little option with  
4 a drop down box, and it'll even suggest alternates --

5 MR. LAWRENCE: Okay.

6 MR. CUESTA: For you. So it's, in the  
7 flight plan process it's --

8 MR. LAWRENCE: Oh, it suggests alternates  
9 for you? Really?

10 MR. CUESTA: They have a, yes. There's a  
11 little box, a drop down box that if you don't know  
12 something, you know, off the top of your head --

13 MR. LAWRENCE: Based on the destination or  
14 it's suggesting --

15 MR. CUESTA: Absolutely.

16 MR. LAWRENCE: Oh, wow. Okay.

17 MR. CUESTA: Yes.

18 MR. LAWRENCE: So once you've entered that  
19 flight plan in FltPlan.com, you hit send. There's  
20 nothing else that you do. It goes into the FAA system  
21 and you get, you're now filed?

22 MR. CUESTA: Yes. I hit file, file flight  
23 plan, and then I wait about five minutes and I can call  
24 Clearance and pick up the clearance. So it is  
25 relatively, I mean, here flying in the States, it's

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1 beautiful. It's easy. It's --

2 MR. LAWRENCE: Good. Going back to the  
3 weather, you said there was current METARs, TAFs,  
4 NOTAMs, do, are you able to pick up PIREPs off that  
5 FltPlan.com weather feature?

6 MR. CUESTA: Yes, you can. You can, if you  
7 can, you can pick them up on there, if not there's  
8 definitely aviation weather for sure has that. AirNav.  
9 There's plenty of sources out there. All NWS approved.

10 MR. LAWRENCE: Okay. Perfect. Let me ask  
11 you about weight and balance. How is that done on the  
12 Gulfstream?

13 MR. CUESTA: We have a server, so the  
14 Captain will work out the numbers using this software,  
15 the Ultra Nav, and he'll get the current conditions for  
16 the day, and it'll all be calculated so we'll get V  
17 numbers, we'll get runway lengths, and then they will  
18 email that. Every aircraft has a particular, it's own  
19 particular email account, so then it'll be emailed to  
20 the, to the aircraft.

21 MR. LAWRENCE: So why are you emailing it to  
22 the aircraft that, you're already on the airplane,  
23 right, when you're (inaudible).

24 MR. CUESTA: So it's recorded. I mean, yes,  
25 they print it off. They have a hard copy.

1 MR. LAWRENCE: Okay.

2 MR. CUESTA: And they put it on the flight  
3 bag, but they, that's, I guess, just protocol  
4 procedure. They send it in --

5 MR. LAWRENCE: They have a hard copy. Who's  
6 they?

7 MR. CUESTA: The pilots.

8 MR. LAWRENCE: Okay. Got it.

9 MR. CUESTA: The pilots will print, I mean,  
10 they'll do the weight and balance, they can print it  
11 out, have the hard copy. You know, part of the process  
12 is, once they have those numbers they'll email it to  
13 the aircraft so it's just --

14 MR. LAWRENCE: All right.

15 MR. CUESTA: Recorded.

16 MR. LAWRENCE: Yes. Anybody else get that  
17 email that you know of?

18 MR. CUESTA: The air, well, the aircrafts,  
19 I'm sure the management personnel.

20 MR. LAWRENCE: Okay.

21 MR. CUESTA: So the chief pilot and the  
22 director of, the chief inspector or the director of  
23 maintenance should be able access those.

24 MR. LAWRENCE: Okay. So they figured out  
25 the weight and balance. How do you figure out the

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1 passenger weights and the baggage weights?

2 MR. CUESTA: We have a scale onboard, so for  
3 passengers, what they say, we'll ask them, and then I  
4 always round up, anything I do I round up.

5 So if I have, you know, the luggage a scale,  
6 so I try to do actual with that. I have this scale  
7 and, some people, they always say, it was worst than  
8 the West One.

9 But, you know, they'll have some luggage  
10 and, you know, barely fit it on there, so I have the  
11 scale and we're measuring everything actual weight with  
12 the luggage. And then passengers, we add 10 and round  
13 up.

14 MR. LAWRENCE: Okay.

15 MR. CUESTA: Someone tells me they look like  
16 they weigh 180, I put 200.

17 MR. LAWRENCE: Yeah. Is the weighing of the  
18 passengers, is that required for every leg?

19 MR. CUESTA: Every leg, it will, yes. I  
20 mean, it is. Yes.

21 MR. LAWRENCE: Okay.

22 MR. CUESTA: It is required for every leg.

23 MR. LAWRENCE: So you can use ballpark  
24 rounding numbers? That's approved? I shouldn't say --

25 MR. CUESTA: For --

1 MR. LAWRENCE: Let me correct it. Hang on a  
2 sec. Let me rephrase that. You can use their weights,  
3 and then round up, and that's an approved process?  
4 They don't have to be weighed every time?

5 MR. CUESTA: Not weighed exactly. You,  
6 their weight and we add the additional weight to round  
7 up.

8 MR. LAWRENCE: Okay. Yes.

9 MR. CUESTA: And if it's the same trip,  
10 that, pairing them, we have five pairings, then you  
11 know the same five passengers, we round it up to the  
12 same number.

13 MR. LAWRENCE: Baggage weight, can you do  
14 the same thing?

15 MR. CUESTA: Baggage weight, I mean, I  
16 personally have the scale, because I'm typically the  
17 one who's loading all the time, so I wait until all of  
18 the luggage shows up and even before, with the line  
19 guys, they'll have the scale there, and then it starts  
20 going to the plane. So that's every leg I do.

21 MR. LAWRENCE: Okay. And it's interesting,  
22 you mentioned that, I do this. Okay? Is that a  
23 requirement? Should all pilots be weighing the baggage  
24 every single time for every single flight?

25 MR. CUESTA: I mean, I don't think. I think

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1 that might be a little much, but just, again, for me,  
2 just to get to the closest actual need for the  
3 passenger, for the luggage.

4 MR. LAWRENCE: Okay.

5 MR. CUESTA: Not a requirement, I don't, I  
6 don't think.

7 MR. LAWRENCE: Okay. All right. Describe  
8 the company to me, ExecuFlight. How do you  
9 characterize the company?

10 MR. CUESTA: Well, I think, again, I mean,  
11 for me, this is the only thing I've been exposed to, so  
12 it was huge for me to be part of the team. I thought  
13 it was well-respected, here in south Florida. Some of  
14 the clients, they're some big names.

15 I think Danny, the CEO, Danny Lewkowicz,  
16 he's not only the type of owner that sits behind the  
17 desk and does anything. He gets, he's a line pilot  
18 too, and in the experiences been within ExecuFlight,  
19 that I've seen, that's something that I wanted to be  
20 exposed to, and he came from the airlines.

21 A lot of people have their own backgrounds,  
22 and I think all that knowledge and all their experience  
23 is what made ExecuFlight now. And I think they're,  
24 they have a strong growing fleet.

25 MR. LAWRENCE: I know your input would be

1 only from the Gulfstream pilots, but have you heard any  
2 pilots expressing any concerns about the flying, the  
3 scheduling, or the company?

4 MR. CUESTA: I mean, I've, everyone has  
5 their personal agenda that they always want to, you  
6 know, fit in. And besides the normal bickering, no,  
7 nothing, and actually quite the contrary.

8 Any time I've heard someone say that they  
9 want to have some time to themselves and ExecuFlight  
10 and Danny and Rich Rivudo, they're very accommodating.  
11 They've, I've, several times I've seen them, Rich or  
12 Danny, pick up a trip and have, either go see the wife  
13 and the kids for some days. He's done it for me.

14 MR. LAWRENCE: Do you have a director of  
15 safety at this airline?

16 MR. CUESTA: No.

17 MR. LAWRENCE: Okay. Do you have any type  
18 of reporting system, say, you saw something that was  
19 unsafe. Okay? From a ground ops or another pilot or  
20 something. Do you have some type of system that allows  
21 you to report that to management or somebody that could  
22 change that?

23 MR. CUESTA: I would, I would speak directly  
24 to the chief pilot and director of operations, and I  
25 think that's what anyone would do since we are somewhat

1 a small business, they'll --

2 MR. LAWRENCE: Right.

3 MR. CUESTA: It's easier to do that. So  
4 there is nothing written that we submit, but it's very  
5 easy just to schedule something and have a face-to-face  
6 meeting.

7 MR. LAWRENCE: All right. You ever done  
8 that before?

9 MR. CUESTA: No. No. Not, I mean, just  
10 besides my personal agenda stuff, no. I've never had,  
11 I've never had anything to --

12 MR. LAWRENCE: Okay. Let's see. Going to  
13 come back to a couple more, but I want to see if Sean's  
14 got anything.

15 MR. ETCHER: Just a few. So, promise I  
16 won't take too long. Least I try not to. In the  
17 airplane, I know it's referred that you guys have, I  
18 believe, Jepp charts? Is that correct?

19 MR. CUESTA: That's correct.

20 MR. ETCHER: (Inaudible)?

21 MR. CUESTA: Yes.

22 MR. ETCHER: Are they in the aircraft, or do  
23 you have to bring them with you? How does that work?

24 MR. CUESTA: We have a full set in the  
25 aircraft. Every aircraft should have Jeppesen -- they

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1 do. They do. When I started off in ExecuFlight, I  
2 personally did that, would do the revisions on every  
3 aircraft, the Jepp charts. So that's what they have.  
4 Every aircraft has the Jepp charts. I, when I started  
5 flying G3s, I also did 91 stuff, so a lot of 91 stuff.  
6 They had the iPads, but the 135 stuff always has Jepps  
7 in the plane, so that's what we use.

8 MR. ETCHER: So you don't have electronic  
9 flight bags other than (inaudible)?

10 MR. CUESTA: No, not, the 135 stuff can't do  
11 that. The 91 stuff, they've, they do that, 91 stuff.

12 MR. ETCHER: Okay.

13 MR. CUESTA: But the 135 is all Jepp stuff,  
14 and all of the aircrafts have the Jepps.

15 MR. ETCHER: So is that what you use is the  
16 Jepps that are in the airplane, or do you print them  
17 off before you go on a trip? How is it that you do it?

18 MR. CUESTA: The Captain of the trip will  
19 get all the paperwork together and if there's any  
20 changes, then we have all the charts onboard.

21 MR. ETCHER: Okay. Okay. And is it stored  
22 in a pretty easy spot to get to onboard?

23 MR. CUESTA: In the, in the Gulfstream?  
24 Super easy. Right in the middle of both seats in the  
25 cockpit, straight down. And then some planes have a

1 closet that's still within reach in the cockpit, but  
2 they're easily accessible.

3 MR. ETCHER: Okay. And you may have, they  
4 may've asked earlier and I missed it, I apologize. Did  
5 you know either of the two accident pilots?

6 MR. CUESTA: No, I did not. No. Just very  
7 briefly, Renato, in the hangar, just small talk. But I  
8 did not know them.

9 MR. ETCHER: Okay. That's all I've got.  
10 Thank you.

11 MR. CUESTA: You're welcome. Thank you.

12 MR. LAWRENCE: Donnie?

13 MR. SHACKLEFORD: No, other than say thanks.

14 MR. CUESTA: Well, thank you guys. I  
15 appreciate your time.

16 MR. LAWRENCE: Got one more. John, on the  
17 phone, do you have anything?

18 MR. DRAGO: David, I just have one question,  
19 and it relates to Andrew having not met the other  
20 pilots. Do you any of the training, do you attend any  
21 training locally at ExecuFlight, and if so, are you in  
22 it with the other pilots that just fly the Hawkers?

23 MR. CUESTA: Well, for me, I've done in-  
24 house training every year where we'll do the HAZMAT and  
25 we'll do the CRM. We do that with the DO and the chief

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1 pilot, and I did not, I did not know the pilots and I  
2 didn't see them this past year.

3 I wasn't, I didn't take a class with them.  
4 Sometimes the way they, we also do it is, because of  
5 this schedule, it'll be one on one. So I've done one  
6 on one classes with both the DO and the chief pilot for  
7 my in-house yearly training. So I did not know the  
8 pilots at all.

9 MR. DRAGO: Okay, thank you. And one  
10 follow-up.

11 MR. CUESTA: Yes, sir.

12 MR. DRAGO: During any of your training,  
13 locally, has the FAA observed that training given?

14 MR. CUESTA: Negative.

15 MR. DRAGO: Okay. Thank you very much.

16 MR. CUESTA: Thank you.

17 MR. DRAGO: That's all I have.

18 MR. LAWRENCE: Thanks. Thank, John. I've  
19 just got a couple more, just a couple more follow-ups.  
20 The, you mentioned flight-following. Does the  
21 Gulfstream have the same procedure where you're doing a  
22 doors closed, door open texting?

23 MR. CUESTA: Yes, 135, absolutely. The 91  
24 stuff, somewhat. It's, you know, talking to a  
25 dispatcher. Someone knows.

1 MR. LAWRENCE: Right.

2 MR. CUESTA: But the 135 is the same as what  
3 the Hawker guys would've done. Doors closed, doors  
4 open.

5 MR. LAWRENCE: Great. And I didn't ask you  
6 this and I should have, how many Gulfstream pilots does  
7 ExecuFlight have?

8 MR. CUESTA: I'm counting eight at the  
9 moment, unless I missed --

10 MR. LAWRENCE: About eight?

11 MR. JAHR: Yes, I'm not sure exactly how  
12 many because some of them are 91, some are 135s.

13 MR. CUESTA: Yes. I'm counting, now let's  
14 see here. Yes, eight is what I'm counting.

15 MR. LAWRENCE: Okay. And they're divided  
16 between Part 91 and 135?

17 MR. CUESTA: Yes.

18 MR. LAWRENCE: Okay. What does the  
19 Gulfstream fly Part 91 for?

20 MR. CUESTA: Well, there's some, there's  
21 some clients that fly enough themselves.

22 MR. LAWRENCE: Right.

23 MR. CUESTA: They're musicians and they do a  
24 lot of tours.

25 MR. LAWRENCE: Okay.

1 MR. CUESTA: So that plane is solely for  
2 their purposes.

3 MR. LAWRENCE: Okay. Okay. And you had  
4 mentioned CRM training as one of the courses that you  
5 do in-house and that the chief pilot and director of  
6 operations teach that?

7 MR. CUESTA: Yes, sir.

8 MR. LAWRENCE: Okay. And you get that  
9 annually?

10 MR. CUESTA: Annually.

11 MR. LAWRENCE: Okay.

12 MR. CUESTA: As the training. Base month  
13 and annually.

14 MR. LAWRENCE: Okay. Is there a manual or  
15 something that you guys have on CRM, or is it just, you  
16 show up to class and they start teaching that?

17 MR. CUESTA: No. We did op specs. We go  
18 over our op specs and they have, they have, you know,  
19 we watch videos.

20 MR. LAWRENCE: Okay.

21 MR. CUESTA: We've, we go through a  
22 thorough, a week. I've done a week full of ground  
23 school.

24 MR. LAWRENCE: Okay. G3 is RNAV capable,  
25 right?



1 MR. CUESTA: Yes, sir.

2 MR. LAWRENCE: They VNAV capable as well?

3 MR. CUESTA: Yes.

4 MR. LAWRENCE: Vertical guidance? Okay.

5 Non-precision approaches, how are those performed in  
6 the Gulfstream?

7 MR. CUESTA: How are they performed in the  
8 Gulfstream?

9 MR. LAWRENCE: Yes, well, yes, this is a  
10 little general. When you shoot a non-precision  
11 approach there, do you tie it with some type of  
12 vertical guidance, even though it may not be on the  
13 chart?

14 MR. CUESTA: Well, for non-precision, your  
15 vertical guidance, I mean, you'll follow the chart,  
16 look at the step zones --

17 MR. LAWRENCE: Right.

18 MR. CUESTA: And what's critical is your  
19 MDA, so you set your altimeter and you're referencing  
20 your altimeter.

21 MR. LAWRENCE: Right.

22 MR. CUESTA: I don't, I don't know, I mean,  
23 as far as --

24 MR. LAWRENCE: Do you use any other means?

25 DO you do like a constant descent final approach

1 technique where you're doing a glide path all the way  
2 down? You build the glide path in the flight  
3 management system on the, on the Gulfstream?

4 So you're building yourself with, like, a  
5 pseudo glide slope? Or do you just strictly do step  
6 down?

7 MR. CUESTA: They fly their approach. I  
8 haven't seen anyone, no, get complicated with anything  
9 in trying to set, like, a, for a non-precision, trying  
10 to set their own glide path.

11 MR. LAWRENCE: Right. Okay.

12 MR. CUESTA: They just follow the chart, and  
13 that's what they do.

14 MR. LAWRENCE: Okay.

15 MR. CUESTA: Yes.

16 MR. LAWRENCE: Great. Anybody have, also  
17 have anything else for Andrew?

18 MR. SHACKLEFORD: No.

19 MR. LAWRENCE: Great. Anything you can  
20 offer that you think of that maybe we, you want to  
21 share with us? Considering we're safety investigators  
22 trying to find out what we can.

23 MR. CUESTA: I mean, I didn't know the guys.  
24 I didn't know. So there's not even, for me, I've been  
25 exposed enough to flying with pilots where you can tell

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1 there's weak pilots and, you know, strong pilots.

2 MR. LAWRENCE: Right.

3 MR. CUESTA: And I would, you know, heaven  
4 forbid, I would hate to have word go around with a  
5 certain reputation about myself. And so I don't even,  
6 I didn't know the guys. I haven't even heard anything  
7 of, about anything really. And I haven't even given  
8 myself time to really think about --

9 MR. LAWRENCE: Yes.

10 MR. CUESTA: -- how close to home this  
11 actually was. So it's, you know, it's very  
12 unfortunate. And I would like to know too. I mean, I  
13 really would like to know.

14 Because the thing that gets to me is  
15 there's, you know, everything is kind of like that  
16 snowball effects. Something happened and we don't know  
17 what could've lead, and the fact that, you know, two  
18 crew members, you know --

19 MR. LAWRENCE: Right.

20 MR. CUESTA: Missed whatever it was.

21 MR. LAWRENCE: You reminded me of one more  
22 question --

23 MR. CUESTA: Okay.

24 MR. LAWRENCE: -- I had for you. Okay? On  
25 the Gulfstream, and you're First Officer. How often do

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1 you get to fly?

2 MR. CUESTA: I get to, I mean, every empty  
3 leg, I get exposed to something.

4 MR. LAWRENCE: Okay. Why don't you get to  
5 fly with passengers?

6 MR. CUESTA: Well, with passengers, it  
7 depends with who I'm with. I have.

8 MR. LAWRENCE: Sure.

9 MR. CUESTA: And I do. And it really  
10 depends the client, depends who the other person I'm  
11 flying with is, depends definitely the conditions of  
12 the day, the flight of the day.

13 There's a lot of factors that I would think  
14 goes in to the Captain's decision of whether or not  
15 letting the other pilot fly. But I definitely, I  
16 definitely have been exposed to some hard and good  
17 time.

18 MR. LAWRENCE: Okay. So is there a  
19 corporate policy or a company policy that requires that  
20 the First Officer's only fly, or is there guidance that  
21 says the Captain should only let the First Officers fly  
22 empty legs?

23 MR. CUESTA: That --

24 MR. LAWRENCE: Or is this purely Captain  
25 decision?

1 MR. CUESTA: No. I think, I think the  
2 guidance was throughout, like, empty legs. Because  
3 that's, since I've been there, that's all I've really  
4 heard.

5 MR. LAWRENCE: Right.

6 MR. CUESTA: Is empty legs.

7 MR. LAWRENCE: How many empty legs on a,  
8 what percentage of flights are empty legs that you  
9 operate?

10 MR. CUESTA: At least, at least out of the  
11 pairing, at least one to two legs. There's a lot of  
12 repos, those repos, so I've done pairing --

13 MR. LAWRENCE: Going on, like, what day  
14 pairing? A two or three day pairing? Maybe one or  
15 two?

16 MR. CUESTA: Yes, exactly. Yes. Three  
17 legs, one of those is, you know, from here going to  
18 Opa-Locka, and then (phonetic) Los Nara to Opa-Locka.

19 MR. LAWRENCE: Okay. So the, on maybe a two  
20 or three-day pairing, you may only operate or you may  
21 only fly one or two of the legs, because that may be  
22 the only ones that are empty?

23 MR. CUESTA: Correct.

24 MR. LAWRENCE: How many would be not empty?  
25 How many would be with passengers for that same trip?

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1 MR. CUESTA: Yes I'd say, the other two  
2 legs. I mean, in the Gulfstream, they're longer legs.  
3 Longer hauls.

4 So if we go out to California and go to one  
5 airport, and maybe repo to somewhere where it's a  
6 little more economical for the company. So it's, you  
7 know, three legs I get to do more.

8 MR. LAWRENCE: Okay. But the Captains are  
9 primarily flying with passengers?

10 MR. CUESTA: Absolutely. Yes.

11 MR. LAWRENCE: Percentage-wise, how many, of  
12 all your flights with ExecuFlight, how many, what  
13 percentage do you think that you're actually flying?

14 MR. CUESTA: Low, probably 30 percent.

15 MR. LAWRENCE: So the Captains are basically  
16 flying 70 percent of the flights?

17 MR. CUESTA: Sure.

18 MR. LAWRENCE: Okay. Anything else you can  
19 think of again?

20 MR. CUESTA: No, sir.

21 MR. LAWRENCE: Great. Well, I really  
22 appreciate it. Thank you very much.

23 MR. CUESTA: Thank you.

24 (Whereupon, the above-entitled matter went  
25 off the record at an undisclosed time.)

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C E R T I F I C A T E

MATTER: Execufight Hawker Accident  
Akron, OH, November 10, 2015  
Accident No. CEN16MA036  
Interview of Andrew Cuesta

DATE: December 2, 2015

I hereby certify that the attached transcription of page 1 to 31 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

  
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NATIONAL TRANSPORTATION SAFETY BOARD

----- :  
 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 :  
 ----- :

INTERVIEW OF: JOSEPH CORELLO

Thursday,  
December 3, 2015

Fort Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB



## APPEARANCES:

On Behalf of the Interviewee:

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On Behalf of ExecuFlight:

DONNIE SHACKLEFORD

On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference

P-R-O-C-E-E-D-I-N-G-S

(Time not disclosed)

1  
2  
3 CAPTAIN ESCHER: All righty. Well, good  
4 morning. My name is Sean, Captain Sean Escher, and I'm  
5 an investigator for the National Transportation Safety  
6 Board. I'm a member of the Operations Group that was  
7 formed for the ExecuFlight Hawker accident that  
8 occurred in Akron, Ohio.

9 My role here is to learn what I can about  
10 the accident so we can assist the investigation and  
11 hopefully prevent this from reoccurring. As part of  
12 our process, we invite parties to participate in the  
13 investigation to provide us technical expertise.

14 For this group, we have the NTSB,  
15 ExecuFlight, Textron and the FAA. I'll go around the  
16 room and ask everyone to introduce themselves and  
17 provide their affiliation.

18 MR. LAWRENCE: I'm David Lawrence. I'm the  
19 Operations Group Chairman with the NTSB.

20 MR. SHACKLEFORD: Donnie Shackelford. Pilot  
21 for, Captain on the Hawker for ExecuFlight.

22 MR. JAHR: Christopher Jahr with the Wicker  
23 Smith Law Firm.

24 CAPTAIN ESCHER: And on the phone?

25 MR. DRAGO: This is John Drago. I'm with

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1 the FAA. I'm the inspector out of Cleveland, Ohio.  
2 And, my role here is to simply assist the NTSB  
3 Operations Group in furthering the investigation.

4 I will not be using information provided  
5 here for any other reason than to support the, support  
6 the NTSB further in the accident investigation. And, I  
7 apologize. I missed the name and the function of the  
8 interviewee.

9 MR. CORELLO: My name is Joseph Corello,  
10 and, I'm a former pilot at ExecuFlight on the Hawker  
11 and Gulfstream.

12 CAPTAIN ESCHER: Okay. Yes. You are also  
13 welcome to have one representative of your choice.  
14 And, is Chris who you wish to represent you?

15 MR. CORELLO: Yes. That's fine. Chris can  
16 represent me.

17 CAPTAIN ESCHER: Okay. As part of this  
18 process, we're going to record the interview. And  
19 we'll have a transcription done which will - That  
20 transcription will actually, eventually become part of  
21 the factual report, however the audio will not be part  
22 of the public docket. Do you have any questions about  
23 this process?

24 MR. CORELLO: No.

25 CAPTAIN ESCHER: Okay. Well, if you're

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1 ready, we can get started then. And, if there's any,  
2 if you need any clarifications on any questions, just  
3 ask or, if you don't know, that's perfectly fine to say  
4 as well.

5 MR. CORELLO: Okay.

6 CAPTAIN ESCHER: All right. We'll start  
7 with the easy stuff. Can we get your full name?

8 MR. CORELLO: Joseph William Corello.

9 CAPTAIN ESCHER: And your age?

10 MR. CORELLO: I'm 31.

11 CAPTAIN ESCHER: Okay. And, can you give us  
12 just, kind of, a general Cliff Notes version of your  
13 history as a pilot, how you got here, all that? How  
14 you got to ExecuFlight and all that?

15 MR. CORELLO: Well, let's see. I've been  
16 flying since, commercially since 2007. And, I flew,  
17 I was flight instructor, and then I flew aerial tours  
18 for a company in Hawaii.

19 I flew in Alaska for five years. I flew  
20 night freight out of Milwaukee, single pilot. And  
21 then, and then I came, I went back to Alaska, and  
22 then I came to ExecuFlight from Alaska.

23 I was flying scheduled operations in the  
24 Bush, Alaska, there, Southeast Alaska specifically,  
25 the Navajos under the Capstone Program. Then, I came

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1 to ExecuFlight, and went into the Gulfstream and then  
2 into the Hawker. And, now I fly G4's for another  
3 charter company here.

4 CAPTAIN ESCHER: Okay.

5 MR. CORELLO: Windsor Jet.

6 CAPTAIN ESCHER: All righty. Your  
7 certificates, can you tell us all the certificates  
8 you have?

9 MR. CORELLO: ATP with HS125, G1159 type  
10 rating and G4 type rating and CF5, CFII, MEI and  
11 airplane -- commercial airplane single engine land,  
12 airplane single engine sea.

13 CAPTAIN ESCHER: Okay. And, medical?

14 MR. CORELLO: Yes. First class.

15 CAPTAIN ESCHER: Any limitations?

16 MR. CORELLO: No.

17 CAPTAIN ESCHER: Okay. And, when were you  
18 hired on at ExecuFlight?

19 MR. CORELLO: I was hired on in November  
20 of 2013.

21 CAPTAIN ESCHER: Okay. And, how were you  
22 - Were you hired on as a pilot in command?

23 MR. CORELLO: No. I was hired as a second  
24 in command on the Gulfstream III.

25 CAPTAIN ESCHER: Okay. And, just, you may

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1 not know exactly, but any idea on your pilot time?

2 MR. CORELLO: I've got, I think, last I  
3 calculated 5,200 total time, 4,200 PIC and, I think,  
4 a little over 1,200 Jet.

5 CAPTAIN ESCHER: And how much of that was  
6 in the Hawker?

7 MR. CORELLO: In the Hawker, I'm not sure  
8 exactly. I'd have to look. Maybe 300 hours, 400  
9 hours, something like that.

10 CAPTAIN ESCHER: And that was as SIC, PIC?

11 MR. CORELLO: A little bit of both. I  
12 started as an SIC in the Hawker. I was an SIC in the  
13 G3. Then, they sent me to Hawker School.

14 I got a PIC type and I went into the right  
15 seat of the Hawker. And then, I went into left seat  
16 of the Hawker Part 91 legs, you know, Part 91 trips,  
17 owner trips, stuff like that.

18 CAPTAIN ESCHER: Okay. And, do you  
19 remember when you received your PIC, when you started  
20 doing PIC time in the Hawker?

21 MR. CORELLO: Must have been January,  
22 December or January. I don't remember exactly.

23 CAPTAIN ESCHER: Of this year, 2015?

24 MR. CORELLO: Yes. Either December of  
25 last year or January of this year.

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1 CAPTAIN ESCHER: Okay. All righty. What  
2 brought you to ExecuFlight to start with?

3 MR. CORELLO: Well, my wife got tired of  
4 Alaska. So, she wanted to move back to Florida where  
5 she's from, and ExecuFlight called me and offered me  
6 a job.

7 CAPTAIN ESCHER: Okay. Why did you leave?

8 MR. CORELLO: Why did I leave ExecuFlight?

9 CAPTAIN ESCHER: Yes.

10 MR. CORELLO: I needed more time off. The  
11 other company just gave me a better offer. You know,  
12 more money, ten days guaranteed off a month, hard  
13 days off, G4 type rating. I mean --

14 CAPTAIN ESCHER: Okay. When did you  
15 leave?

16 MR. CORELLO: When did I leave? Let's  
17 see, must have been July, end of July.

18 CAPTAIN ESCHER: Okay. All righty. And,  
19 when you were here at ExecuFlight, and you were  
20 flying trips, who typically did the weather briefing  
21 on the flights?

22 MR. CORELLO: I did the weather briefing  
23 on my flights. What do you mean by the weather  
24 briefing, like checking the weather?

25 CAPTAIN ESCHER: Yes. Who checked the

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1 weather? You? You --

2 MR. CORELLO: Yes.

3 CAPTAIN ESCHER: -- were the captain, or  
4 was the second in command?

5 MR. CORELLO: I check the weather  
6 regardless of which seat I was in.

7 CAPTAIN ESCHER: Okay.

8 MR. CORELLO: Personally. That was my  
9 method.

10 CAPTAIN ESCHER: And, when you were the  
11 pilot in command, did your second in command do the  
12 same thing?

13 MR. CORELLO: I encouraged all second in  
14 commands to check the weather as well.

15 CAPTAIN ESCHER: Okay. And, who flew the,  
16 or -- I'm sorry. Where did you, how did you obtain  
17 that weather briefing?

18 MR. CORELLO: I mean, usually  
19 aviationweathercenter.gov (sic). If it was an  
20 international trip, we would get the weathers through  
21 the official briefing office for that country.

22 You know, various sources, but in the  
23 United States, I always used AWC.

24 CAPTAIN ESCHER: Okay. Was that an  
25 approved source of weather briefing? Do you know?

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1 MR. CORELLO: Yes. That's NOAA.

2 CAPTAIN ESCHER: Okay. And, when, who  
3 filed the flight plan for your flights?

4 MR. CORELLO: I filed the flight plan for  
5 my flights when I was the pilot in command.

6 CAPTAIN ESCHER: Okay. And when you were  
7 second in command?

8 MR. CORELLO: Sometimes I would file  
9 flight plans, if it was delegated to me or I'd offer  
10 to file flight plans.

11 CAPTAIN ESCHER: Okay. Did you ever  
12 delegate as a pilot in command?

13 MR. CORELLO: Personally, no.

14 CAPTAIN ESCHER: Okay. How about the  
15 weight and balance? Who typically did that?

16 MR. CORELLO: Weight and balance was same  
17 deal. I did it, usually, as a pilot in command.  
18 Most pilot in commands would do it. Sometimes it  
19 would be delegated --

20 CAPTAIN ESCHER: Okay.

21 MR. CORELLO: -- to me as an SIC.

22 CAPTAIN ESCHER: And did you ever  
23 delegate?

24 MR. CORELLO: The weight and balance? No.

25 CAPTAIN ESCHER: Okay.

1 MR. CORELLO: Not that I can think of.

2 CAPTAIN ESCHER: Okay. Did you use actual  
3 weights or, how did you obtain passenger weights or  
4 bag weights?

5 MR. CORELLO: Stated weights plus ten and  
6 actual bag weights.

7 CAPTAIN ESCHER: Okay. All righty. When  
8 you were flying as a pilot in command, did you, did  
9 the first officer or the second in command, did he,  
10 did you ever allow them to do any of the flying as  
11 well?

12 MR. CORELLO: Yes.

13 CAPTAIN ESCHER: On, under what  
14 conditions?

15 MR. CORELLO: I mean, it depends on the  
16 person and what their position was in the company.

17 CAPTAIN ESCHER: How so?

18 MR. CORELLO: Like, for instance, if it's  
19 someone that they were considering upgrading then if  
20 it was approved by the chain of command, then they  
21 could fly, you know, we would alternate legs. If  
22 not, then -- If it was approved for them to fly  
23 empty legs, then they would fly empty legs.

24 CAPTAIN ESCHER: Okay. Did you have to  
25 find out how it was approved?

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1 MR. CORELLO: Yes.

2 CAPTAIN ESCHER: Find out that they were  
3 approved?

4 MR. CORELLO: That would be approved  
5 through the chief pilot or DO.

6 CAPTAIN ESCHER: And, would they let you  
7 know or would you have to call them and ask?

8 MR. CORELLO: I mean, usually they'd tell  
9 you, or if not, you could call them and ask, yes.

10 CAPTAIN ESCHER: Okay. Okay.

11 MR. CORELLO: Either way.

12 CAPTAIN ESCHER: Sorry, I'm just not sure  
13 of the procedures here, so that's why I figure I  
14 better ask while --

15 MR. CORELLO: Yes. Yes.

16 CAPTAIN ESCHER: -- while we're --

17 MR. CORELLO: No problem.

18 CAPTAIN ESCHER: -- (inaudible).

19 MR. CORELLO: No problem.

20 CAPTAIN ESCHER: All righty. When the  
21 second in command was flying, when you, when they're  
22 approved to fly or things like that, were there  
23 passengers on board sometimes? Never?

24 MR. CORELLO: That would depend on the  
25 person and the approval, you know. That would come

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1 from either the chief pilot or DO whether or not they  
2 could fly active legs or not.

3 CAPTAIN ESCHER: Okay. Did weather play  
4 any factor in allowing that decision to be made?

5 MR. CORELLO: Yes.

6 CAPTAIN ESCHER: How so, in your mind?  
7 Not, I'm not asking you to estimate other people's  
8 mind. How would it play in your mind?

9 MR. CORELLO: In my mind, personally, if I  
10 was PIC on a flight and my name was on the paperwork  
11 as captain, then I would. If the weather was low,  
12 then I would fly. Just, you know --

13 CAPTAIN ESCHER: Okay. So, you never were  
14 -- so, did you ever allow them to fly an approach in  
15 actual conditions, weather down to minimums or at  
16 least start the approach then break out?

17 MR. CORELLO: I mean, it would depend.  
18 Not, not to minimums in bad weather, you know. Well,  
19 it depend on the person, I mean, it would depend on  
20 the person, I would say.

21 CAPTAIN ESCHER: Okay. On ILS, for  
22 instance, on ILS would you, if it was above the  
23 minimum, would you allow them to fly it?

24 MR. CORELLO: Yes, if it was above the  
25 minimums, on ILS. Yes.

1 CAPTAIN ESCHER: Okay. How about on a  
2 non-precision?

3 MR. CORELLO: It would really depend on  
4 the weather, I mean.

5 CAPTAIN ESCHER: Above minimums?

6 MR. CORELLO: Above minimums, yes.

7 CAPTAIN ESCHER: Okay. Did, when they,  
8 when you flew approaches, did you hand fly them or  
9 did you couple them?

10 MR. CORELLO: I usually coupled them.

11 CAPTAIN ESCHER: Usually? What would make  
12 you not couple them?

13 MR. CORELLO: I mean, if it's, you know,  
14 good weather and I'm flying an approach, then I  
15 wouldn't. Sometimes, just to maintain my skills and  
16 ability to hand fly in good weather, I would hand fly  
17 an approach.

18 CAPTAIN ESCHER: Okay.

19 MR. CORELLO: But, usually, it was  
20 coupled, especially in bad weather.

21 CAPTAIN ESCHER: Okay. Was that a policy,  
22 or was that just a personal preference?

23 MR. CORELLO: I mean, I believe that -- I  
24 don't believe there's a policy that states you have  
25 to have to hand fly an approach at the company. I

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1 think it's recommended that you couple them.

2 CAPTAIN ESCHER: Okay. All right. How  
3 about your, your second in command, did they, when  
4 they did approaches for you, was it coupled, hand  
5 flown? Was it at their discretion, your discretion?

6 MR. CORELLO: Well, I mean, I would say  
7 it's a case-by-case basis. But, ordinarily it's  
8 recommended that it be coupled. So, ordinarily we  
9 would use the automation to the, you know, to its  
10 fullest abilities.

11 CAPTAIN ESCHER: Okay. All right. No  
12 problem. If you hand flew, did you do it with the  
13 flight director?

14 MR. CORELLO: Yes. I used the flight  
15 director.

16 CAPTAIN ESCHER: Okay. Great. Do you  
17 remember if there was a stabilized approach criteria  
18 in place when you were flying?

19 MR. CORELLO: Yes. I believe so.

20 CAPTAIN ESCHER: Do you recall what that  
21 was?

22 MR. CORELLO: I mean, I think the, I think  
23 they just used the, I think it's the stand IS  
24 stabilized approached criteria from manufacturers  
25 recommendation, the CA or the CA manuals.

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1 I mean, I don't remember exactly. Like I  
2 said, I mean, I work at another company now and I've  
3 memorized their procedures and SOPs. But, I believe  
4 that it was fully configured by a thousand feet, the  
5 final approach phase.

6 CAPTAIN ESCHER: Okay. Okay. Did you,  
7 can you recall any instance where a missed approach  
8 had to be done because it was it was unstabilized or  
9 go-around?

10 MR. CORELLO: Yes. Yes. I can think of  
11 one instance that there was a go-around.

12 CAPTAIN ESCHER: Was that in visual or  
13 instrument?

14 MR. CORELLO: It was in visual conditions,  
15 but --

16 CAPTAIN ESCHER: Okay. What was the, what  
17 was the go-around issued for?

18 MR. CORELLO: The, I let the second in  
19 command fly, and it was an approach into Puerta Plata  
20 or some place like that and it was a non-precision  
21 approach and he was just too high to make the landing  
22 in a stabilized configuration. So, we went around.

23 CAPTAIN ESCHER: Okay. All right. That's  
24 good.

25 MR. CORELLO: A non-event really.

1           CAPTAIN ESCHER: Okay. All righty. Let's  
2 go to the, to when you were doing some training. I  
3 know you've got on your development in the G3, then  
4 you moved to the Hawker. Did you do all your  
5 training out in Dallas?

6           MR. CORELLO: Yes.

7           CAPTAIN ESCHER: How was --

8           MR. CORELLO: It was Simuflite.

9           CAPTAIN ESCHER: How would you classify  
10 that training?

11          MR. CORELLO: I thought it was good  
12 training, personally. All my training up to that  
13 point had been company training, you know.

14                 When I flew freight and when I flew in  
15 Alaska, it was all in-house company training. And, I  
16 thought the training in Dallas was real, real good  
17 top notch training.

18          CAPTAIN ESCHER: Did you, how would you,  
19 how would you classify when you came out? Did you  
20 feel like you were ready to fly the airplane, still  
21 had a lot to learn?

22          MR. CORELLO: I mean, you always have a  
23 lot to learn, but I felt totally competent and  
24 confident in the airplane when I left training in  
25 Dallas. Yes.



1 CAPTAIN ESCHER: Okay. Can you recall if  
2 they used ExecuFlight guidance in their training?  
3 Did they use their own? Can you recall that?

4 MR. CORELLO: No. They used ExecuFlight's  
5 training procedures, which were, you know, just the  
6 approved company procedures.

7 CAPTAIN ESCHER: Okay. Did you do all  
8 your training at ExecuFlight, or was there, or at  
9 Dallas or was some of done here in-house?

10 MR. CORELLO: No. It was all, I mean,  
11 other than the company indoc and recurrent, you know,  
12 the company training, all of the airplane-specific  
13 training was done in Dallas.

14 CAPTAIN ESCHER: Okay. And, during any of  
15 that training, did you ever have an FAA inspector  
16 come along to observe the training or anybody observe  
17 it besides the instructor?

18 MR. CORELLO: Let's see. No, I don't  
19 believe so.

20 CAPTAIN ESCHER: Okay. How about when you  
21 did your in-house recurrent training or your basic  
22 indoc, did you have any, anybody from the FAA sit in  
23 on it, listen in?

24 MR. CORELLO: Not that I recall.

25 MR. CORELLO: Did you ever meet at any of

1 the FAA personnel around here that were tied to  
2 ExecuFlight?

3 MR. CORELLO: Yes. The (phonetic) Jim  
4 Picole --

5 CAPTAIN ESCHER: Yes.

6 MR. CORELLO: -- the POI of all of our 293  
7 orals were done with Jim Picole.

8 CAPTAIN ESCHER: Did you have any other  
9 interaction with them?

10 MR. CORELLO: Other than the, than the  
11 293?

12 CAPTAIN ESCHER: Yes.

13 MR. CORELLO: No. There was, I mean,  
14 let's see, not that I can recall, no.

15 CAPTAIN ESCHER: Okay. All right. In  
16 part of that training, in-house there, do you recall  
17 receiving any CRM training?

18 MR. CORELLO: Yes. We did CRM training.

19 CAPTAIN ESCHER: We you, was it a  
20 classroom that does it? Was it a one-on-one? How  
21 was it done?

22 MR. CORELLO: You know, it's, I can't  
23 recall how they did the CRM training, but I do  
24 remember doing CRM training.

25 CAPTAIN ESCHER: Okay. And that's

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1 perfectly acceptable. Thank you. All righty. Now,  
2 can you kind of walk me through when you were issued  
3 a trip. How were you notified of the trip here?

4 MR. CORELLO: Usually by a phone call and  
5 a trip sheet email.

6 CAPTAIN ESCHER: How long in advance? I  
7 know it probably varied, but --

8 MR. CORELLO: Usually, a few days in  
9 advance we knew.

10 CAPTAIN ESCHER: Okay.

11 MR. CORELLO: I mean, very rarely we'd get  
12 a popup. I think the shortest callout I ever had was  
13 maybe three hours. So, nothing, you know --

14 CAPTAIN ESCHER: Okay.

15 MR. CORELLO: -- nothing real spur of the  
16 moment.

17 CAPTAIN ESCHER: And, when you came into  
18 do that trip, was there -- What kind of paperwork  
19 did you have to generate to begin the trip? What did  
20 they provide you with?

21 MR. CORELLO: Well, let's see. I mean,  
22 they gave us a trip sheet and a TSA check. And, if  
23 it's an international trip, they gave us all of our  
24 overflight permitting, you know, our customs  
25 paperwork, everything that was required to accomplish

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1 the trip.

2 If they didn't, then we'd call and say,  
3 hey this paper's missing and they'd give it to us.

4 CAPTAIN ESCHER: Okay.

5 MR. CORELLO: We used Ultra Nav to do the  
6 weight and balance performance calculations on the  
7 computer. We had a remote desktop so we could do  
8 that from anywhere, just get on a computer, dial into  
9 the remote desktop.

10 You could do all your Ultra Nav weight and  
11 balance performance calculations. We could check our  
12 weather. We'd usually use FltPlan.com to file our  
13 flight plans for domestic. International was, you  
14 know, a different story. Some places you could your  
15 FltPlan, some places you couldn't.

16 Really, that was a case-by-case deal  
17 depending on where we were. You know, certain  
18 countries would have to go into the flight planning  
19 office and manually flight, file flight plans, fill  
20 out the ICAO forms, stuff like that.

21 CAPTAIN ESCHER: Okay. How about, in  
22 routes and approach charts and things like that, did,  
23 were they in the airplane?

24 MR. CORELLO: Yes. No, the charts we used  
25 JeppView.

1 CAPTAIN ESCHER: Okay.

2 MR. CORELLO: And the same route desktop  
3 system allows us to dial-in to JeppView, and, we  
4 would print what's called trip kits.

5 So, you would just enter your trip,  
6 departure, destination, alternate, second alternate  
7 if you have a second alternate or departure alternate  
8 if you had a departure alternate.

9 And, then you'd select that, print it and  
10 it would print all of the charts pertinent to your  
11 flight. And, then you have them.

12 CAPTAIN ESCHER: Okay. What if you were  
13 on a fairly long flight and you had an emergency and  
14 you had to divert? How would, how did you guys  
15 typically work that? Did you have those charts handy  
16 or?

17 MR. CORELLO: We had, we had iPads, you  
18 know, with the entire world database, JeppFD and, or  
19 JeppView and -- I had two iPads actually, one with  
20 ForeFlight and one with JeppView.

21 Of course, those weren't approved for 135  
22 due to the FAA not giving us approval for whatever  
23 reason, so we weren't allowed to use those.

24 So, we had to print pertinent charts for  
25 the flight. If we had to divert due to an emergency,

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1 then it's an emergency situation and we could use the  
2 iPads.

3 CAPTAIN ESCHER: Okay. Do you know if, I  
4 mean, when you in second in command, did other pilots  
5 do something similar to that? Do you ever recall?

6 MR. CORELLO: That was the standard  
7 procedure --

8 CAPTAIN ESCHER: Okay.

9 MR. CORELLO: -- as outlined by the DO.  
10 So, everyone should have been doing that.

11 CAPTAIN ESCHER: Understood. Okay. All  
12 righty. Did you ever have to divert while you were  
13 in route?

14 MR. CORELLO: Did I ever have to divert?  
15 As a PIC, I did not have to divert at any time. Now  
16 there was a divert when I was an SIC on the  
17 Gulfstream, we had to divert, but we diverted back to  
18 our departure airport.

19 CAPTAIN ESCHER: Okay. If, if for some  
20 reason, as a PIC, you didn't feel comfortable with a  
21 flight, was there any procedures in place that, I  
22 mean, you, as the pilot in command, I guess, are the  
23 ultimate in charge of it. But is there any  
24 procedures in place in making that decision, like a  
25 risk assessment form? Did you get anybody involved

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1 to help with that decision?

2 MR. CORELLO: You know, if we didn't feel  
3 comfortable with a flight, then we just call and say  
4 we didn't feel comfortable with it.

5 You know, you can either call the chief  
6 pilot or the DO or, you know, the sales guys if those  
7 guys aren't available and you say, hey, that I'm not  
8 comfortable with this flight for this reason, and  
9 here's an alternative.

10 Either we wait and we do it later or we do  
11 maybe a different airport. I mean case-by-case  
12 basis, but that was never an issue.

13 CAPTAIN ESCHER: Did you ever have to do  
14 that?

15 MR. CORELLO: Yes, I've done that. Yes.

16 CAPTAIN ESCHER: And, was there any, any  
17 issues dealing with the chief pilot or director of  
18 ops in your interaction?

19 MR. CORELLO: In my experience, no. I  
20 didn't have any issues.

21 CAPTAIN ESCHER: Okay. All righty. Now,  
22 we're almost done with some of my questions here,  
23 just -- I know you knew both the accident pilots.

24 And, first of all, our condolences because  
25 they were, obviously if you knew them it's, it gets

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1 personal then. But, how did you know them?

2 Professionally? Personally?

3 MR. CORELLO: Just professionally. I  
4 mean, I worked with them. I flew with Oscar a little  
5 bit. And Renato, I knew, you know, been out to lunch  
6 a couple times with him. Nice guy. I, you know, I  
7 didn't fly with Renato, but I flew with Oscar. So,  
8 that's about the extent of my knowledge of them.

9 CAPTAIN ESCHER: When you flew with Oscar,  
10 was he the pilot in command or were you?

11 MR. CORELLO: When I flew with Oscar, I  
12 was the pilot in command and he was new. And, he was  
13 hired as a pilot in command but, like I said, we flew  
14 some 91 trips together and we'd alternate legs.

15 CAPTAIN ESCHER: Okay. How would you  
16 classify his piloting skills in the Hawker? Knowing  
17 the regulations, knowing everything that a pilot in  
18 command should know as well, how do you feel he did,  
19 in your opinion?

20 MR. CORELLO: He did okay. He did okay.

21 CAPTAIN ESCHER: Okay. Did you ever have  
22 to do any approaches -- did he ever have to do any  
23 approaches with you, whether precision or non-  
24 precision approaches in actual conditions or were  
25 they all visual that you can recall?

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1 MR. CORELLO: I believe he flew some  
2 approaches in actual. I know we flew some approaches  
3 in actual together. I don't recall. Yes, I believe  
4 he flew some approaches.

5 CAPTAIN ESCHER: Okay. Would you happen  
6 to remember non-precision or precision, or just?

7 MR. CORELLO: I mean, maybe, I mean, I'm  
8 sure that he's flown both. I don't recall exactly to  
9 be honest with you.

10 CAPTAIN ESCHER: Okay. And, that's fine.  
11 That's perfectly fine. What you can recall, I know  
12 it's, I guess it's, do remember when you flew with  
13 him? It's probably been a little bit.

14 MR. CORELLO: Yes. I flew with him. It  
15 was right before I left ExecuFlight. I believe he  
16 was hired maybe a month or two prior to me leaving.  
17 So, like I said, I didn't fly with him a whole bunch,  
18 but I did fly with him a bit before I left.

19 CAPTAIN ESCHER: Okay. And, I know it's  
20 been a while since you flew with him, but, can you  
21 recall how he handled setting up for the approach,  
22 flying the approach? Was it configured outside the  
23 marker? Did he wait until the marker to start  
24 configuring? If you can recall that.

25 MR. CORELLO: Let's see. I don't remember

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1 anything outside of normal with him. You know, I  
2 don't remember anything that, that, that really  
3 triggered me into say, whoa, what's this guy doing,  
4 you know. So everything, I believe, was pretty  
5 standard.

6 CAPTAIN ESCHER: Okay. All right. You  
7 say you didn't know him personally, just here.

8 MR. CORELLO: Not outside of work. I  
9 mean, you know, of course on the road we'd go out to  
10 dinner and like lunch or whatever and fly together.  
11 That was about it.

12 CAPTAIN ESCHER: Did he have any personal  
13 issues that he'd talk to you about during those lunch  
14 times or anything?

15 MR. CORELLO: No. No. I know that his  
16 son was living in Colombia, so his son would come to  
17 visit him now and again. But other than that, he  
18 didn't talk about much of his personal life.

19 CAPTAIN ESCHER: Okay. All righty. How  
20 about Renato? I see, you said you didn't fly with  
21 him, but you talked to him, you knew him  
22 professionally here.

23 MR. CORELLO: He seemed like a nice guy.

24 CAPTAIN ESCHER: Didn't indicate any  
25 personal issues at home or any --

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1 MR. CORELLO: No.

2 CAPTAIN ESCHER: -- issues with the  
3 company that he voiced to you?

4 MR. CORELLO: No.

5 CAPTAIN ESCHER: Okay. All righty. I  
6 think I am done with my list of questions. We'll go  
7 around the room and let everybody else ask some  
8 questions too in case they have some follow-up  
9 questions or want some more clarification, if that's  
10 okay.

11 MR. CORELLO: Okay.

12 CAPTAIN ESCHER: Do you need a break or  
13 anything?

14 MR. CORELLO: No. I'm good.

15 CAPTAIN ESCHER: Okay.

16 MR. LAWRENCE: Hi, Joe. Just one, or a  
17 couple of things that caught my attention I want to  
18 make sure we're clear on.

19 When you, when Sean had asked you about  
20 the autopilot usage, I want to make kind of clear  
21 that you flew two different type of airplanes, okay.  
22 So, specific to the Hawker aircraft, was there a  
23 policy to use the autopilot on the approaches?

24 MR. CORELLO: I don't, I don't recall if  
25 there was a policy or not in place. But, I do know

1 that that's standard recommended procedure that they  
2 teach you in training.

3 MR. LAWRENCE: To what?

4 MR. CORELLO: To use the autopilot in  
5 actual conditions.

6 MR. LAWRENCE: On all approaches?

7 MR. CORELLO: In actual conditions, yes.

8 MR. LAWRENCE: Okay. Do you recall Oscar,  
9 when he was flying with you, his preference as far as  
10 using the autopilot or not using the autopilot?

11 MR. CORELLO: If I remember correctly, he  
12 was a pretty heavy user of the autopilot, yes.

13 MR. LAWRENCE: Okay.

14 MR. CORELLO: He used the autopilot pretty  
15 consistently, in my experience.

16 MR. LAWRENCE: Right. Great. And then  
17 you mentioned that, Sean had asked you if -- you had  
18 never had any issues with having to call of on a trip  
19 or cancel a leg or something because of weather or  
20 whatever.

21 You said, in your experience. Have you  
22 heard any other pilots have any issues with calling  
23 off trips or --

24 MR. CORELLO: You know, not that I can  
25 think of any specific examples.

1 MR. LAWRENCE: Right.

2 MR. CORELLO: I mean, as long as you had a  
3 valid reason, like I said, I can only speak for  
4 myself.

5 MR. LAWRENCE: Right.

6 MR. CORELLO: But, I never had a problem.  
7 If I had a valid reason for not doing a trip, I would  
8 call and say, this is my reason and they would say,  
9 look at the reason and say okay.

10 MR. LAWRENCE: Right.

11 MR. CORELLO: No problem.

12 MR. LAWRENCE: And, I understand that's  
13 your experience but, you know, pilots talk and  
14 everybody gets together and that type of thing.

15 I was just curious if you had heard of  
16 anybody else having issues or pushback from the  
17 company because they didn't want to fly.

18 MR. CORELLO: Not that I can recall any  
19 specific --

20 MR. LAWRENCE: Okay.

21 MR. CORELLO: -- examples. No.

22 MR. LAWRENCE: Okay. And then there was  
23 something that caught my ear a little bit. Sean had  
24 asked you, how was his piloting skills, and we're  
25 talking about Oscar at this time, okay, because you

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1 all flew together. How was -- and you said he was  
2 okay.

3 MR. CORELLO: I mean --

4 MR. LAWRENCE: Can you expand upon what  
5 okay means?

6 MR. CORELLO: You know, he was, he was, he  
7 was an acceptable pilot. He was in, you know, he  
8 kept his tolerances within a legal range and, you  
9 know, he wasn't the greatest pilot I've ever flown  
10 with and he wasn't the worst. You know what I mean?  
11 He was okay. He was, he was an average, solid --

12 MR. LAWRENCE: Yes.

13 MR. CORELLO: -- pilot, in my experience  
14 with him.

15 MR. LAWRENCE: Okay. What were some of  
16 his stronger skills, in your opinion, that you have  
17 observed?

18 MR. CORELLO: I mean, his landings were  
19 pretty good.

20 MR. LAWRENCE: All right. Let me ask  
21 about communications. Was he talkative? Did he like  
22 to communicate?

23 MR. CORELLO: Yes. I mean we had, you  
24 know, as far as what do you mean? Like a  
25 communications, like interpersonal --

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1 MR. LAWRENCE: Yes. Well --

2 MR. CORELLO: -- conversation?

3 MR. LAWRENCE: -- did he talk? Did he  
4 make the call-outs he was supposed to make? Was he  
5 verbal in the cockpit?

6 MR. CORELLO: He was.

7 MR. LAWRENCE: Okay.

8 MR. CORELLO: He was. In my experience  
9 with him, he was, he made, you know, he made his  
10 standard call-outs and --

11 MR. LAWRENCE: Yes.

12 MR. CORELLO: -- he did all right.

13 MR. LAWRENCE: Okay. So, I asked you,  
14 what was, what would you consider his strongest  
15 skills, based on your experience. What would you  
16 consider maybe his least strongest or weakest skills  
17 as a pilot?

18 MR. CORELLO: Well, his radio  
19 communications skills were probably his weakest suit.  
20 I don't know if it was a language barrier or what,  
21 but that was the one thing that kind of struck me.

22 MR. LAWRENCE: Oh. Okay. And, I was kind  
23 of curious because Sean was asking you a little bit  
24 about non-precision approaches. Can you estimate, in  
25 your time with ExecuFlight, how many non-precision

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1 approaches would you actually conduct, maybe  
2 percentage wise, of all approaches?

3 MR. CORELLO: You know, that's a tough  
4 question. I really have no idea. I mean, we did a  
5 lot of non-precision approaches because we would go  
6 to small airports, some of which they didn't have  
7 precision approaches, especially in South and Central  
8 America.

9 So percentage wise, I don't know, maybe 30  
10 percent. I mean, that's a wild guess, but --

11 MR. LAWRENCE: Thirty percent of the  
12 approaches were non-precision?

13 MR. CORELLO: Maybe, I don't know. I mean  
14 there was, you know, we shot a lot of non-precision  
15 approaches in my experience. But like I said, I  
16 spent a lot of time in South America when I was with  
17 ExecuFlight.

18 MR. LAWRENCE: Right.

19 MR. CORELLO: There was a lot of non-  
20 precision approaches. And, we went to a lot of small  
21 fields in the United States that, some of which  
22 didn't have --

23 MR. LAWRENCE: Okay. I'm going to test  
24 your math skills here too. They said there'd be no  
25 math in an interview, but --

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1 MR. CORELLO: All right.

2 MR. LAWRENCE: Here it comes. Okay. Of  
3 those non-precision approaches, you said about 30  
4 percent would be non-precision --

5 MR. CORELLO: Maybe 25, 30 percent.

6 MR. LAWRENCE: There you go, I, okay. So,  
7 of, let's say 25 to 30 percent, how many of those  
8 would you let the FO, or do you think the FO would be  
9 shooting?

10 MR. CORELLO: You know, I don't know.  
11 That would be, like I said, a case-by-case basis  
12 depending on who the FO is and their abilities and --

13 MR. LAWRENCE: Okay.

14 MR. CORELLO: You know. That's a,  
15 percentage wise, that's a difficult number to  
16 quantify.

17 MR. LAWRENCE: Would you, in your opinion,  
18 characterize the number of landings and approaches  
19 that FOs received at ExecuFlight less than what the  
20 captains were conducting?

21 MR. CORELLO: Yes.

22 MR. LAWRENCE: Okay. Would you  
23 characterize that further as regular, significantly  
24 less?

25 MR. CORELLO: No. I wouldn't say

1 significantly.

2 MR. LAWRENCE: Okay. Okay. But, that it  
3 is a smaller number than what the captains are doing?

4 MR. CORELLO: Yes.

5 MR. LAWRENCE: All right. Okay. Let's  
6 see. I just had a couple more things that -- You  
7 doing okay there?

8 MR. CORELLO: Yes.

9 MR. LAWRENCE: You're okay? Flew the  
10 Hawker 700 and 800, huh?

11 MR. CORELLO: Yes.

12 MR. LAWRENCE: Okay. Differences in those  
13 airplanes?

14 MR. CORELLO: Yes. I did Differences  
15 training.

16 MR. LAWRENCE: Okay. Where there, in your  
17 experience as a pilot, were there significant  
18 differences between, transitioning between one and  
19 the other when you flew on the line?

20 MR. CORELLO: I wouldn't say significant  
21 differences. I mean, there were definitely  
22 differences.

23 MR. LAWRENCE: All right.

24 MR. CORELLO: I mean, it's the same  
25 airplane, but, you know, different wing, different

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1 layout, slightly different numbers.

2 MR. LAWRENCE: Layout, you mean cockpit  
3 layout?

4 MR. CORELLO: Yes.

5 MR. LAWRENCE: Okay. So, some instruments  
6 were in different places --

7 MR. CORELLO: Yes.

8 MR. LAWRENCE: -- between the 700, the two  
9 700s that you flew as well?

10 MR. CORELLO: Yes.

11 MR. LAWRENCE: Okay. And the 800 had a  
12 digital screen for the ADI?

13 MR. CORELLO: Yes.

14 MR. LAWRENCE: Okay. And, the Hawkers did  
15 not, correct?

16 MR. CORELLO: The 700s did not, no. I  
17 don't believe so.

18 MR. LAWRENCE: Okay. And, the Differences  
19 training, where did you receive that?

20 MR. CORELLO: Dallas at Simuflite.

21 MR. LAWRENCE: Did you get any sim time or  
22 any hands on time for the differences, or it all just  
23 ground school?

24 MR. CORELLO: It was all ground school.

25 MR. LAWRENCE: Okay.

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1 MR. CORELLO: It was a 700 simulator  
2 ground school differences in the 800 and 800XP.

3 MR. LAWRENCE: Okay. So, you go through a  
4 sim training program on the Hawker at CAE?

5 MR. CORELLO: Yes.

6 MR. LAWRENCE: Differences, ground school.  
7 So, the first time you'd actually fly the airplane,  
8 or operate the airplane would be on the line --

9 MR. CORELLO: The 800?

10 MR. LAWRENCE: -- for the 800?

11 MR. CORELLO: Yes.

12 MR. LAWRENCE: Okay. Differences in  
13 capabilities for the autopilot between the two, the  
14 700 and 800?

15 MR. CORELLO: The autopilots were slightly  
16 different. Yes.

17 MR. LAWRENCE: In what regards?

18 MR. CORELLO: The switches were different  
19 and the, you know, the way they, the smoothness, I  
20 guess you could say, of them was slightly different.  
21 Just the way they worked was slightly different, but  
22 they were the same, so very similar autopilots.

23 MR. LAWRENCE: Okay.

24 MR. CORELLO: Just, you know, slightly  
25 different.

1 MR. LAWRENCE: Okay. Got to sit in on one  
2 yesterday, so and played with that little ratchet knob  
3 for the vertical speed --

4 MR. CORELLO: Yes.

5 MR. LAWRENCE: -- I guess. And, I guess  
6 it's a, it's a spring to zero or spring back --

7 MR. CORELLO: Yes.

8 MR. LAWRENCE: It's just a momentary hit  
9 and then it comes back to zero. How much, now  
10 specific to the 700, like the accident aircraft, how  
11 much do you get pitch change when you hit one of  
12 those things?

13 MR. CORELLO: It depends on how long you  
14 hold it and how far you move it.

15 MR. LAWRENCE: Okay.

16 MR. CORELLO: Maximum pitch change, I  
17 don't know. I don't know what the maximum limit is  
18 on that.

19 MR. LAWRENCE: Okay.

20 MR. CORELLO: I know that if you hold it,  
21 it will pitch down pretty good.

22 MR. LAWRENCE: Really?

23 MR. CORELLO: Yes.

24 MR. LAWRENCE: Is it technique or is, did  
25 you get any guidance that you guys just tap it, tap

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1 it, tap it or do you see people hold it?

2 MR. CORELLO: It depends on what your  
3 going for, you know.

4 MR. LAWRENCE: Okay.

5 MR. CORELLO: You're going for a quick,  
6 constant descent, then you can hold it. I personally  
7 would tap it.

8 MR. LAWRENCE: Right.

9 MR. CORELLO: That was my technique.

10 MR. LAWRENCE: Okay. Other pilots use  
11 that same technique?

12 MR. CORELLO: Most of them. Yes.

13 MR. LAWRENCE: Okay. Oscar? Do you  
14 remember if he used that technique?

15 MR. CORELLO: You know, I don't recall. I  
16 believe so.

17 MR. LAWRENCE: Okay.

18 MR. CORELLO: Because if you don't, it's  
19 kind of an aggressive pitch change --

20 MR. LAWRENCE: Yes.

21 MR. CORELLO: -- if you just go to max.

22 MR. LAWRENCE: So, that's not giving you  
23 any kind of vertical speed, like each knob or each  
24 bump is 100 vertical speed, it's just a pitch?

25 MR. CORELLO: Yes. You're just changing

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1 the pitch and then once you, once you establish the  
2 pitch you want in a vertical speed, then you can hit  
3 vertical speed hold and it will hold that pitch.

4 MR. LAWRENCE: Because you're changing  
5 pitch down and you got to wait to find out what  
6 vertical speed you get --

7 MR. CORELLO: Yes.

8 MR. LAWRENCE: -- because (inaudible)  
9 instantaneous right?

10 MR. CORELLO: Yes.

11 MR. LAWRENCE: So, it takes a little  
12 while? Or, how long does it take to get to the  
13 vertical speed that you've selected?

14 MR. CORELLO: I mean --

15 MR. LAWRENCE: Say, let me give you a  
16 vertical speed. If I'm going to 1,500 feet per  
17 minute, how many bumps do you think, and how long  
18 would it take to get to that?

19 MR. CORELLO: I don't know. Maybe just a  
20 few bumps --

21 MR. LAWRENCE: Okay.

22 MR. CORELLO: -- and then, just wait a  
23 second while it pitches down.

24 MR. LAWRENCE: All right.

25 MR. CORELLO: And, then adjust it.

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1 MR. LAWRENCE: Okay.

2 MR. CORELLO: And you can catch it with  
3 the button, the vertical speed button. If you see  
4 1,500, you hit the button and it'll hold.

5 MR. LAWRENCE: Oh. The vertical speed.  
6 So, if you hit vertical speed, say you pitch it way  
7 down really quick and as it's going through vertical,  
8 1,500, if you vertical speed, it should hold?

9 MR. CORELLO: It should hold it.

10 MR. LAWRENCE: It should hold whatever it  
11 is? Okay. Is that how pilots flew non-precision  
12 approaches, because you're doing step downs right?

13 MR. CORELLO: Yes.

14 MR. LAWRENCE: Okay. Would they -- Were  
15 you taught to do the wheel, wheel, wheel to vertical  
16 speed and hit vertical speed when you got it, or did  
17 you just do the wheel until you got whatever pitch?

18 MR. CORELLO: I mean, if you're doing a  
19 short step down, then you would just hit the pitch  
20 mode, let it go down and then it recapture the next  
21 set altitude.

22 MR. LAWRENCE: Yes. Okay.

23 MR. CORELLO: Because you're not looking a  
24 sustained descent rate.

25 MR. LAWRENCE: Okay.



1 MR. CORELLO: If you're looking for a  
2 sustained descent rate, then you'd set it. But, if  
3 your just looking for to go down 500 feet or  
4 something, then I wouldn't, I would just pitch it  
5 down a little bit and then let it capture the next  
6 set altitude.

7 MR. LAWRENCE: Okay. In the Hawker, how  
8 were you taught to do a step down? Were you taught  
9 to do like 1,500 feet per minute or, you know, try  
10 and guess how much vertical speed you need to get  
11 down to the MDA, or --

12 MR. CORELLO: I mean, that's a case-by-  
13 case basis, you know, for how much vertical speed you  
14 need -

15 MR. LAWRENCE: I got that.

16 MR. CORELLO: -- (inaudible) down your  
17 speed and the distance between your step down --

18 MR. LAWRENCE: Got it.

19 MR. CORELLO: -- and how far you're going.

20 MR. LAWRENCE: But, were you taught to get  
21 down, like were you given any kind of guidance like a  
22 maximum vertical speed to try and get down to MDA or  
23 was it just whatever you could do to get to MDA?

24 MR. CORELLO: I mean, I don't recall, you  
25 know, an exact set guidance on --

1 MR. LAWRENCE: Yes.

2 MR. CORELLO: -- vertical speed. But, I  
3 know that, you know, standard descent rates, there's  
4 typically 2,000 feet a minute and -- or below. You  
5 know, like, so 1,500 or 1,000 if you're low, you  
6 know, depending on what you're doing.

7 MR. LAWRENCE: Yes. So, there wasn't  
8 anything that said you couldn't go to 2,500 feet per  
9 minute if you needed to. If you just want to fall  
10 out of the sky from final approach fix down to MDA,  
11 there was nothing that limited you on vertical speed,  
12 how much vertical speed to get to MDA?

13 MR. CORELLO: In the airplane, no.

14 MR. LAWRENCE: Right.

15 MR. CORELLO: There was nothing that would  
16 self-limit that.

17 MR. LAWRENCE: Okay. That's a airplane  
18 limitation. Was there any guidance from the company  
19 that said, don't do over this much vertical speed?

20 MR. CORELLO: I don't recall to be honest  
21 with you from the company. I know that CAE, you  
22 know, they would recommend -- I don't, I don't think  
23 -- I mean, personally, I never did that, so I don't  
24 know.

25 MR. LAWRENCE: Sure. I got that.

1 (Simultaneous speaking).

2 MR. LAWRENCE: I'm trying to find out  
3 where the guidance is because that's a good technique  
4 that you're using. But, I'm trying to find that this  
5 is a guidance that's written someplace. Was it  
6 trained? Do you recall if CA trained a certain  
7 vertical speed down?

8 MR. CORELLO: You know, I don't, I  
9 honestly don't recall. I know that, that if you were  
10 to go into the simulator at CAE and bomb down at  
11 5,000 feet a minute, then for sure they would say  
12 something to you.

13 MR. LAWRENCE: Yes.

14 MR. CORELLO: You know, as far as that's  
15 concerned, I never, I mean, that's kind of primary  
16 pilot training that you don't do that. So, I've  
17 never run into that situation where I encountered any  
18 specific guidance on that.

19 MR. LAWRENCE: Okay. I think I have a, I  
20 have one that I want, I might come back to later, but  
21 -- I think that's all I have for right now. Donnie?

22 MR. SHACKLEFORD: No, I'm fine. It's  
23 normal.

24 MR. LAWRENCE: Okay.

25 CAPTAIN ESCHER: And, John?

1 MR. DRAGO: I don't have anything  
2 additional. Thank you.

3 CAPTAIN ESCHER: All righty. I've just  
4 got a few lasts that kind of come to my attention as  
5 he was talking. They kind of popped back into my  
6 brain. So, I apologize.

7 MR. CORELLO: Okay. No worries.

8 CAPTAIN ESCHER: At the beginning, you  
9 know, when we talked about your history, you know, we  
10 left here, now you're working where you are. You'd  
11 mentioned that the days off.

12 You get ten hard days there. Was, did  
13 you, was there a lot of days off here? Were they few  
14 and far between?

15 MR. CORELLO: ExecuFlight gave us the  
16 minimum required quarterly days off, hard days off.

17 CAPTAIN ESCHER: Okay. Do you remember  
18 what that was?

19 MR. CORELLO: Thirteen in a quarter.

20 CAPTAIN ESCHER: If you needed --

21 MR. LAWRENCE: Thirteen days in a quarter  
22 or thirteen out of a quarter days.

23 MR. CORELLO: Thirteen days per a three-  
24 month period.

25 MR. LAWRENCE: Okay.

1 CAPTAIN ESCHER: Okay.

2 MR. CORELLO: Quarter of the year as per  
3 the 135 --

4 CAPTAIN ESCHER: Yes.

5 MR. CORELLO: -- limitation. If you  
6 needed more time off, was it hard to get? How would  
7 you go about getting it or did you?

8 MR. CORELLO: You know, if we needed more  
9 time off, you could request specific more time off  
10 and sometimes you could get it. You know, it's a  
11 small company, didn't have a lot of pilots, so.

12 CAPTAIN ESCHER: Okay. How would you go  
13 about requesting it?

14 MR. CORELLO: You'd have to put in a  
15 request to the DO --

16 CAPTAIN ESCHER: Okay.

17 MR. CORELLO: -- in writing. They had a  
18 form. You'd fill out a form, give it to them and  
19 then they might approve it or deny it.

20 CAPTAIN ESCHER: Okay. Since, you said  
21 that you guys were a small company, would you ever  
22 consider the airline short staffed as a pilot? Did  
23 you feel like they didn't have enough pilots to --

24 MR. CORELLO: You know, in my experience  
25 lately, every airline is short staffed nowadays, so.

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1 You know, that's been my experience.

2 CAPTAIN ESCHER: Okay. So, probably no  
3 more, in your opinion, they're probably no more, no  
4 less short staffed than anybody else or --

5 MR. CORELLO: In my experience, you know,  
6 I believe that the pilot shortage is real. So,  
7 there's definitely a limited supply.

8 CAPTAIN ESCHER: Okay. All righty. And,  
9 when David was talking about Oscar, and you said that  
10 one of his weakness was radio communication, and you  
11 said you weren't sure if it was a language barrier or  
12 what it was. Was it a communication -- Did he have  
13 any communication problems inside the cockpit  
14 communicating with you?

15 MR. CORELLO: No. No. Not that I recall.

16 CAPTAIN ESCHER: Okay. All righty. Did  
17 you ever think --

18 MR. LAWRENCE: Yes.

19 CAPTAIN ESCHER: -- of that question?

20 MR. LAWRENCE: I did. A couple of things.  
21 Call-outs for non-precision approach in the Hawker,  
22 do you recall what those call-outs would have been on  
23 approach, for instance, we've intercepted the  
24 localizer. I'm talking about a localized approach --

25 MR. CORELLO: Yes.

1 MR. LAWRENCE: -- with the step downs in  
2 MDA. Walk me through what I should hear in a cockpit  
3 in an ExecuFlight Hawker from about five miles from  
4 the final approach, fixed flying.

5 MR. CORELLO: Okay. Well, it, bear with  
6 me because it's been quite a while since I've flown a  
7 Hawker.

8 MR. LAWRENCE: I agree. Indeed. Yes.  
9 And I appreciate --

10 MR. CORELLO: And I got the G4 in my, in  
11 my brain right now -

12 MR. LAWRENCE: Right.

13 MR. CORELLO: As I, from my recollection  
14 here, you know, you would call localizer alive,  
15 localizer captured and then, you know, you would call  
16 your configuration changes, you know, as you're  
17 calling for Flaps 1, Flaps 2, whatever, gear down.  
18 You know, and you would, you had your altitude call-  
19 outs, of course.

20 MR. LAWRENCE: Yes.

21 MR. CORELLO: And then, you know, on your  
22 descent towards the final approach fix you've, you  
23 had your 1,00 above, 500 above, 300 above, 200 above  
24 and --

25 MR. LAWRENCE: What is that above? A

1 thousand above?

2 MR. CORELLO: Minimums.

3 MR. LAWRENCE: Okay. So, if I'm only  
4 descending about 700 feet, I probably won't hear  
5 that.

6 MR. CORELLO: It depends. If you, what  
7 altitude are you descending from?

8 MR. LAWRENCE: Well, if I'm descending --

9 MR. CORELLO: You know.

10 MR. LAWRENCE: -- like from only 700 feet  
11 of descent to the MDA from the final approach fix am  
12 I going to hear it?

13 MR. CORELLO: Then you're not going to get  
14 a thousand above.

15 MR. LAWRENCE: Got it.

16 MR. CORELLO: You're going to get 500  
17 above.

18 MR. LAWRENCE: Got it.

19 MR. CORELLO: Three hundred above, 200  
20 above, 100 above and minimums. At least you should.

21 MR. LAWRENCE: Right. And then, and at  
22 minimums call, so I should hear that.

23 MR. CORELLO: You should hear an at  
24 minimums call.

25 MR. LAWRENCE: Who's making that call?



1 MR. CORELLO: The pilot not flying should  
2 call.

3 MR. LAWRENCE: Got it. And then at  
4 minimums, what's the pilot flying doing?

5 MR. CORELLO: The pilot flying is flying.  
6 In the at minimums, the pilot looking outside on non-  
7 precision, let's say your capture altitude, the pilot  
8 not flying should be looking for the runway.

9 MR. LAWRENCE: Right.

10 MR. CORELLO: The pilot flying should be  
11 monitoring his instruments and flying the airplane.

12 MR. LAWRENCE: If he's flying on  
13 automation, does he hit altitude hold when he gets to  
14 the MDA?

15 MR. CORELLO: It should automatically go  
16 to altitude hold.

17 MR. LAWRENCE: Okay. Because you hit the  
18 altitudes?

19 MR. CORELLO: You set the altitude. Yes.

20 MR. LAWRENCE: Got it. And then, I'm  
21 curious about, you know, with your experience, you've  
22 got good time, you've got multiple types, you've  
23 flown jets in several companies now.

24 Are you familiar with the term CDFA?  
25 Constant descent final approach?

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1 MR. CORELLO: Constant, yes.

2 MR. LAWRENCE: What is that?

3 MR. CORELLO: Constant descent final  
4 approach where you, where you maintain a constant  
5 descent to the VDP.

6 MR. LAWRENCE: All right.

7 MR. CORELLO: You're talking about?

8 MR. LAWRENCE: Yes. Or to the MDA?

9 MR. CORELLO: Yes.

10 MR. LAWRENCE: Okay. Do you operate like  
11 that? Or did you operate like that at ExecuFlight?  
12 Did you incorporate the concept of CDFA or non-  
13 precision, or were they all dive and drive  
14 approaches.

15 MR. CORELLO: You know, they weren't all  
16 dive and drive. It depends on the approach really.  
17 There's no V-Nav mode in the --

18 MR. LAWRENCE: Yes.

19 MR. CORELLO: -- Hawker.

20 MR. LAWRENCE: Yes.

21 MR. CORELLO: So, it's kind of difficult  
22 to use the automation in that regard.

23 MR. LAWRENCE: Yes.

24 MR. CORELLO: Like the G4, we can set that  
25 up and it automatically does it.

1 MR. LAWRENCE: Yes.

2 MR. CORELLO: The Hawker doesn't have that  
3 capability.

4 MR. LAWRENCE: Okay.

5 MR. CORELLO: So, you know, a more  
6 realistic method was to descend to your MDA --

7 MR. LAWRENCE: Yes.

8 MR. CORELLO: -- and then look for the  
9 runway --

10 MR. LAWRENCE: Yes.

11 MR. CORELLO: -- and fly to your missed  
12 approach point.

13 MR. LAWRENCE: Is that what CAE taught,  
14 the Hawker?

15 MR. CORELLO: I believe CAE allowed you to  
16 do it either way.

17 MR. LAWRENCE: Yes. They allowed it.  
18 What'd they teach?

19 MR. CORELLO: I don't recall to be honest  
20 with you.

21 MR. LAWRENCE: Okay. That's all I have.

22 CAPTAIN ESCHER: All right. John, did you  
23 come up with anything?

24 MR. DRAGO: No, Sean.

25 CAPTAIN ESCHER: Okay.

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1 MR. DRAGO: I'm good here.

2 CAPTAIN ESCHER: All right. Thanks. Two  
3 last questions and then I think we're done. So, I  
4 apologize.

5 MR. CORELLO: No worries.

6 CAPTAIN ESCHER: Feels like a never ending  
7 interview, right? When you were doing a non-  
8 precision approach in the Hawker, and you were  
9 walking David through call-outs and what to expect,  
10 when you would do the approach, outside the final  
11 approach fix, would you go with flaps full or would  
12 you only bring the flaps to 25? And, I know it's  
13 been a while so, I apologize.

14 MR. CORELLO: Yes. I believe full flaps  
15 was the method.

16 CAPTAIN ESCHER: Outside the final  
17 approach fix.

18 MR. CORELLO: By the final approach fix.  
19 Yes.

20 CAPTAIN ESCHER: Okay. Okay. And, the  
21 last question, you said it was a, it's a small  
22 company, you know, everybody knows everybody. You  
23 have to put it in writing, you know, you need extra  
24 days off for, or whatever. How would you classify,  
25 in your opinion, the corporate culture here? Was it,

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1 you know, everybody worked with everybody? Was there  
2 any animosity? Did you feel comfortable talking to  
3 upper management?

4 MR. CORELLO: Personally, I felt  
5 comfortable talking to management. I had no problem  
6 with it. And, I can't recall any real animosity  
7 between anyone. You know, but I can only speak for  
8 myself.

9 CAPTAIN ESCHER: All we want you to speak  
10 for. Okay. Anything you can think of that we should  
11 have asked and we didn't?

12 MR. CORELLO: Not that I can think of, no.

13 CAPTAIN ESCHER: Okay. Anything that you  
14 think, from your experience, that might help us doing  
15 this investigation to, kind of, have a better  
16 understanding?

17 MR. CORELLO: I mean, I don't know. I  
18 don't know the details of the investigation.

19 CAPTAIN ESCHER: Okay. No problem. Any  
20 final thoughts you have or anything along that lines?  
21 Okay. Well, we appreciate it. And, thank you again  
22 for taking your time on this.

23 MR. CORELLO: Yes. No problem.

24 (Whereupon, the above-entitled matter went  
25 off the record at an undisclosed time.)

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C E R T I F I C A T E

MATTER: Execuflight Hawker Accident  
November 10, 2015  
NTSB Accident No. CEN16MA036  
Interview of Joseph Corello

DATE: 12-03-15

I hereby certify that the attached transcription of page 1 to 55 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

  
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NATIONAL TRANSPORTATION SAFETY BOARD

----- :  
 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 :  
 ----- :

INTERVIEW OF: Nick Brown

Thursday,  
December 3, 2015

Banyon Aviation  
Ft. Lauderdale Executive Airport  
Ft. Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB

## APPEARANCES:

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DONNIE SHACKLEFORD

On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference



1 P-R-O-C-E-E-D-I-N-G-S

2 INVESTIGATOR ETCHER: Good afternoon. My  
3 name is Captain Sean Etcher and I'm an Investigator  
4 with the National Transportation Safety Board. I'm a  
5 Member of the Operations Group for the Execufight  
6 Hawker accident that occurred in Akron, Ohio.

7 My role here it to learn what I can about  
8 the accident so we can assist the investigation and  
9 hopefully prevent this from reoccurring. As part of  
10 our process we invite parties to participate in the  
11 investigation to provide us technical expertise.

12 For this group we have the NTSB,  
13 Execufight, Textron, and the FAA. I'll go around the  
14 room and ask everyone to introduce themselves and  
15 provide their affiliation.

16 INVESTIGATOR LAWRENCE: Name's David  
17 Lawrence. I'm the Operations Group Chairman with the  
18 NTSB.

19 MR. SHACKLEFORD: Donnie Shackelford,  
20 captain on the Hawker 700 and 800 for Execufight.

21 MR. JAHR: Chris Jahr, from the Wicker Smith  
22 law firm.

23 MR. BROWN: And Nick Brown, Charter Sales  
24 Execufight.

25 INVESTIGATOR ETCHER: And on the phone?

1 MR. DRAGO: Good afternoon. John Drago, I'm  
2 an Inspector with the FAA located in Cleveland, Ohio.  
3 And my role here is simply to assist the NTSB  
4 Operations Group in furthering the investigation. I  
5 will not be using any of the information provided here  
6 today for any other reason than to support the NTSB in  
7 this investigation.

8 INVESTIGATOR ETCHER: Nick, you are welcome  
9 to have one representative of your choice to attend.  
10 Do you wish Chris to be that representative?

11 MR. BROWN: Yes, that's fine.

12 INVESTIGATOR ETCHER: As part of the  
13 process, we'll record the interview. We'll have a  
14 transcription made which will eventually become part of  
15 the factual report. The audio will not be part of the  
16 public docket. Do you have any questions about the  
17 process?

18 MR. BROWN: No.

19 INVESTIGATOR ETCHER: All right, we'll start  
20 off with some nice easy questions for you.

21 State your full name.

22 MR. BROWN: Nicholas Ryan (phonetic) Brown.

23 INVESTIGATOR ETCHER: And your age?

24 MR. BROWN: 28.

25 INVESTIGATOR ETCHER: What's your current

1 title?

2 MR. BROWN: Charter Sales.

3 INVESTIGATOR ETCHER: With?

4 MR. BROWN: Execuflight.

5 INVESTIGATOR ETCHER: Okay. And how long  
6 have you been in that position?

7 MR. BROWN: Four years, five years in August  
8 of next year.

9 INVESTIGATOR ETCHER: And what does that job  
10 description or duties require of you?

11 MR. BROWN: My job description is sale to  
12 brokers and users, charter sales with our fleet.  
13 Sometimes we broker out aircraft but mainly it's in-  
14 house sales to our brokers and clients. And then we  
15 schedule them, and send trip sheets. And non-technical  
16 dispatch duties.

17 INVESTIGATOR ETCHER: Okay. And how many  
18 employees are there within that division or that group?

19 MR. BROWN: It's me and Sal, so two. And  
20 then Danny, three.

21 INVESTIGATOR ETCHER: Danny, the owner, CEO?

22 MR. BROWN: The owner, yes.

23 INVESTIGATOR ETCHER: Okay. And what did  
24 you do prior to your employment here at Execuflight?

25 MR. BROWN: I worked at Presidential

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1 Aviation, Universal Jet, a charter. And before that I  
2 worked with Florida Jet, service, PR (phonetic) to FXE.  
3 Mainly, I've been in the industry for about six years.  
4 You know, four with Execufly.

5 INVESTIGATOR ETCHER: Okay. Are you a  
6 pilot?

7 MR. BROWN: No.

8 INVESTIGATOR ETCHER: Are you a licensed FAA  
9 dispatcher?

10 MR. BROWN: No, I'm not.

11 INVESTIGATOR ETCHER: As part of your duties  
12 or extra duties, have you ever filed any flight plans  
13 for pilots with Execufly?

14 MR. BROWN: I haven't filed, but I did, I  
15 started flight plans, where you would pick a route,  
16 time, and the aircrafts. And then the pilots would  
17 file them. That's only when they ask me to though. I  
18 do not file flight plans though.

19 INVESTIGATOR ETCHER: And when they ask you,  
20 is that the pilot or Execufly? Or who asks you to  
21 do that?

22 MR. BROWN: That would be Danny or the  
23 pilots. So I have assisted with the preliminary work  
24 for a flight plan, but I do not file the flight plans.

25 INVESTIGATOR ETCHER: Okay.

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1 MR. BROWN: They do the end result. They  
2 look it over, the flight plan, and then they file them  
3 themselves.

4 INVESTIGATOR ETCHER: Do you ever obtain any  
5 weather or research any weather for the pilots?

6 MR. BROWN: We do look over the weather.  
7 That's like there's a hurricane coming ahead, or a  
8 severe thunderstorm. Yes, we look at it, advise the  
9 pilots saying you know. We have a trip that we're  
10 quoting and schedule, and we'll bring it up to them.  
11 But they have the final call on the flight for the  
12 weather.

13 INVESTIGATOR ETCHER: All right. Do you  
14 ever gather any weight information on the passengers,  
15 or anything along that --

16 MR. BROWN: We have when the broker, you  
17 know asks. Hey, I have you know seven people, 250/300  
18 pounds with luggage you know. Can this fit? That's  
19 the only time we ever put together information. When  
20 the broker gives it to us. Hey, can we do this flight?  
21 Well, hey, give me the weight and dimensions of the  
22 luggage and stuff. And then we ask the captain who  
23 would make that call.

24 INVESTIGATOR ETCHER: So the broker provides  
25 the weight to you?

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1 MR. BROWN: There has been flights in the  
2 past, where the broker, has hey, I have this many  
3 people. These are their weights, and this is how much  
4 luggage they're bringing on. Will this fit? And then  
5 you know we, if we don't know we ask the command, the  
6 captain. Captain, be like, yes we can do it. He runs  
7 the numbers with the weights that are provided to us.  
8 Yes.

9 INVESTIGATOR ETCHER: And do you ever do a  
10 weight and balance for the pilots?

11 MR. BROWN: I do not do a weight, pilots do  
12 them.

13 INVESTIGATOR ETCHER: All righty. Have you  
14 ever ridden on any of the Execuflight aircrafts?

15 MR. BROWN: Yes.

16 INVESTIGATOR ETCHER: Which ones, what  
17 types?

18 MR. BROWN: I've ridden on the Hawker 800,  
19 700, and G3.

20 INVESTIGATOR ETCHER: Did you ever ride on  
21 the accident flight --

22 MR. BROWN: No.

23 INVESTIGATOR ETCHER: Aircraft?

24 MR. BROWN: No, I did not.

25 INVESTIGATOR ETCHER: Okay.

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1 MR. BROWN: The other 7, (inaudible).

2 INVESTIGATOR ETCHER: Okay. Did you know  
3 either of the accident pilots?

4 MR. BROWN: Yes, I knew Oscar and Renato  
5 from Execuflight.

6 INVESTIGATOR ETCHER: Just professionally,  
7 not personally?

8 MR. BROWN: Just professionally, not  
9 personally.

10 INVESTIGATOR ETCHER: All righty. And when  
11 they were here and you knew them professionally, how  
12 was your interaction with them? Great to work with or  
13 -- in your opinion were they easy --

14 MR. BROWN: In my opinion, they were very  
15 easy to work with. Happy to fly, want to fly. They  
16 got along very well. Never complaining. So overall, I  
17 would say they were very well to work with, you know,  
18 for a crew. You know, they were happy.

19 INVESTIGATOR ETCHER: Okay. Did you book or  
20 crate the accident trip?

21 MR. BROWN: I did not. Sal, originally  
22 quoted it to the broker. They made some changes that I  
23 helped with and then we sent the trip sheet. Sal was  
24 out of the office the day that they made some changes,  
25 just minor changes with times and stuff. But they

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1 always did have Akron Fulton Airport on their  
2 itinerary.

3           They made a little swaps on the routing of  
4 the full trip, which I helped with.

5           INVESTIGATOR ETCHER: What kind of swaps did  
6 they make, if you can recall?

7           MR. BROWN: They, like the first airport  
8 that they requested to go to was Fort Lauderdale to  
9 Akron. They changed that to St. Paul. So you know  
10 they swapped a couple legs, but it was always Akron  
11 Fulton Airport that they wanted to use. Because that  
12 was closer to their intended destination.

13           INVESTIGATOR ETCHER: All righty.  
14 Typically, how is it that a trip is created when you  
15 know, from your viewpoint?

16           How is it you create a trip if somebody  
17 calls?

18           INVESTIGATOR ETCHER: Someone calls with a  
19 request. We quote it out. We get feedback. If they  
20 want to book, we look at our availability with crew,  
21 and our schedule. We wait for the signed contract to  
22 come back. We get it approved by Danny. After he  
23 approves it, we set it up. And then we get all the  
24 details from the broker, passengers, times, FBOs.

25           We're on the no-fly list, and before it's



1 released, the chief pilot looks at it. And will  
2 release the flight. That's after we schedule, you  
3 know, we have the passenger's departure times, all the  
4 details and then crew.

5 INVESTIGATOR ETCHER: I'm sorry, I have to  
6 take this call.

7 MR. BROWN: The chief pilot has, and --

8 INVESTIGATOR ETCHER: We'll pause for just a  
9 moment, hold on.

10 (Whereupon, the above-entitled matter  
11 momentarily went off the record).

12 INVESTIGATOR ETCHER: All righty. We were  
13 talking about how you create a trip. And you send it  
14 to the chief pilot to get some feedback. Can you kind  
15 of continue from there?

16 MR. BROWN: Well, he releases the flight  
17 after we book it. We schedule it. He releases the  
18 final and this is, you know, this is a go, or no we're  
19 not doing this.

20 INVESTIGATOR ETCHER: Okay.

21 MR. BROWN: Danny, or the chief pilot. And  
22 that's how we book a flight and release it.

23 INVESTIGATOR ETCHER: Now --

24 MR. BROWN: For 135.

25 INVESTIGATOR ETCHER: Understood, sorry.

1 Thank you. Now at the beginning of that you said that  
2 you get the call to prepare the numbers or whatever.

3 And then you get some feedback --

4 MR. BROWN: We get a call or an email.

5 INVESTIGATOR ETCHER: And you get some  
6 feedback. What do you mean by you get feedback?

7 MR. BROWN: Feedback?

8 INVESTIGATOR ETCHER: At the beginning, you  
9 get the call from the broker --

10 INVESTIGATOR ETCHER: Oh no. Yes, we get  
11 the call, we get feedback. Hey, how are we looking on  
12 pricing on this?

13 INVESTIGATOR ETCHER: Okay.

14 MR. BROWN: That's what I meant by feedback  
15 from the --

16 INVESTIGATOR ETCHER: Okay. Yes, sorry. I  
17 just wanted a little --

18 MR. BROWN: -- from the quotation.

19 INVESTIGATOR ETCHER: I just wanted a little  
20 clarification, sorry about that.

21 MR. BROWN: No problem.

22 INVESTIGATOR ETCHER: So, who typically  
23 contacts you? Is it the broker? Is it a direct sale?  
24 How's that work?

25 MR. BROWN: Eighty percent is brokers.

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1 INVESTIGATOR ETCHER: Okay. And the other  
2 20 percent?

3 MR. BROWN: Would be end users.

4 INVESTIGATOR ETCHER: Okay. How is it you  
5 can assess which airplane could be used for a trip that  
6 you're building?

7 MR. BROWN: Going on the passenger count.  
8 We have mid and heavy.

9 INVESTIGATOR ETCHER: Okay.

10 MR. BROWN: I mean if it's over 8  
11 passengers, we can't book the Hawker or Westwind. Has  
12 to be a G3. It depends on the length, you know, where  
13 it'll be flying, the duration of the flight. I mean we  
14 can't fly seven hours in the Hawker. So that's what it  
15 is, its location, elevation, duration of flight, and  
16 passenger count. That's how we decide, hey you know,  
17 what are we -- because we get a lot of calls from  
18 brokers say, hey you know, can you fly here to San  
19 Francisco, non-stop on a Hawker?

20 No we can't. I don't have Supermid.

21 INVESTIGATOR ETCHER: Okay.

22 MR. BROWN: We got a heavy. And that's,  
23 brokers don't know that. You know they think private  
24 jets could fly, you know across the country without a  
25 fuel stop. No, that's not how it works.

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1 INVESTIGATOR ETCHER: Okay.

2 MR. BROWN: So yes, that's --

3 INVESTIGATOR ETCHER: Understood. Is there  
4 a certain length of runway you look at, where the  
5 airports they're planning on going? Is there certain  
6 lengths you look for?

7 MR. BROWN: Yes.

8 INVESTIGATOR ETCHER: And what is that?

9 MR. BROWN: Over 5,000 at sea level.

10 INVESTIGATOR ETCHER: Is that a Execufight  
11 policy? Or is that just something that you all use as  
12 --

13 MR. BROWN: It's Part 135 regulations.

14 INVESTIGATOR ETCHER: Okay.

15 MR. BROWN: Minimum 5,000 feet at sea level.  
16 We don't go under that.

17 INVESTIGATOR ETCHER: Okay. Once the trip  
18 sheet is created, and it's approved up through the  
19 levels it goes through, do you do anything to get the  
20 flight scheduled? The crews, the airplanes, how do you  
21 determine that?

22 MR. BROWN: We assist in scheduling crews,  
23 but like I said, the chief pilot has the final decision  
24 on who he wants to fly that, you know flight. We help  
25 with fuel pricing, FBO coordination, and flight

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1 following with the brokers.

2 INVESTIGATOR ETCHER: I'm sorry. Flight  
3 following --

4 MR. BROWN: Flight following, like door's  
5 open, door's closed. We track the flight on  
6 FlightAware. Flight following with the broker.

7 INVESTIGATOR ETCHER: So you do it for the  
8 broker, not for Execuflight?

9 MR. BROWN: We do it for us, we want to know  
10 where our plane is too, with it you know. After they  
11 land, hey, we let the -- plane landed, flight went  
12 well. We get feedback from mainly the crew. Customer  
13 service, you know to the broker.

14 INVESTIGATOR ETCHER: And how do you know  
15 when the doors are, I think the door's closed, door's  
16 open?

17 MR. BROWN: Yes, door's closed would be  
18 literally just what it says. Door's closed, they're  
19 taxiing out right before take-off.

20 INVESTIGATOR ETCHER: How do they  
21 communicate that with you?

22 MR. BROWN: Text message.

23 INVESTIGATOR ETCHER: And the same with door  
24 open?

25 MR. BROWN: And door open, as soon as they

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1 land, taxi in, door opens up at the FBO, and we would  
2 get a door's open.

3 INVESTIGATOR ETCHER: Is there anything else  
4 that they typically put on there?

5 MR. BROWN: Nope. Just that, door is  
6 closed, door is open. That's it.

7 INVESTIGATOR ETCHER: Okay. Once a trip has  
8 been scheduled and approved and the airplane's  
9 allocated. Does anybody ever come up and say no, this  
10 trip can't be done for some reason that you're aware  
11 of?

12 MR. BROWN: Oh, yes. We've had requests,  
13 we've booked and you know Danny comes in, the chief  
14 pilot, hey, we can't fly non-stop out of Aspen to Fort  
15 Lauderdale in the summer due to the elevation. So you  
16 know, we make changes, and yes. So to answer your  
17 question, yes.

18 INVESTIGATOR ETCHER: That's Danny or chief  
19 pilot or somebody?

20 MR. BROWN: Chief pilot or Danny.

21 INVESTIGATOR ETCHER: Do your pilots ever  
22 come to you and say the same thing, or do they  
23 typically --

24 MR. BROWN: Yes, they do.

25 INVESTIGATOR ETCHER: All right. Do you

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1 ever, I know you said the chief pilot schedules the  
2 pilots for the trips, do you ever deal with pilot's  
3 days off. Or looking at that or schedule their days  
4 off?

5 MR. BROWN: They'll tell us, hey, you know  
6 my son's birthday is coming up. I'd like to have this  
7 day off. We mention to the chief pilot, but it's his  
8 final decision. And then we put it on the calendar, so  
9 we all know.

10 INVESTIGATOR ETCHER: As part of your  
11 duties, do you book -- I think you said earlier you  
12 might book hotels for pilots?

13 MR. BROWN: We book hotels, yes.

14 INVESTIGATOR ETCHER: Do you keep track of  
15 their flight time or duty time at all?

16 MR. BROWN: Yes.

17 INVESTIGATOR ETCHER: How so? How do you  
18 keep track of it?

19 MR. BROWN: We know that it's ten hours in  
20 24 flight time. And then duty time would be 14 hours.  
21 We do know about that, and we do keep track. We don't  
22 quote flights and schedule flights over ten hours in a  
23 day, or 14 in a duty.

24 INVESTIGATOR ETCHER: So you typically will  
25 schedule the flight accordingly --

1 MR. BROWN: Right, and if we're close,  
2 we'll, hey, let's look at the times here. Is this  
3 doable? And then the captain you know will tell us.

4 INVESTIGATOR ETCHER: Okay. For the  
5 accident trip, do you recall any concerns about it that  
6 was mentioned around?

7 MR. BROWN: No, I mean I was working that  
8 day and you know, I was flight following. I called the  
9 FBO, because I hadn't heard from them, and I get a  
10 door's open. Called the FBO, and they said it wasn't  
11 there. They told me to call the approach. I called  
12 them and they gave me the news.

13 As soon as I found that out, I called Danny.

14 INVESTIGATOR ETCHER: Okay. Does  
15 Execufight have a policy in place for events like  
16 that, where there is no door's open text received?

17 Do you guys have a written policy at  
18 Execufight?

19 MR. BROWN: That I don't know. We have a  
20 written policy. But I, you know from instincts, you  
21 call your superior, the President, CEO. And that's why  
22 I called as soon as I found out.

23 INVESTIGATOR ETCHER: Okay. Is there  
24 typically a time that you wait to get a door's open  
25 text before you start that process?

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1 MR. BROWN: I mean you know, after we in  
2 FlightAware you know we see them land. We give them  
3 like ten, fifteen minutes, you know taxi time to come  
4 in. You know help with the passenger's luggage. But  
5 normally as soon as they touch down, they taxi, and we  
6 will get the message, door's open.

7 INVESTIGATOR ETCHER: You've answered a lot  
8 of my questions. Right now, I'm going to go around the  
9 room and let the other gentlemen ask questions if they  
10 have any.

11 INVESTIGATOR LAWRENCE: Okay, ever had  
12 difficulties booking a trip or scheduling a trip due to  
13 lack of flight crews?

14 MR. BROWN: No.

15 INVESTIGATOR LAWRENCE: Okay. You said you  
16 also helped with the booking of hotels?

17 MR. BROWN: Yes.

18 INVESTIGATOR LAWRENCE: What is the priority  
19 or what is the process of determining which hotel  
20 you're going to put the crew up in?

21 MR. BROWN: We look at a hotel nearby. You  
22 know with a restaurant, because they want to eat. And  
23 you know, it's usually a Marriott, Hilton, something  
24 nearby, you know. Just in case we get a callout, hey,  
25 departure time changes, they're within ten minutes of

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1 the airport.

2 INVESTIGATOR LAWRENCE: You said the pilots  
3 will occasionally call you to ask for days off, and  
4 obviously the chief pilot has the final say and  
5 authority --

6 MR. BROWN: Well that's because we, you know  
7 we make notes on the calendar, and we schedule flights.  
8 We put people's doctor appointments on the calendar but  
9 like I said, it's the captain's final, or the chief  
10 pilot's final decision --

11 INVESTIGATOR LAWRENCE: Right.

12 MR. BROWN: -- to schedule, you know, hard  
13 days off.

14 INVESTIGATOR LAWRENCE: Specific to Oscar or  
15 Renato.

16 MR. BROWN: Yes.

17 INVESTIGATOR LAWRENCE: During the lead up  
18 to this actual trip, say let's go back two weeks prior  
19 to the accident. Had you received any phone calls from  
20 either one of those individuals asking for specific  
21 days off?

22 MR. BROWN: I didn't. Sal did. Renato  
23 wanted a couple days off and we gave it to him. It was  
24 approved. And that was two days after, you know the  
25 day after they were supposed to come back, that

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1 Tuesday. That next two days he was off.

2 INVESTIGATOR LAWRENCE: Okay. So the day  
3 after the accident --

4 (Simultaneous speaking)

5 MR. BROWN: The following day, we had hard  
6 days off for him.

7 INVESTIGATOR LAWRENCE: Let me finish, so  
8 the day after the accident would have been the two days  
9 that Renato was requesting off?

10 MR. BROWN: Right.

11 INVESTIGATOR LAWRENCE: Got it. Did he say  
12 why?

13 MR. BROWN: I believe he had family coming  
14 in town.

15 INVESTIGATOR LAWRENCE: Okay. Any other  
16 time within -- with the time, and I know Oscar and  
17 Renato hadn't been with the company for that long. But  
18 during any of your dealings since they came on about  
19 June to May timeframe, for both pilots, had you  
20 received any other indications of requests for time off  
21 for --

22 MR. BROWN: Not from Oscar or Renato, no.

23 INVESTIGATOR LAWRENCE: Okay. How do you,  
24 do you do any preplanning to develop the trip package?  
25 Do you wait for the broker to determine or advise you

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1 of passenger weights? Or do you ask for that, or do  
2 you wait --

3 MR. BROWN: We do not ask for the weights.

4 INVESTIGATOR LAWRENCE: Okay.

5 MR. BROWN: The only time we get the weights  
6 is if, you know, it's they have you know eight  
7 passengers. And they have seven that are you know over  
8 the average of 150, 180 you know. Are we able to fly  
9 this mission?

10 And we'll, I'll get the weights then pass it  
11 along to the captain of the flight, so he can run the  
12 numbers.

13 INVESTIGATOR LAWRENCE: And this will be an  
14 opinion on your part.

15 MR. BROWN: Yes.

16 INVESTIGATOR LAWRENCE: But I know you've  
17 been with the company for a while. In your dealings  
18 with this company and in accepting broker's offers, or  
19 trying to get these sales. Have you ever been  
20 pressured to accept a sale that somebody else within  
21 the company said, I'm not sure we can do this trip or  
22 anything like that?

23 MR. BROWN: No.

24 INVESTIGATOR LAWRENCE: Okay.

25 MR. BROWN: I'm not.

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1 INVESTIGATOR LAWRENCE: Okay. And from your  
2 perspective as a sales person, can you kind of give me  
3 a general feeling of what you feel the safety culture  
4 of this operation is?

5 MR. BROWN: I think we're very safe. Our  
6 maintenance is great. We have a great reputation.  
7 Feedback from our customers. Like I said, you know  
8 I've been with the company, it'll be five years in  
9 August. Never had an incident. All our pilots well  
10 trained, you know from school and training.

11 I would say, yes, we're are very top notch.  
12 ARGUS Gold, Wyvern Registered, very safe.

13 INVESTIGATOR LAWRENCE: You said great  
14 feedback from customers --

15 MR. BROWN: Customers, brokers. I mean we  
16 have a good reputation, in 135.

17 INVESTIGATOR LAWRENCE: With the brokers?

18 MR. BROWN: With the brokers, and users,  
19 repetitive customers.

20 INVESTIGATOR LAWRENCE: All right. I don't  
21 have anything more.

22 INVESTIGATOR ETCHER: Okay, Donnie.

23 MR. SHACKLEFORD: I would like to ask a  
24 question, this is my own personal thing and a lot of  
25 times --

1           INVESTIGATOR LAWRENCE: I hate to cut you  
2 off again, is it a question for the NTSB investigation.  
3 Or a personal, how do you mean a personal question?

4           MR. SHACKLEFORD: Well, let's just skip it.  
5 We'll just skip it. I was just going to ask a question  
6 about -- I'll tell you what. I'll ask the question, if  
7 you don't think he should answer it, how about you tell  
8 us.

9           INVESTIGATOR LAWRENCE: That's exactly where  
10 I was going with it.

11          MR. JAHR: Okay, let's go ahead.

12          MR. SHACKLEFORD: A lot of times as a pilot,  
13 you know that when I'm out flying, if I can't, if I  
14 have an issue about going from this airport to that  
15 airport because of weather. I might likely pick up the  
16 phone and call and say, hey guys, I can't get in here  
17 because the weather's bad.

18          MR. BROWN: Right.

19          MR. SHACKLEFORD: Can you make arrangements  
20 for these people to get more transportation? Did Oscar  
21 or Renato call you and ask you, or say anything to you  
22 about the weather that day?

23          MR. BROWN: That day we did not get any text  
24 message, no call of any issues with weather.

25          MR. SHACKLEFORD: Well then, you know on

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1 follow-up on that on my part, is I always send a door's  
2 closed, a door's open just like everybody else.

3 MR. BROWN: Yes.

4 MR. SHACKLEFORD: I always list an  
5 alternate. Did they list an, list an alternate on  
6 their door's closed that you remember?

7 MR. BROWN: I didn't see an alternate on the  
8 door's closed. I did get a door's closed, and that was  
9 the last message.

10 MR. SHACKLEFORD: That's all I wanted to  
11 ask.

12 INVESTIGATOR ETCHER: Okay.

13 MR. BROWN: However, in the past, yes. I  
14 have from Oscar and other captains.

15 (Simultaneous speaking)

16 MR. SHACKLEFORD: Most of the captains  
17 (inaudible) and I just wondered if they did that on  
18 that day?

19 MR. BROWN: No they didn't on that day.

20 INVESTIGATOR ETCHER: And John?

21 MR. DRAGO: No, I have nothing. Thank you.

22 INVESTIGATOR ETCHER: Okay. Just a few  
23 little questions and then you're almost done.

24 MR. BROWN: Okay.

25 INVESTIGATOR ETCHER: In your almost five

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1 years here with Execuflight, have you had any  
2 interaction or dealings with the FAA here. Or have you  
3 ever seen them come by?

4 MR. BROWN: I've seen them come by. But I  
5 haven't interacted with them.

6 INVESTIGATOR ETCHER: Okay. And if you see  
7 an issue, whatever it may be, is there a policy or a  
8 procedure in place at Execuflight for you to voice that  
9 concern. For whatever it may be?

10 MR. BROWN: Is there a procedure?

11 INVESTIGATOR ETCHER: A policy or procedure  
12 that Execuflight has for airing concerns?

13 MR. BROWN: Yes, of course.

14 INVESTIGATOR ETCHER: What is that policy or  
15 procedure?

16 MR. BROWN: Well I go directly to you know,  
17 chief pilot and Danny to voice my concern.

18 INVESTIGATOR ETCHER: Is that written  
19 anywhere that you can think of? Or is it just common  
20 knowledge?

21 MR. BROWN: Just common knowledge. I've  
22 never, if it got written, but -- yes.

23 INVESTIGATOR ETCHER: Okay. All right. I'm  
24 all done with my questions, nobody else has any? All  
25 right.



1           Is there anything that you can think of that  
2 we should have asked and we didn't, that you think  
3 would help us with this investigation, or in general?

4           MR. BROWN: I think asked all the questions  
5 that you needed to ask, yes.

6           INVESTIGATOR ETCHER: Okay. All righty, do  
7 you have any other comments?

8           MR. BROWN: Nope, nope.

9           INVESTIGATOR ETCHER: Great. I appreciate  
10 it.

11          MR. BROWN: You're welcome.

12          INVESTIGATOR ETCHER: Thanks for coming in.

13          MR. BROWN: Thank you.

14                 (Whereupon, the above-entitled matter went  
15 off the record.)

16

17

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C E R T I F I C A T E

MATTER: Execufight Hawker Accident  
Akron, OH, November 10, 2015  
Accident No. CEN16MA036  
Interview of Nick Brown

DATE: December 3, 2015

I hereby certify that the attached transcription of page 1 to 28 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

  
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NATIONAL TRANSPORTATION SAFETY BOARD

----- :  
 IN RE: :  
 :  
 THE EXECUFLIGHT HAWKER : NTSB Accident No.  
 ACCIDENT THAT OCCURRED IN : CEN16MA036  
 AKRON, OHIO ON NOVEMBER 10, :  
 2015 :  
 :  
 ----- :

INTERVIEW OF: ROBERT ADAMO\*

Thursday,  
December 3, 2015

Banyon Aviation  
Ft. Lauderdale Executive Airport  
Ft. Lauderdale, Florida

BEFORE

DAVID LAWRENCE, Investigator, NTSB  
SEAN ETCHER, Investigator, NTSB

## APPEARANCES:

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On Behalf of ExecuFlight:

DONNIE SHACKLEFORD

On Behalf of the Federal Aviation Administration:

JOHN DRAGO\*

\*Present by teleconference

P-R-O-C-E-E-D-I-N-G-S

(Time not disclosed)

1  
2  
3 MR. LAWRENCE: So let me get started here  
4 this morning. And good morning to everybody. My name  
5 is Captain David Lawrence. I'm with the the National  
6 Transportation Safety Board. I am the Operations Group  
7 chairman for the ExecuFlight Hawker accident that  
8 occurred in Akron, Ohio last month.

9 My role here is to learn what I can about  
10 the accident so I can assist in the investigation and  
11 hopefully we can prevent this from reoccurring again.  
12 As part of our process, we invite parties to  
13 participate in the investigation to provide us  
14 technical expertise.

15 For this particular group, we have myself,  
16 the NTSB, ExecuFlight, Textron, and the FAA. I'm  
17 going to go around the room now, Bob, and ask everyone  
18 that's here to introduce themselves, and also on the  
19 phone, and provide their affiliation.

20 MR. ETCHER: Good morning. My name is Sean  
21 Etcher and I'm with the NTSB.

22 MR. JAHR: This is Chris Jahr with the  
23 Wicker Smith Law Firm. Can you hear me okay, Bob?

24 MR. ADAMO: Yes, Chris.

25 MR. SHACKLEFORD: Good morning, Bob. This

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1 is Donnie, Donnie Shackelford, Captain with the Hawker  
2 for ExecuFlight.

3 MR. LAWRENCE: And on the phone?

4 MR. ADAMO: And it's Robert Adamo on the  
5 phone. Used to be the Director of Operations for  
6 ExecuFlight, resigned a few months ago.

7 MR. LAWRENCE: Also on the phone?

8 MR. DRAGO: John Drago with the FAA, out of  
9 Cleveland, Ohio. Good morning.

10 MR. LAWRENCE: And, John, if you would, with  
11 the FAA, explain your role in this process.

12 MR. DRAGO: Thank you, David. I'm John  
13 Drago. I'm the inspector out of the Cleveland office.  
14 My role here is to simply assist the NTSB operations  
15 group in furthering the investigation. I'm not party  
16 to any enforcements or any adverse actions based on  
17 anything that I learn here with the group. Okay?

18 MR. LAWRENCE: Thanks, John. And, Bob,  
19 you're welcome to have one representative of your  
20 choice attend and sit in with you. Is Chris your  
21 choice to --

22 MR. ADAMO: Chris is fine. Let's just it that  
23 way. That's good.

24 MR. LAWRENCE: Okay. And as I mentioned  
25 earlier, as part of this process, I'll record the

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1 interview and we'll have a transcription made which  
2 will eventually become part of the factual record. The  
3 audio of this interview will not be part of any public  
4 docket. Do you have any questions about the process or  
5 any questions before we get started here?

6 MR. ADAMO: No. I'm ready to go.

7 MR. LAWRENCE: Okay, great. Again, if you  
8 can't hear me or if you have difficulty, just let me  
9 know.

10 MR. ADAMO: Oh, yeah, I will.

11 MR. LAWRENCE: Oh, great, Bob. Let me start  
12 off with the easy ones, and I'll just get your full  
13 name and age.

14 MR. ADAMO: Okay, Robert Anthony Adamo and,  
15 I'm, let's see, I'm 51 for another month. So that  
16 should work.

17 MR. LAWRENCE: Okay. Great. And when you  
18 were at ExecuFlight what was your title?

19 MR. ADAMO: Director of Operations was my --  
20 the title prior to resigning was Director of  
21 Operations.

22 MR. LAWRENCE: Okay, and --

23 MR. ADAMO: I held other titles within the  
24 company in prior years, but that was the last title  
25 that I held.

1 MR. LAWRENCE: Okay, we'll go back to that  
2 in a second, but when did you -- how long were you  
3 Director of Operations?

4

5 MR. ADAMO: Guesstimation, about two years.

6 MR. LAWRENCE: Okay. When did you start  
7 work for ExecuFlight?

8 MR. ADAMO: February of 2011.

9 MR. LAWRENCE: Okay. All right. And, I'm  
10 curious, what do you do now?

11 MR. ADAMO: Right now I'm actually Director  
12 of Maintenance for another 135 operation as well as a  
13 line captain. I was Director of Ops for this company  
14 I'm with now, but I moved over to the Director of  
15 Maintenance position. I like maintenance the best.  
16 Let's put it that way.

17 MR. LAWRENCE: Right. And when did you  
18 separate from ExecuFlight?

19 MR. ADAMO: Technically, I left in February  
20 of 2015. I stayed on a little longer while he was  
21 trying to find a replacement. There were some issues  
22 for trying to find a replacement. I'm not really sure  
23 what the problem was, but I finally fully severed, I  
24 believe it was the end of September. But from February  
25 until September, I was on actively as Director of Ops

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1 for the company, but my role was limited because I was  
2 already employed by this other company.

3 MR. LAWRENCE: Okay. And why did you leave  
4 ExecuFlight?

5 MR. ADAMO: Well, you know, bigger, better  
6 things. There was no real -- I had some internal  
7 problems of my own, family issues. I live up in the  
8 Orlando area and the company was down in south Florida.  
9 I'd been away from home for over three years, so that  
10 kind of led to it.

11 And I had the opportunity to be involved  
12 with this other certificate which is closer to home.  
13 And, you know, and then there was, you know, there was  
14 some internal strife but nothing worth mentioning at  
15 this point.

16 MR. LAWRENCE: Okay. Let me go quickly  
17 through your certificates and ratings.

18 MR. ADAMO: Okay.

19 MR. LAWRENCE: Do you want --

20 MR. ADAMO: Do you want me to state them or  
21 --

22 MR. LAWRENCE: Yes.

23 MR. ADAMO: -- do you want to --

24 MR. LAWRENCE: What are your certificates  
25 and ratings?

1 MR. ADAMO: Oh, what are my certificates?

2 MR. LAWRENCE: Yes.

3 MR. ADAMO: Of an ATP, I'm type rated in the  
4 Westwind, the Hawker, the Gulfstream III, Gulfstream V,  
5 SIC in the IV. I also hold an A&P. I've held the IA  
6 position with the FAA but I gave that up when I kind of  
7 left the -- I didn't need the IA anymore so I kind of  
8 gave it up. Trying to think. I'm also a certified  
9 flight instructor CFI, CFII, MEI.

10 MR. LAWRENCE: Okay, great. Medical?

11 MR. ADAMO: Oh, yeah, First Class Medical.

12 MR. LAWRENCE: First? Any limitations?

13 MR. ADAMO: Not anymore, no. I did have  
14 cancer at one point and that -- I actually lost my  
15 Medical for about four years. And then I finally got  
16 it back and, of course, there's the hoops to jump  
17 through that. And eventually, when I was certificated  
18 cure, I went back to Standard Medical.

19 MR. LAWRENCE: Got it. What aircraft did  
20 you fly when you were with ExecuFlight?

21 MR. ADAMO: I flew the Westwind primarily  
22 and the Gulfstream III.

23 MR. LAWRENCE: Okay. Just an estimation of  
24 your total time, Bob.

25 MR. ADAMO: Oh, 12,000, 13,000 total time.

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1 MR. LAWRENCE: Okay. And you have no time  
2 in the Hawker at all. Correct?

3 MR. ADAMO: No, no, I got -- now I got, I  
4 want to say, close to, I'm guesstimating but close to a  
5 thousand hours in the Hawker now.

6 MR. LAWRENCE: But you didn't fly the Hawker  
7 for ExecuFlight?

8 MR. ADAMO: No, but I'm flying the Hawker  
9 now for, with this company. We have a Hawker 800A.

10 MR. LAWRENCE: Okay.

11 MR. ADAMO: When -- well, let's put it this  
12 way. When I left ExecuFlight it was, I had done some  
13 stuff on the side, probably fly, I would say about 500  
14 hours in the Hawker when I had left ExecuFlight.

15 MR. LAWRENCE: Okay.

16 MR. ADAMO: But I did not fly the Hawker for  
17 ExecuFlight.

18 MR. LAWRENCE: Okay. And, if you could,  
19 Bob, just give me a really brief, CliffsNotes version  
20 of your background. What led you to ExecuFlight in the  
21 first place?

22 MR. ADAMO: Well, let's see here. From, I  
23 had developed cancer in two thousand -- well, let's  
24 back up. I owned a flight training facility up in  
25 DeLand, Florida for 15-plus years. We did training

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1 from zero all the way to commercial, multi-engine and  
2 ATP.

3           Our forte in the business was we ran King  
4 Airs to do the commercial end of the commercial multi-  
5 instrument parts. And we did, we were very successful  
6 and had several contracts with the FAA -- not with the  
7 FAA, I'm sorry, with the airlines to, you know, provide  
8 pilots up to completion of the courses to go right into  
9 a regional.

10           Long story, short, I got cancer back in  
11 2001, the first bout. Then the second and hard bout  
12 was 2004. I fought that until I was, 2008, at which  
13 point, from 2004 to 2008, I had lost my Medical because  
14 of the cancer.

15           Then, slowly, but surely, after 2008 I got  
16 back into it. I started as a Director of Maintenance  
17 for the company. I was operating American and  
18 registered aircraft in Jamaica. They were Beech 1900.  
19 I'm sorry, I also, I think I neglected to say I'm also  
20 rated in the 1900.

21           So I did that for a little while. Then I  
22 spent a little time in Africa flying another 1900, and  
23 once I got my Medical back in 2009. I believe it was  
24 beginning of 2009. From 2009 to 2010 I kind of did  
25 some side work. February, I think it was actually

1 December 2010 is when I first was offered a position  
2 with ExecuFlight as a pilot for the Westwind because I  
3 was Westwind typed. And I started in February.

4           And somewhere in there I did a little time  
5 with the Air America, Inc, another 135 operator, for --  
6 it was a 135 operator. It also operated a Westwind out  
7 of St. Petersburg, Florida. And the certificate was  
8 managed by the South Florida FSDO which the Miami  
9 office at the time or the Fort Lauderdale office before  
10 they kind of combined.

11           So, yeah, I came into ExecuFlight in  
12 beginning of 2011. By the time you got done with all  
13 the training school, ya-de ya-da, I went on line, I  
14 believe it was February of 2011. I was a captain of  
15 the Westwind.

16           I was there roughly, oh, three, four months  
17 and I was also, then, I believe -- I don't remember if  
18 it was that I did it right away or whether it was a  
19 month or two that I was there, but I also went on as  
20 Chief Inspector for ten or more aircraft, the  
21 Gulfstreams to be the Chief Inspector for the  
22 maintenance side.

23           About six months down the line, I believe,  
24 the Director of Maintenance retired. Or, I'm sorry,  
25 not retired. I shouldn't say he retired. He resigned.

1 He went on to bigger and better things. And I took  
2 over as DOM. I was there, roughly, about a year as  
3 DOM.

4 Then I briefly moved up to Chief Pilot for  
5 about six months because I had all the qualifications  
6 and I'd done it before. And then, I would say, six  
7 months later is when I became Director of Ops, and from  
8 that point on until I resigned, I was Director of  
9 Operations.

10 MR. LAWRENCE: Great. Nice, condensed  
11 CliffsNotes version. I appreciate that, Bob.

12 MR. ADAMO: Yes.

13 MR. LAWRENCE: What were your roles and  
14 responsibilities as Director of Operations?

15 MR. ADAMO: Well, the standard roles and  
16 operations for any director of operations -- daily  
17 operation of the control of the, of the company. I  
18 coordinated scheduling with maintenance, pilot  
19 training, even though that was the Chief Pilot's job.  
20 You know, day-to-day operations. I mean, I don't have  
21 the exact roles in front of me to talk to you.

22 MR. LAWRENCE: No.

23 MR. ADAMO: But it was, it's listed in, as  
24 part of 119.

25 MR. LAWRENCE: Okay. You ran as a 119?

1 MR. ADAMO: No, they're -- the  
2 qualifications required to be a Director of Operations  
3 is 119.

4 MR. LAWRENCE: Right.

5 MR. ADAMO: Section 119. Yes, I also was  
6 the general manager. I keep forgetting that part. It  
7 was DM/GM -- it was a DO/GM type position.

8 MR. LAWRENCE: Where's -- what do you do as  
9 a general manager?

10 MR. ADAMO: Well, it was, like I said, day-  
11 to-day operations -- took care of scheduling, helped  
12 with the scheduling part of it, bills, accounting  
13 purposes. Made sure everybody, you know, had something  
14 to do. Was more of an office type position.

15 And, you know, we were involved with -- I  
16 didn't set up any accounting or banking. That was left  
17 to Danny. He was the president and ran it. But I ran  
18 like the, you know, day-to-day operations of the  
19 company. Helped out with computer systems, you know,  
20 general manager. I mean, it was how you explain it.

21 MR. LAWRENCE: Okay.

22 MR. ADAMO: Day-to-day operations. I mean,  
23 just cover-to-cover. I mean, so.

24 MR. LAWRENCE: And you held some of these  
25 roles simultaneously?

1 MR. ADAMO: The GM/DO, yes.

2 MR. LAWRENCE: Okay. Was that challenging?

3 MR. ADAMO: At times, yeah. At times. You  
4 know, but there was no real conflict between the two  
5 positions because the DO is pretty much -- if you look  
6 at the definitions and responsibilities, it's very  
7 close to being a general manager.

8 MR. LAWRENCE: Yes, all right. So let me  
9 ask you, did you -- had you ever had an opportunity to  
10 fly with either Oscar or Renato?

11 MR. ADAMO: No. They came in after I had  
12 left. I think I spoke to Renato on the phone, maybe  
13 twice, when he was first hired to try to get him into a  
14 training class. We were trying to work out his  
15 scheduling when I was -- it was just after I had left  
16 and I was still there, and I was the Go-To, da-da,  
17 while he was trying to transition.

18 That would have been, I want to say, March  
19 of 2015. And I got him scheduled into a CAE to be ready  
20 to, you know, go into class. And, but that was my only  
21 contact with Renato. And, with Oscar, I don't recall  
22 even talking to him or meeting him at all.

23 MR. LAWRENCE: Okay, so you had no  
24 interaction with them. I know you said you left in  
25 February of this year, but you were still doing work



1 with the company up until September. And you didn't  
2 have any interaction with them?

3 MR. ADAMO: No. I left it all to the Chief  
4 Pilot to deal with their training. And so I had no  
5 interactions with them at all.

6 MR. LAWRENCE: Okay. Were you involved, at  
7 any point in time, in the hiring of either of these two  
8 pilots?

9 MR. ADAMO: No.

10 MR. LAWRENCE: Okay. And just, I think  
11 you've alluded to this but I'll just double-check. Did  
12 you have an opportunity to communicate with either of  
13 these pilots outside the work environment?

14 MR. ADAMO: No.

15 MR. LAWRENCE: Okay.

16 MR. ADAMO: Not at all.

17 MR. LAWRENCE: Okay. So let me go, there's  
18 a couple other things that were under kind of general  
19 areas of responsibility with the company while you were  
20 there. So one of the things we've learned is there was  
21 a practice that captains would primarily fly these legs  
22 on these charters with passengers, and not the First  
23 Officers. And the First Officers primarily would fly  
24 empty legs. Were you aware of that practice?

25 MR. ADAMO: Okay, you broke up a little bit.

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1 So one more time?

2 MR. LAWRENCE: Yes, no problem, Bob. One of  
3 the things we learned through some of the other pilots  
4 we've talked to is that the captains primarily would  
5 fly the passenger legs on these charters.

6 MR. ADAMO: Correct.

7 MR. LAWRENCE: And the First Officers would  
8 primarily only fly when the legs were empty, like a  
9 reposition fly or ferry fly or something like that.  
10 Were you aware of that?

11 MR. ADAMO: Yes. Actually, that was one of  
12 the safety proposals in place when I was there. And,  
13 but that's not exactly accurate. The First Officer  
14 will fly the empty leg, pending his experience level.  
15 You know, you'd get some younger First Officers that  
16 weren't quickly up to speed or that needed, you know,  
17 some finessing.

18 So the captain, yes, he's the experienced  
19 guy. He would fly the passenger legs. And if it's a  
20 newer First Officer that had yet not developed, you  
21 know, enough experience or the captain didn't feel, the  
22 PIC did not feel he was ready to fly with passengers --  
23 maybe his landings were a little rough, maybe he was a  
24 little too stiff on the controls, we gave them, you  
25 know, we let, we told them, okay, yeah, fly, fly the

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1 empty legs.

2           Let them fly the empty legs. Let them build  
3 confidence in the aircraft, experience. And then  
4 eventually, of course, they would also fly the  
5 passenger legs. So that would be, the true statement  
6 with that would be they would have to be looked at as a  
7 one-on-one basis because if you put two, you know,  
8 seasoned captains on the aircraft, like Donny  
9 Shackelford and Rich Rivudo, one would, of course, be a  
10 PIC, one would be SIC and, no, either one could fly the  
11 leg at that point.

12           MR. LAWRENCE: I noticed that you mentioned  
13 that, early on, you called it a safety protocol that  
14 you had. Is this a defined practice in this operation?  
15 Or was this just something that was kind of a generally  
16 accepted practice?

17           MR. ADAMO: No, well, by defined, did we  
18 have it written down anywhere? I believe the GOM did  
19 state that -- and, again, I'm going by memory here  
20 because I'm, you know --

21           MR. LAWRENCE: Yes, I understand.

22           MR. ADAMO: I'm dealing with a different GOM  
23 now. I believe the GOM, there were some pairing  
24 limitations and as well, as experience limitations in  
25 there. And I just expanded on it a little bit as the

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1 DO at the time saying, okay, wait a minute. We're not  
2 going to take a young guy and let him go fly passengers  
3 so he scares everybody.

4 We left it up to the captain. And we made  
5 it and internal practice to say, okay, you know, young  
6 FOs, you don't get to fly this with passengers or  
7 you'll get to practice on the empty legs. And, again,  
8 it all depended on the conditions, day/night, VFR, IFR  
9 and so on.

10 Like there was no way would I allow a First  
11 Officer that's just out of school with just refresh  
12 type rating go out there and fly in a full-blown IFR  
13 approach, down to minimums, you know, on his first  
14 couple of weeks, even without passengers. It all had  
15 to meet a criteria that we had set in place. And I'm  
16 almost certain that I want to say it is part of the  
17 GOM. If it is not, it was something that we did  
18 implement for safety reasons.

19 MR. LAWRENCE: Okay. So I haven't -- I  
20 don't recall seeing that but I'll take your word on it.  
21 I just want to kind of expand on that. How far out  
22 would you allow a first officer to go, you know, before  
23 he would -- if you didn't allow him to -- if the  
24 captains weren't allowing him to make the landings with  
25 the passengers, would you -- I'm trying to figure out

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1 how long you would let him go to that, in that level  
2 before you make a decision that he's, if he's not  
3 experienced enough to do this, we may need to let him  
4 go or do something else.

5 I mean, would you let these guys go a year?  
6 You said, coming right out of school, you never let a  
7 guy do an IFR approach down to minimums. When would  
8 you?

9 MR. ADAMO: Right. Yes, well, you know,  
10 it's on a one-on-one basis. We really didn't have a  
11 set protocol. We left it up to the PICs, to kind of  
12 make that determination. And we always were asking,  
13 you know, well how's he doing? What's going on?

14 There were some things that I did implement  
15 that I had issues with getting results with, and that  
16 was one of my frustrations there. At the same time,  
17 you know, we did do our best to, the captains did their  
18 best to follow this practice. And we gave it to the  
19 PIC. He's the most experienced guy. And we told him,  
20 look, you know, you've got a young first officer.

21 And this was only, again, if it was somebody  
22 that was a young first officer with no -- you know, a  
23 1,000-hour guy or a 500-hour guy with minimum ratings  
24 and minimum time. It all, it was on a one-on-one  
25 basis, and it all depends on what was in, you know,

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1 what was their level of experience.

2           And I want to say that a safe buffer is six  
3 months. Within six months they usually had to, you  
4 know, show some, you know, good judgment and good  
5 improvement. And then within the next six months to a  
6 year, that would be a final determination of whether or  
7 not they would even stay on with the company.

8           MR. LAWRENCE: Right.

9           MR. ADAMO: Now we did have issues with --  
10 and this is just about in every 135 operation -- of  
11 pilots coming and going. You know, they take on a job  
12 for a year with you and then they get offered more  
13 money from another company and, next thing you know, is  
14 they'll be resigning.

15           And we did have a, you know, a turnover of  
16 pilots. So it's fair to say that you can't really  
17 generalize this statement by saying, you know, we went  
18 three months, five months, six months. It was on an  
19 individual basis and the PIC is the one that would, you  
20 know, make that determination and talk to with Chief  
21 Pilot and make his recommendation.

22           And the Chief Pilot, of course, we would  
23 have a meeting and we would discuss it and, you know,  
24 and if he gave it his blessing I said, okay. You know,  
25 you guys go to it.

1 MR. LAWRENCE: Okay. I'm curious, what was  
2 it you tried to get implemented with the company that  
3 it had difficulty doing?

4 MR. ADAMO: Well, because of scheduling  
5 conflicts, I wanted to have at least a one week safety  
6 meeting, at least once a month where we stood down and  
7 just, you know, reviewed operational situations. You  
8 know, talked about things that could have happened or  
9 might have happened, any difficulties they might have  
10 had.

11 We were successful in doing it a few times  
12 but then there was a couple times where we couldn't get  
13 it done because of scheduling conflicts and we couldn't  
14 get everybody together, crews were out instead of in.  
15 And we found that holding a meeting with only a partial  
16 crew attending actually caused more strife than if we  
17 had the meeting at all because some people would have  
18 things to say that other people didn't have to say.

19 It was more like -- no, I don't know. My  
20 use of terminology here, does it really matter at this  
21 point if I say something like inappropriate?

22 MR. JHAR: No, Bob, you only use what you  
23 want on the record.

24 MR. ADAMO: Okay, well it was more like a  
25 complaint situation. You know, we tried to -- the

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1 meeting was to let the pilots air out whatever  
2 difficulties they might have if, you know, they might  
3 not want to come out, and if it wasn't anything of  
4 great urgency or important. Of course, our doors were  
5 always open for people that had a problem like that.

6 But it was like, okay, this is the place for  
7 you guys to sit down and talk. If you have a problem  
8 with Pilot A, let him know what your issues are. If  
9 you have a problem with Pilot B, let him know what your  
10 issues are, and back and forth.

11 Because, of course, just like any other  
12 company, there is issues with conflict of  
13 personalities. And the only way you get to see that is  
14 during these meetings because you're not up in the  
15 aircraft with the crew. So it's hard to determine  
16 whether or not they click and work together great or  
17 whether there is some friction in the cockpit.

18 And so, you know, these are things that we  
19 did try to implement and cover. And we were successful  
20 at certain times. And other times we were not.

21 MR. LAWRENCE: When was the last time you  
22 were successful at getting one of these meetings?

23 MR. ADAMO: I want to say we held a meeting  
24 at Bangon, and I can't tell you the exact date, but it  
25 would have been sometime about maybe eight months

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1 before I left, maybe ten months before I left. It  
2 would have been the summer, I think, of '14 was the  
3 last time we had a sit-down.

4 MR. LAWRENCE: Okay. Did you have other  
5 meetings that you communicated with the pilots? Rather  
6 than getting them all in a room to talk to them, did  
7 you send, you know, emails?

8 MR. ADAMO: Of course, we would, you know,  
9 communications, telephone, email, text. We talked,  
10 like I said, my door was always open to that. Anybody  
11 had anything to say, they were always free to come in  
12 and talk to me.

13 Now, I will say that the proper chain of  
14 command was that they talk to the Chief Pilot first.  
15 If they couldn't get things resolved there, then it  
16 would come to my attention. And the Chief Pilot  
17 sometimes would bring things to my attention. Other  
18 times he dealt with it himself.

19 MR. LAWRENCE: All right. Kind of leads me  
20 to another question. Did you guys have a director of  
21 safety or somebody responsible for the safety of the  
22 operation?

23 MR. ADAMO: No. See, that was another thing  
24 that we would -- okay, without really throwing anybody  
25 under the bus here, but, you know, I did actually have

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1 it written to the GOM that involved adding the, an SMS  
2 system to the company and bringing out a director of  
3 safety.

4 But it was tough to get things accomplished  
5 out of the South Florida FSDO. You know, documents  
6 would be submitted, revisions would be submitted. And  
7 sometimes they'd get there, sometimes they didn't.  
8 Sometimes they got lost. For example, I wanted to get  
9 iPad approval, to do iPads for the cockpit to do the  
10 program. I started that process, oh, my, God --

11 MR. LAWRENCE: I'm sorry, what was that,  
12 Bob? The -- say --

13 MR. ADAMO: Yes, like they used iPads in the  
14 cockpit.

15 MR. LAWRENCE: Oh, okay, iPads.

16 MR. ADAMO: I started that process with Jim,  
17 I want to say, God, January of '14. I alluded that  
18 that's what we wanted to do. Then we had several  
19 conversations. I developed several programs and he was  
20 very reluctant to allow it. He didn't, wasn't  
21 comfortable with it. Finally, it was submitted, a  
22 complete package to him, and I believe, up to this day,  
23 he's never approved it.

24 Meanwhile, you know, I was able to get that  
25 same package approved in multiple operations.

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1 MR. ETCHER: And, Bob, so the record's  
2 clear, you're referring to Jim Piccoli, in the South  
3 Florida FSDO office?

4 MR. ADAMO: Yes, Jim Piccoli. Great guy and  
5 everything, you know, but it was, sometimes there was  
6 talk, because of his workload he couldn't get the -- I  
7 don't know the real reasons. But the bottom line is we  
8 really couldn't get what we needed.

9 What I thought we needed accomplished from  
10 them, it would take time. And most of the time the  
11 excuses were that, hey, you know, I got 35 certificates  
12 I got to look after. I, you know, I'll get to it when  
13 I can get to it.

14 Now, with that being said, he was always  
15 there for us as far as getting check rides done. You  
16 know, he would definitely take care of us as far as  
17 getting us 293 orals taken care of. You know, we just  
18 got, I believe he just got check admin approval, and  
19 that was something I started when I first took over in  
20 2013, requesting check admin approval.

21 And it finally happened because, towards the  
22 very end here, we couldn't even get a check ride  
23 schedule from National Resource. It was really tough.  
24 I'd be months and months out the line. And, you know,  
25 to have a captain come out of school and then sit

1 around for two months and then put him on a check ride  
2 right after that, you know, two months later, on the  
3 line -- I personally felt that wasn't fair either, you  
4 know, to have somebody sit around for two months and  
5 then send them for a ride.

6 But, you know, that's sort of the kind of  
7 situation we had, is that we had issues trying to get  
8 paperwork accomplished. Or approvals on expansion of  
9 our GOM.

10 MR. LAWRENCE: Any other under your check  
11 rides before you guys get your own check airmen through  
12 the National Resources because of the Hawker and its  
13 age?

14 MR. ADAMO: Okay, say that one more time?

15 MR. LAWRENCE: Yes, I was just curious, so  
16 you had to run through National Resource to get an op,  
17 a FAA designee because of the age of the aircraft or  
18 there just wasn't anybody other in the FAA typed on  
19 the, or qualed on the Hawker?

20 MR. ADAMO: No, I mean, not really. The  
21 700, 800s, that's all one type rating and, as far as my  
22 understanding is there's plenty of 800 XPs out there.  
23 I mean, I didn't think there was anybody available in  
24 South Florida. We had to go -- we ended up having to  
25 get somebody out of Oklahoma City. I'm trying to think

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1 of his name. I do have his name on my phone list here.

2 Hold on a second. Let me see if I can --  
3 and this was one of the last things that I did as  
4 Director of Ops. Mark Rogers, Oklahoma City FSDO, yes.  
5 Mark Rogers has to come in from Oklahoma to do a check  
6 ride for a couple of our captains. I want to say this  
7 was March or April.

8 And, but the request had been in since, I  
9 want to say December. I mean, it -- or maybe, no, I'm  
10 sorry. I'll -- don't hold me to those dates because I  
11 can't remember exactly. I do know that we had to call  
12 him in to do the check ride. He might have a record of  
13 when he actually came to do it.

14 MR. LAWRENCE: Okay. You alluded to it  
15 earlier, Bob, but I want to just double-check my notes  
16 here. Did you ever have an opportunity to just ride  
17 along on the flights, just to observe the operation?

18 MR. ADAMO: One more time?

19 MR. LAWRENCE: Yes, as Director of  
20 Operations, did you ever have an opportunity to just  
21 ride along on the flights to observe the crews in the  
22 normal line operations?

23 MR. ADAMO: Yes, actually, I did. I did on  
24 several occasions, actually, both in the Hawker and in  
25 the Gulfstream. I can't tell you exact dates, but we

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1 did, I did do a few ride alongs. Trying to think, when  
2 was, the last, I believe, was on the G3 and it was  
3 with, I want to say, (phonetic) Tom Poole and, oh, it  
4 was a first officer, might have been (phonetic) Scott  
5 Meade where I, it wasn't a, technically, it wasn't an  
6 observation ride.

7           It wasn't a scheduled observation ride. It  
8 was just I happened to be on the aircraft, coming back  
9 with them. And I think we were coming back out of New  
10 York. And I guess that I used that time as  
11 constructively as possible, and I kind of did an  
12 observation, you know.

13           MR. LAWRENCE: Good.

14           MR. ADAMO: Checked things out.

15           MR. LAWRENCE: Did you have scheduled  
16 observation rides on the crews?

17           MR. ADAMO: No. No, there was nothing set  
18 for it that, what was going to be, you know, a  
19 scheduled event. If we felt that there was a need for  
20 one, then we scheduled one. But I don't remember ever  
21 ever to actually schedule one because of any kind of  
22 issue.

23           MR. LAWRENCE: Okay. Just a couple, I want  
24 to change gears here on you, Bob, and talk about the  
25 scheduling of your crews. Who was responsible for

1 scheduling the crews for particular charters?

2 MR. ADAMO: Okay, well, the process was  
3 this, It would start at the sales site. They, of  
4 course, would sell the trip, and they would assign a  
5 pilot based on who was available and then they would  
6 submit it up to the Chief Pilot and he would approve  
7 it.

8 If he wasn't available to approve it it  
9 would come to my desk. If I wasn't available and the  
10 Chief Pilot wasn't available, then it would, they would  
11 have to -- it would go to Danny but I want to say while  
12 I was there, 99 percent of the time, we got it either  
13 via email or via text or via a phone call or in person.

14 MR. LAWRENCE: Okay.

15 MR. ADAMO: After I left, I can't tell you.  
16 I mean, I really don't know.

17 MR. LAWRENCE: I understand.

18 MR. ADAMO: Don't have knowledge.

19 MR. LAWRENCE: We kind of learned that you  
20 guys have these individuals that are kind of termed  
21 dispatchers/sales reps. Can you kind of just describe  
22 what these dispatchers functions are?

23 MR. ADAMO: There is no -- I don't know  
24 where -- there is no dispatchers. There is no  
25 dispatchers. These are just sales guys. At least,

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1 while I was there, that's all they did. They basically  
2 sold and they put on, and they, you know, assigned the  
3 aircraft to dates and the people. But they were not  
4 dispatchers.

5           The did not tell the crew, you're released,  
6 you're not released. That was the job of either the  
7 Chief Pilot, myself or, I believe, Danny had limited  
8 authority. That's the dispatch. People use  
9 terminology but they're not a hundred percent sure what  
10 it means, I guess. I don't know. I don't know why  
11 they would, but they do.

12           MR. LAWRENCE: Oh.

13           MR. ADAMO: As far as the process, the way  
14 it was handled while I was there, it went from they  
15 would sell the flight. They would, you know, see what  
16 the availability of the airplane was. Then once  
17 they've selected the airplane, they'd see what the  
18 availability of the crew was.

19           They would assign those numbers and then  
20 they would go either email, text or call us and, you  
21 know, hey, I did -- is this okay, good to go? Yeah,  
22 sure, fine. Not a problem. Now after somebody's been  
23 with the company for a while, they pretty much had that  
24 down to a routine because we knew that, you know, the  
25 captain for this particular airplane would be Donny and

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1 the first officer would be (phonetic) Rydell. They  
2 flew together 90 percent of the time, so they would put  
3 them together.

4 Then, you know, or they knew who the four pilots  
5 were for these particular two airplanes and so on. So  
6 the word, the terminology of dispatcher to a sales guy,  
7 I don't know what you guys are up with that or where  
8 it's coming from. But it wasn't something that was  
9 implemented, so.

10 MR. LAWRENCE: Okay, I'm clear on that.  
11 Thanks. So just correct me if I'm wrong. Captains  
12 were responsible for the flight, planning of the  
13 flight. Correct?

14 MR. ADAMO: Correct. Okay, captains were  
15 ultimately responsible. They might have delegated  
16 their duties to the first officer to give them  
17 practice. But, yes, the captain was the guy that was  
18 supposed to -- that the paperwork done.

19 MR. LAWRENCE: Okay. What about receiving  
20 weather proceedings?

21 MR. ADAMO: Captain and First Officer, both.  
22 They were responsible to get their own -- both parties  
23 were responsible to get their own briefings. And they  
24 knew this, only because one set of eyes doesn't  
25 necessarily see the same thing as the other set of eyes

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1 does.

2 MR. LAWRENCE: Okay. Was the -- I guess the  
3 guys were using that FltPlan.com to load their flight  
4 plans in. Correct?

5 MR. ADAMO: Yes.

6 MR. LAWRENCE: Okay.

7 MR. ADAMO: FltPlan.com was the preferred  
8 method, and with that company.

9 MR. LAWRENCE: Okay. Was the preferred  
10 method for obtaining a weather brief using the weather  
11 feature that was on that site?

12 MR. ADAMO: Correct.

13 MR. LAWRENCE: Okay. And that was approved  
14 weather source?

15 MR. ADAMO: Yes, it is.

16 MR. LAWRENCE: Okay.

17 MR. ADAMO: Actually, okay, just expand on  
18 that a little bit. In the beginning, when I first  
19 took over, they would have, we had three approved  
20 weather sources. I believe it was DUATs, FltPlan.com  
21 and then WX-Brief. And we changed that, that op specs  
22 changed to any approved QCIP qualified weather source  
23 which is any of the new operations now that are out  
24 there, Web sites are out there that have that weather.

25 MR. LAWRENCE: Okay, great. Is the way to

1 verify whether or not your crew's received a weather  
2 briefing from that Web site?

3 MR. ADAMO: You know, I'm trying to think of  
4 what we did. It was supposed -- when I was there they  
5 were sending all their weather briefs, weight and  
6 balance, everything would have been sent to the  
7 aircraft's email address.

8 I had created an email box for each  
9 aircraft, okay. And they would go in -- and this is  
10 how they did their flight planning and their weight and  
11 balance in term, and what. So I had to design a system  
12 where the RDP, remote desktop profile into a virtual  
13 computer. And there at the virtual computer, they  
14 would do their Ultra Nav, weight and balance and  
15 performance and runway analysis.

16 They would get their weather brief and their  
17 flight planning. And they would print to a PDF  
18 creator, and they would attach it to an email. And  
19 then they would mail that whole package -- and I called  
20 it a Trip package, and there was more than just that --  
21 to the aircraft's inbox.

22 And, of course, we would have a record of  
23 it. It would be a permanent record that would stay  
24 there for as long as they needed it, you know, a year,  
25 two years, three years, whatever was needed.

1 MR. LAWRENCE: Right.

2 MR. ADAMO: That's what was implemented at  
3 the time. That was also used for, like I said, flight  
4 planning and Ultra Nav and weather. No, something else  
5 just popped into my head, but it just went right back  
6 out too. You'll probably trigger something in a minute  
7 and I'll let you know what it was.

8 MR. LAWRENCE: Okay. Let me see if this  
9 triggers it. Let me ask you, so the Trip package  
10 should include the flight plan information, the weight  
11 and balance and the weather briefing information?

12 MR. ADAMO: Correct. And the -- that's what  
13 is was -- and the Trip package should include the --  
14 approach flights, maps. We had a system in place where  
15 we had the flight deck from Jepps on our computer, on  
16 this virtual computer. And they can go in there and  
17 they can create a Trip package from Point A to Point B  
18 for all the documents they needed, you know, the  
19 approach flights and departure information for a  
20 departure airport.

21 It would create the actual airway system and  
22 the maps for the airway system and then the arrival  
23 information as well as any alternates or any other  
24 airports that they felt was pertinent to the flight.

25

1           And this package would be printed to a PDF  
2 format and then it would be attached to that email as  
3 we.

4           MR. LAWRENCE: And the pilots could print  
5 that up as necessary since it had chart information.  
6 Correct?

7           MR. ADAMO: Yes, they can print it. They  
8 can email it to themselves and then print it from any  
9 computer and any FBO.

10           MR. LAWRENCE: Okay, good. And you  
11 mentioned Jepp charts. They had the ability to print  
12 those up for destination -- or departure and  
13 destination. Did these aircraft have its own set of  
14 Jepp charts? What happened if you had to divert en  
15 route due to an emergency? What, how could you pull a  
16 chart?

17           MR. ADAMO: No, they had to, still had to  
18 carry charts. We still had to -- our situation was  
19 that we carried a set of full route charts in the  
20 airplanes for highs and lows of the whole United  
21 States. They were in there.

22           Now as far as the charts -- you mean the  
23 approach flights themselves in case they had to divert?

24           MR. LAWRENCE: Yeas. Exactly.

25           MR. ADAMO: Well, you know, they were

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1 supposed to think about all that and print out what  
2 they felt was necessary. Honestly, when I do it, when  
3 I instructed them to do it, would say, you know,  
4 listen, you know, you pick at least three points along  
5 your route where if you have to divert because of a  
6 situation, think of -- if your flight's two and a half  
7 hours long, pick a spot every 15 minutes down the line  
8 and print it yourself.

9           Because it's a PDF. I mean, it's not going  
10 to hurt you. It's there if you need it. If you don't  
11 need it, you don't need it. And print these off for  
12 you. And then you'll have a situation where if you  
13 have to make an emergency landing somewhere you're --  
14 in a jet, 15 minutes is nothing.

15           MR. LAWRENCE: Okay, so just so I'm clear.  
16 I'm a little confused, Bob. The aircraft didn't have  
17 its own set of charts? It only, had, the pilots only  
18 had the charts that they would print up as part or  
19 their Trip package?

20           MR. ADAMO: They had their own set up maps.  
21 They're trained to get their own maps. As far as the  
22 trip, as far as the actual approach flights, they would  
23 print them us as they needed.

24           MR. LAWRENCE: Got it. So there wasn't a  
25 jet binder with a bunch of diversion charts or rather

1 approach plates. It was just charts.

2 MR. ADAMO: It's probably because we didn't  
3 we didn't have any set routes. You know, it's not like  
4 we were constantly flying New York-Miami, New York-  
5 Miami. We went everywhere. So one of the reasons why  
6 we wanted to get away from, we wanted to get the iPad  
7 approvals was because of the amount of paper that was  
8 on board the aircraft.

9 We really pushed for that. And then we  
10 found, okay, well, listen, print the charts that you  
11 need to print. But again, we gave the pilot a little  
12 bit of latitude as in print what you need to print. So  
13 you're the PIC, you need to make the determination  
14 where you're going and where you're not going and print  
15 these documents.

16 I will tell you, the ones that I did spot  
17 check on occasion when I did spot check them, I found  
18 that those, they printed the proper documents. They  
19 had at least two or three wait points in the middle  
20 that they took care of.

21 Again, these were people that I had  
22 indoctrinated, that I had brought into the company  
23 when I was there as DO, such as Donnie and Rich. But  
24 Rich was there before me, but, you know, people like  
25 Scott Meade. People that were there prior for IR2, be

1 resigning.

2           After I left, I don't know what the process  
3 was. So I don't know what these two particular pilots,  
4 how they were trained or what they were told to do or  
5 not to do.

6           MR. LAWRENCE: Okay. I understand. One  
7 last question onf that. Your opinion only, would you  
8 think that an EFB approval and your pilots flying with  
9 an EFB would assist them in having additional  
10 information available to them in case of a diversion?

11           MR. ADAMO: oh, a hundred percent so. Are  
12 you asking me if that EFB approval would have made a  
13 difference here? I don't know, to be honest, in this  
14 particular situation because I don't have all the  
15 facts. But for any pilot, yes, a thousand percent.

16           MR. LAWRENCE: Good.

17           MR. ADAMO: I mean, it's -- the iPads are  
18 just -- it's a phenomenal tool that, it is totally  
19 underutilized.

20           MR. LAWRENCE: Great. I appreciate that.  
21 Let me ask you a little bit about flight following.  
22 How did you guys to do flight following on your  
23 flights?

24           MR. ADAMO: Okay, we, again, we had -- I  
25 implemented a doors open/doors closed tech message

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1 policy. Pilots were required to text message prior to  
2 closing the door or as closing they were closing the  
3 door with the tail number and what aircraft flight  
4 number, point of departure, point of arrival, estimated  
5 time in route so that we had an idea of what we should  
6 be -- where we should be looking for them and when we  
7 should be looking for them.

8           And then with there was a doors closed and a  
9 doors open that was sent via text to a group of people  
10 -- myself, the Chief Pilot, the director of maintenance  
11 and as well, I believe, Danny was included in that  
12 group of messages -- and the sales guys as well because  
13 they're the ones that were pretty much right at the  
14 computer all the time so they could very easily find  
15 either of them to say, hey, where are they at and  
16 they'd be able to look it right up for us and tell me  
17 where they're at.

18           MR. LAWRENCE: Yes, I'm curious, was there  
19 any means for you -- somebody on this text chain that  
20 would receive these doors open/doors closed texts to  
21 log that information? In other words, write it down  
22 someplace so it's recorded and not just in the phone?

23           MR. ADAMO: Well, it's on -- I can tell you  
24 that I have mine -- I implemented the same safety  
25 feature on -- well, I don't know if I want to call it

1 safety too, but I implemented the same system on this  
2 current company and I can tell you my iPhone right now  
3 has got, you know, couple, you know, hundred messages.

4

5           It's a chain that you can print out if we  
6 needed to. But we weren't required to, so it was --  
7 you know, the importance of it was not necessarily keep  
8 a record because once the plan got on the ground  
9 everybody would say it's on the ground. It was done.

10           The importance of it was, right, at the  
11 time, okay, the doors close. They were supposed to be  
12 in the air for three hours. It's three hours and 20  
13 minutes. Why haven't we heard from them? Pick up the  
14 phone. Start making calls. You know, find out if  
15 they're delayed. See if you can see them on  
16 FltPlan.com, on the tracking system, on the  
17 FlightAware.

18           It wasn't designed as a record-keeping  
19 system. It was designed as an actual event at the  
20 time.

21           MR. LAWRENCE: Okay. So the logging of the  
22 maintenance log that had the flight times, the pilot in  
23 command would put in the on and off time and the on and  
24 ins -- that was the primary means to log crew flight  
25 times?

1 MR. ADAMO: The flight logs, the ADL and the  
2 flight log sheet was the primary means to log the  
3 flight time. I believe on there there is a log-in/log-  
4 out -- I'm sorry. It starts with log-out, takeoff  
5 time, landing, log-in and I don't remember if the ones  
6 for ExecuFlight had actual duty, start duty end times.  
7 My current ones that I use now do.

8 And that would be the only source that you  
9 would have to determine log time.

10 MR. LAWRENCE: Okay, great. Let me shift  
11 that a little bit here. By the way, how are you doing,  
12 Bob? Do you need a break or anything? Or do you need  
13 water or coffee? Whatever --

14 MR. ADAMO: Well I -- no, I've got my coffee  
15 right here. I'm solid.

16 MR. LAWRENCE: Ah, excellent. Did your  
17 crews at ExecuFlight, when you were Director of  
18 Operations, did they operate under, with standard  
19 operating procedures, SOPs?

20 MR. ADAMO: The SOPs that were implemented  
21 at that -- well, let me think here now because I know  
22 once -- when I would try to get the SMS done there was  
23 other SOPs that we were talking about doing. I believe  
24 the only SOPs that ExecuFlight used were part of the  
25 training package manuals, and there were SOPs in there.

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1 They just, they were standard, boiler-plate SOPs for  
2 approaches and so on.

3 MR. LAWRENCE: Do you know where those came  
4 from or how those were created?

5 MR. ADAMO: Well, they were before my time.  
6 I believe they were implemented -- I believe the pack  
7 went along -- let me think which -- no, that was a CRM  
8 that I got from flight safety. I believe you're going  
9 to have to go back to Frank Barber on that one because  
10 he's -- they were in place before I got there. And I  
11 just continued with them.

12 MR. LAWRENCE: Okay, great. Let me ask you  
13 about the checklist. Were your pilots on Gulfstream,  
14 Westwind and Hawker -- I know you didn't fly the  
15 Hawker, but were they required to do their checklists  
16 by challenge and response?

17 MR. ADAMO: Challenged response or flow  
18 response. Again, challenge and response was the  
19 correct way of doing it. Once they closed the door, I  
20 don't know what they were doing. But challenge and  
21 response or flow response, the captain would do three  
22 things and the co-pilot would confirm what he just did  
23 on the checklist.

24 MR. LAWRENCE: Okay, so you don't know what  
25 they did when the door closed. What were they required

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1 to do like for the climb checklist, descent checklist,  
2 approach checklist? Were all those supposed to be  
3 challenge/response?

4 MR. ADAMO: Yes. Again, either challenged  
5 response or flow response.

6 MR. LAWRENCE: Got it.

7 MR. ADAMO: Depending on the amount of  
8 workload. What I mean by flow response is -- it's  
9 still a challenged response but it's not just being one  
10 item at a time, maybe doing like three items or because  
11 they're synonymous to each other. A master and maybe a  
12 couple other search -- it all depends on the situation,  
13 of course.

14 But, or, you know, they do like two or three  
15 things and then the co-pilot, right behind him, says,  
16 check, check, check. You know, yes, you did this. And  
17 it would be a verbal response saying, okay, completed.  
18 I see you did it. Completed. See you did it.

19 MR. LAWRENCE: Okay.

20 MR. ADAMO: But most of the time it was a  
21 challenge/response situation where the -- you know,  
22 depending on which side of the cockpit the system was  
23 on, the first officer would call out the checklist.  
24 The captain would do it. Sometimes, if it was on the  
25 co-pilot's side, the co-pilot would do the actual item

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1 and the captain would verify that he did it --

2 MR. LAWRENCE: Right.

3 MR. ADAMO: -- by responding, okay, I see  
4 you do it, I see you -- I saw you do that.

5 MR. LAWRENCE: I understand, thanks. Let me  
6 ask you about stable approach criteria. Did  
7 ExecuFlight have their pilots operate with a stable  
8 approach criteria fleetwide?

9 MR. ADAMO: Yes, we were trained with a  
10 stable approach criteria, and that was completed with  
11 training at CAE. You know, they would, again, you're  
12 not in the airplane. All I could tell you is the way  
13 we trained was, yes, you had to have a stable approach.

14

15 I mean, anything that was unstable, you were  
16 supposed to just go miss them and come around and do it  
17 all over again.

18 MR. LAWRENCE: Do you recall what the stable  
19 approach criteria was?

20 MR. ADAMO: No, I don't. I want to say five  
21 miles out you needed to be in a stabilized approach,  
22 meaning, you know, configured and ready for the final  
23 intercept if you're doing an ILF, but I don't really  
24 remember what it was in that manual.

25 MR. LAWRENCE: Do you recall which manual

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1 that would have been defined in?

2 MR. ADAMO: Again, it was, that was part of  
3 the training manual so you would have to look at the  
4 training record, the training manuals from -- well, the  
5 actual aircraft themselves could differ from aircraft  
6 to aircraft.

7 MR. LAWRENCE: Okay. And just a couple  
8 more, Bob. Doing great. Were -- I know you didn't fly  
9 the Hawker but you had responsibility over it. For  
10 non-precision approaches, do you recall if the Hawkers  
11 only means was to do a dive and drive type of approach?

12 MR. ADAMO: I personally never believed in  
13 the dive and drive. I believed in a get down as  
14 quickly as possible, but not a dive and drive. You  
15 know, you're talking about doing like a localizer down  
16 to MDA and then hold your altitude until your time or  
17 VME expires?

18 MR. LAWRENCE: Right.

19 MR. ADAMO: Yes, it wasn't let's just get  
20 down. I think that was -- trying to think how we  
21 trained for that at the CAE. You were supposed to use  
22 a stable descent, right, not dive it into the ground,  
23 you know, a thousand feet, 2,000 feet a minute rate of  
24 descent.

25 It was supposed to be like 700 feet a

1 minute, get down to your MDA and then, and try to get  
2 to the MDA as close to the point of where you would  
3 normally stop at the airport, not necessarily, you  
4 know, five miles out, be down to your MDA and just sit  
5 there.

6 MR. LAWRENCE: Yes.

7 MR. ADAMO: But I don't remember on this  
8 one, guys, I really don't --

9 MR. LAWRENCE: Okay.

10 MR. ADAMO: -- what was implemented there.

11 MR. LAWRENCE: Okay. Are you familiar with  
12 the concept of CDFA, Continuous Descent Final Approach?

13 MR. ADAMO: Yes, that's similar to an L  
14 (inaudible) approach, right? I mean, it's, you start  
15 the process at the right time and you hold a certain  
16 altitude -- I mean, hold descent rate, so it takes you  
17 right to your MDA at the time of missed. Correct?

18 MR. LAWRENCE: Right. Okay. And did you  
19 use that on the Gulfstream and the Westwind when you  
20 were flying those?

21 MR. ADAMO: I'm trying to think. I never  
22 really had a situation where I needed to get to MDA in  
23 either one of those airplanes. I would always elect to  
24 do an ILS and make sure there was an ILS available.

25 I'm a little bit more of a conservative kind

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1 of pilot. If I'm going to a airport that doesn't have  
2 an ILS, the weather's got to be above minimums, way  
3 above minimums. Otherwise, I would elect not to go.  
4 So, personally, I never put myself in a situation where  
5 I'm going to descend into MDA. At minimums, I would  
6 have elected not to go or went somewhere else. So I,  
7 personally, have never been in a situation like that,  
8 no.

9 MR. LAWRENCE: Okay, understand. You  
10 triggered another question when you were talking about  
11 the non-precision approach. How often do you think  
12 your guys on the line are actually seeing non-precision  
13 approaches in, you know, IFR weather? I mean, no  
14 kidding, IFR non-precision approaches down to minimums.  
15 How often does that occur?

16 MR. ADAMO: Oh, God. I want to say it's  
17 rare. And the reason being, is, again, you know, I did  
18 instill in these guys, don't go unless you can get in.  
19 And I don't mean go into minimums. It's not worth it.  
20 Just, you know, if there's an ILS, great. If there's  
21 not an ILS then don't bother. Just wait. Wait it out.

22 And that was something that I was really  
23 particular because, again my own preference. I've been  
24 in a situation when my younger -- in my younger -- in  
25 another life, I want to say, you know, because in my

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1 younger youth where, you know, I went down to MDA and I  
2 scared myself.

3           You know, all of a sudden I saw a tower  
4 there that wasn't supposed to be there. And I was just  
5 slightly off and I was like, no, okay, I'm not doing  
6 this again.

7           MR. LAWRENCE: Yes.

8           MR. ADAMO: So I did really, you know, try  
9 to impress upon the guys that if the weather -- you  
10 don't have an ILS, you don't have a precision approach,  
11 pick another destination or wait until the weather  
12 comes up.

13           So while I was there I don't think two percent of  
14 our approaches would have been situated like that that  
15 I would have, you know, known about, no.

16           MR. LAWRENCE: Well, if that was your  
17 preference and, you know, how did you impart that to  
18 the rest of the pilots that --

19           MR. ADAMO: Well, during our indoc, if I  
20 preferred, if I did the indoc for the training class,  
21 you know, we talked about this stuff. And we told them  
22 what you know, what I would prefer. You know, at the  
23 time, when I was there what I preferred was what I  
24 preferred.

25           Again, doors closed, can't tell you. And

1 was there such a -- I honestly don't -- I don't think I  
2 ever remember a situation where any of my pilots  
3 called me up and said, hey, I just did an MDA approach  
4 down to minimums, you know, and it was a little hairy.

5 I never got that kind of a phone call or was  
6 there a situation where the pilot actually did  
7 something like that and I found out about it later. I  
8 don't know. Maybe I was lucky. I was only there for  
9 two years. You know, I honestly want to say that it  
10 would have been less than -- man, I don't -- like I  
11 said, I don't think I remember ever hearing about that.

12 MR. LAWRENCE: Right.

13 MR. ADAMO: So I don't think anybody ever  
14 did that. You know, most of the guys that were there  
15 are experienced guys. They would elect not to go or  
16 hold off or even hold until the weather got back up.

17 MR. LAWRENCE: All right. Okay. We talked  
18 earlier about the captains flying most of these legs,  
19 especially the ones with passengers --

20 MR. ADAMO: Right.

21 MR. LAWRENCE: -- and first officers  
22 typically -- and that was kind of a guidance, a general  
23 guidance. I'm curious, and this may be imparting your  
24 opinion, in your opinion only, but would a non-  
25 precision approach down to minimums be one of those

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1 circumstances that maybe the captain should be flying  
2 versus the first officer? Or would a first officer be  
3 good to fly that?

4 MR. ADAMO: Again, I would expect -- it's  
5 all up to the situation. If I have two experienced  
6 captains in that airplane, then either one of them  
7 would have been able to do the flight. Again, somebody  
8 like Rich Rivudo and Donny Shackelford, if they were  
9 assigned on that flight, they're both certified captains  
10 but one has to act as the SIC. Either one would have  
11 been able to do it.

12 If we're talking about new, young,  
13 inexperienced first officers, then, yes, the captain  
14 was to do the approach. Period. With or without  
15 people. Even an ILS, you know, if it was down to  
16 minimums, then the captain should have been the one  
17 that was doing the approach.

18 MR. LAWRENCE: Okay. Just couple more, just  
19 follow-up things here. Bob, you're doing great. I'm  
20 going to ask you a little bit about, just briefly, the  
21 seatbelts. Who was responsible for ensuring that the  
22 customers were briefed and secure with their seatbelts?

23 MR. ADAMO: The captain, again, while I was  
24 there, when I taught the indoc, the captain was  
25 responsible. His responsibility was to brief the

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1 passengers, use the seatbelts and emergency procedures,  
2 oxygen -- the passenger briefing, the entire thing.

3 MR. LAWRENCE: Okay.

4 MR. ADAMO: He could delegate it to his  
5 first officer, but he had to make sure that the first  
6 officer did it correctly and at least supervised it in  
7 a manner where he could hear what's being said. If he  
8 was up in the front doing something else, but 90  
9 percent of the time I do, I want to say that the  
10 captain was the one who was -- he was the one who was  
11 delegated to do it.

12 MR. LAWRENCE: Got it.

13 MR. ADAMO: Just put it that way.

14 MR. LAWRENCE: For landing, how would the  
15 pilots ensure that these guys, the passengers, had  
16 their seatbelts on?

17 MR. ADAMO: The -- of course, you have to  
18 know the seatbelts. You were asking me to speculate.

19 MR. LAWRENCE: Right.

20 MR. ADAMO: And I don't know. If you're  
21 asking me how -- what I would do, what I told them to  
22 do was you have a seatbelt sign. Make sure it's turned  
23 on. Make sure you go on the PA and ask for the  
24 seatbelts to be turned -- make sure that they're --  
25 tell them that they need to wear their seatbelts.

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1           If there was an issue with the PA they were  
2 required to turn around and, at very least, look back  
3 and tell them, hey, make sure your seatbelts are on,  
4 even if you've got to yell. Now what actually was  
5 being done, I don't know.

6           MR. LAWRENCE: Okay.

7           MR. ADAMO: I couldn't tell you.

8           MR. LAWRENCE: Well, there wasn't a process  
9 or procedure or guidance for the pilots to get out of  
10 their seats, prior to landing, and go look and see and  
11 verify that seatbelts are on?

12           MR. ADAMO: No. As a matter of fact, prior  
13 to landing, they'd be, the pilot was not -- neither one  
14 of them are allowed to get out of their seat.

15           MR. LAWRENCE: Okay.

16           MR. ADAMO: We're talking about short --  
17 final? Short final or approach?

18           MR. LAWRENCE: Well --

19           MR. ADAMO: Actually, nothing below --  
20 critical phase of flight they weren't allowed to get  
21 out of their seat --

22           MR. LAWRENCE: Yes.

23           MR. ADAMO: -- unless it was an emergency.

24           MR. LAWRENCE: Okay. Just a brief one on  
25 this topic, weight balance. Where'd that process come

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1 from? And who created the weight and balance process?

2 MR. ADAMO: I did -- well, the weight and  
3 balance process was always there. It was a requirement  
4 from day one. It was just they were using Ultra Nav.  
5 And the way they were doing it prior to me getting  
6 there was really erratic.

7 They would print it out. They would print  
8 one document out and take it with them. Another  
9 document would get left behind at an FBO kind of  
10 situation. But there was no real set way. They were  
11 kind of doing it any way they wanted to do it.

12 So I came up with a way where it was a  
13 little bit more centralized, you know, something that  
14 we can get our hands on if we needed information. You  
15 know, the Ultra Nav software is a little bit, like,  
16 what's the word, archaic? It's an old system.

17 There was better and newer systems out  
18 there, but this is what they were approved for. And,  
19 again, trying to get something approved or accepted  
20 from South Florida FSDO was challenging, okay?

21 So I used what I had available to me, and so  
22 I came up with this software, I mean, this email system  
23 in this virtual cloud system because the virtual cloud  
24 is accessible from anywhere on the planet as long as  
25 you've got Internet access.

1           The backup system to that was if they  
2 couldn't access to the Ultra Nav then they had to use a  
3 long form. They had to, you know, pull out all the  
4 books and they were supposed to fax a copy to the  
5 office.

6           MR. LAWRENCE: Yes. Were the passengers and  
7 baggage required to be weighed prior to every flight?

8           MR. ADAMO: Baggage, a hundred percent  
9 because I'm still doing that today with this company.  
10 But I believe our, ExecuFlight was stated weight plus  
11 ten or actual weight. So I would have to look at that,  
12 but I want to say it's stated weight plus ten pounds or  
13 actual weight meaning, you know, you asked the person  
14 how much they weighed.

15           If they said 150 and they looked like they  
16 were 150, you added ten pounds to it and you accepted  
17 that. Otherwise, if they didn't, you actually -- we  
18 did carry a scale to actually weigh the individual.

19           MR. LAWRENCE: You did carry a scale?

20           MR. ADAMO: Yes. Yes.

21           MR. LAWRENCE: Okay.

22           MR. ADAMO: At least I did on my airplane.

23 I remember that for certain. And the ones that I

24 checked -- as DOM, yes, I sort of -- yeah, yeah, no.

25 Going back to my DOM days, every airplane had a scale

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1 on it.

2 MR. LAWRENCE: Right. Are all you pilots  
3 trained over at CAE in Dallas?

4 MR. ADAMO: Yes, except for me in the  
5 Westwind. I was trained at SIMCOM because CAE does not  
6 have a Westwind.

7 MR. LAWRENCE: Okay. The instructors that  
8 train your crews at CAE in Dallas, do they use  
9 ExecuFlight procedures?

10 MR. ADAMO: Yes. I actually went and did a  
11 couple audits out there. I did an audit at SIMCOM and  
12 we used, the ExecuFlight manuals were there. I  
13 reviewed it with them and did an audit. SIMCOM was  
14 fine.

15 CAE, I went out there. I don't think I did  
16 the Hawker. I think I did the G3. I think the Hawker  
17 wasn't due yet. And I was going to go out there and do  
18 it but then I had -- left. But don't hold me to that.  
19 You should be able to see that in the audit trail --

20 MR. LAWRENCE: All right.

21 MR. ADAMO: -- in the manuals -- I mean, on  
22 the AO31.

23 MR. LAWRENCE: Great. CRM training, where'd  
24 your guys get their CRM training?

25 MR. ADAMO: That, when I was there, there

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1 wasn't one. I implemented a CRM training and we did it  
2 in-house. It was a boiler-plate from a flight safety  
3 CRM class. And I had submitted that to Inspector  
4 Piccoli. Took me a little while to get it, but I  
5 finally got it approved or accepted, and we used that.  
6 And it was done during indoc.

7 MR. ETCHER: I'm sorry, what was the last --

8 MR. LAWRENCE: Done during an indoc.

9 MR. ETCHER: Indoc, okay.

10 MR. ADAMO: I'm sorry? Say that again?

11 MR. LAWRENCE: Just to clarify, that was  
12 done during an indoc is what you said?

13 MR. ADAMO: During indocs that I taught we  
14 did the CRM training. Again, these two guys out of --  
15 I have no clue as to what was done with them.

16 MR. LAWRENCE: Right. Was CRM training done  
17 during any recurrent cycle for the pilots?

18 MR. ADAMO: Yes, every indoc. Every  
19 recurrent, every 12 months.

20 MR. LAWRENCE: Okay. Well, indoc is once.  
21 That's the very beginning, right? Then recurrent --

22 MR. ADAMO: No, I look at indoc as -- even a  
23 recurrent training is indoc. You still -- okay, if  
24 that's the way you're looking at it, it's during every  
25 12 months.

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1 MR. LAWRENCE: Yes.

2 MR. ADAMO: Every recurrent training --  
3 initial and recurrent.

4 MR. LAWRENCE: Okay. And then just a couple  
5 of general and then I'll let a couple of other guys  
6 have a chance to ask you a couple questions. Can you  
7 just generally describe ExecuFlight to somebody that  
8 doesn't know about the company? How would you describe  
9 the company?

10 MR. ADAMO: Well, it's a 135 operation, a  
11 small company with, you know, its own kind of charm to  
12 it. It's not an airline in any means of the way, in  
13 any way, but it is -- you know, it's an air taxi,  
14 friendly people, outgoing. You know, I'm not sure that  
15 you mean by describing ExecuFlight. You mean to  
16 another pilot if I was trying to recruit them?

17 MR. LAWRENCE: Yes.

18 MR. ADAMO: Yes, okay. Yes. You know, it's  
19 a good place, it's a nice place to work. There's  
20 challenges, just like any other organization or any  
21 other job based on personality conflicts. No  
22 different.

23 But it was, in no means, a hard place to  
24 work at or there was no undue, there was no real -- I  
25 don't want to say undue pressure, but there was

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1 animosity towards anyone or any -- it wasn't, you know,  
2 the kind of place where you were forced to do things or  
3 not do things. You know, it wasn't a bad place to work  
4 at. It just, different other opinions between  
5 individuals.

6 MR. LAWRENCE: Got it. Do you recall how  
7 many pilots you had under your control as DO when you  
8 were there?

9 MR. ADAMO: Oh, man, I think at the height  
10 we were up to like 15 pilots.

11 MR. LAWRENCE: Okay.

12 MR. ADAMO: And then I know we started to,  
13 we lost a few and then there were a few that left after  
14 I left. You know, I can't really remember the exact  
15 number.

16 MR. LAWRENCE: Yes. Does the company with,  
17 you got, you know, six, seven aircraft with 15 pilots.  
18 Would that be considered short-staffed?

19 MR. ADAMO: In the beginning, no, the  
20 workload was not that extensive. It was not like these  
21 guys wouldn't get two, three days off a week. We did  
22 get busy there for a little while where we did try to  
23 recruit other pilots. And, yes, you know, it all  
24 depended on time of the year.

25 And during the summertime, you know, from

1 March until, I want to say, until October, no, not at  
2 all. Because the planes that weren't flying every  
3 single day. There were more days that they were on the  
4 ground than in the air. During the season where it got  
5 a little busy, then, yes. But short-staffed? I don't  
6 know.

7 MR. LAWRENCE: Yes.

8 MR. ADAMO: I mean, I personally come from  
9 the school that -- and I know that the airlines think  
10 of this differently, but, you know, you learn your  
11 airplane. Like the Westwind was my airplane. That's  
12 the only plane I really, really flew. I knew that  
13 airplane inside and out. I knew every intricacy, every  
14 hiccup, every little sound.

15 Everything that, you know, anything that  
16 would have been abnormal about the airplane I would  
17 have recognized right away. You know, if it flew  
18 (inaudible) on final and getting too slow, you know how  
19 that air comes over your calling or over your  
20 windshield, you hear that affect.

21 So, being said, you know, short-staffed,  
22 yes, at certain times when, you know, the season got  
23 busy. But not to a point where it was stressful or,  
24 you know, guys were overworked or anything like that.  
25 I mean, if you just look at their time and duty sheets,

1 that'll tell you exactly what everybody flew.

2 MR. LAWRENCE: Yes. Did you have any  
3 contract pilots? Or were all 15 of these pilots your -  
4 - were employees of ExecuFlight?

5 MR. ADAMO: Okay, I believe that we did have  
6 a couple of contract pilots that were still trained in  
7 our manuals and our courses and they were on only as  
8 contract. I'm trying to think who they were.

9 Well, you should be able to -- again, if you  
10 went through the records, their books should be there  
11 and you should be able to tell who they were. There  
12 was one gentleman, in particular -- God, I can't  
13 remember his name. (Phonetic) McKlunen, McLean? Hold  
14 on.

15 Yeah, it's not coming up. Let's see here --  
16 (phonetic) Ted McLelland. That's who it was. Ted  
17 McLelland, he was a contract guy, but he was not on  
18 full-time.

19 MR. LAWRENCE: Okay. Last question. I know  
20 you said you did some observation rides on some of the  
21 aircraft. Do you ever see the FAA out there doing line  
22 observation? Something that was not associated with a  
23 training event, but just line observations of your  
24 crews?

25 MR. ADAMO: Did they ever get Ramp checked?

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1 Yes. Did I personally observe it or did I hear about  
2 it? I do not -- I did hear about a couple of Ramp  
3 checks that took place down in south Miami. I think it  
4 was Tamiami was one or Opa Locka, and then a couple  
5 other places. But they were standard, you know, just  
6 standard Ramp checks kind of thing.

7 MR. LAWRENCE: Yes, I'm more curious about  
8 actual line observation, actually being in the aircraft  
9 observing the crew during a line operation, not a Ramp  
10 check. Do you recall hearing FAA do that?

11 MR. ADAMO: Okay, nothing -- no. As far as  
12 I know, the FAA never came and did a line check that  
13 was not part of like a 299. If he was doing a 299,  
14 that's one thing. But if you're telling me did the FAA  
15 ever, like did (inaudible) every show up and say, hey,  
16 you guys, I want to ride along with you and see how you  
17 guys do? That never happened to my knowledge.

18 MR. LAWRENCE: That's exactly what I was  
19 looking -- okay, great. For now, Bob, that's all I  
20 really have. Let me see if Sean has any questions. Or  
21 are you doing okay for a break? Or are you still good?  
22 We don't have much more.

23 MR. ADAMO: No, I'm good.

24 MR. LAWRENCE: Okay.

25 MR. ETCHER: Hey, Bob, good morning How are

1 you?

2 MR. ADAMO: Good.

3 MR. ETCHER: Good. Can you hear me okay?

4 MR. ADAMO: Yes, doing good.

5 MR. ETCHER: All righty. Just a few  
6 questions. You gave us a great rundown there. I do  
7 appreciate it. I just want to go back to when you said  
8 you did an audit out there at CAE and checked their  
9 manuals, things along that line. Do you remember when  
10 you did that audit?

11 MR. ADAMO: I'm sorry. Say that again?

12 MR. ETCHER: Do you remember when you went  
13 out and did that audit?

14 MR. ADAMO: Now it would have been, the A031  
15 we didn't have an exact date but I remember flying  
16 specifically out there, and I spent three days out  
17 there to do the audit.

18 MR. ETCHER: Okay.

19 MR. ADAMO: Because I did, I observed a  
20 classroom event, a Sim event and then reviewed their  
21 manuals.

22 MR. ETCHER: Okay. All right.

23 MR. ADAMO: Actually, you know something,  
24 now that you bring it up, I'm thinking about, I think  
25 it might have an audit on the Hawker instead of the G3

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1 because I remember we had an XP class. And we had an  
2 XP at the time. You've got to look at the A031. I  
3 mean, I did two more audits this year for my company,  
4 so I'm kind of getting a little fuzzy.

5 MR. ETCHER: I understand. No, that's okay.  
6 We can look that up. I appreciate it. When they were  
7 out there doing the training, the crews, were any of  
8 the approaches in the Sim below minimums so they had to  
9 go missed approach? Or were all approaches known to  
10 break out?

11 MR. ADAMO: No, no. We had several that  
12 were, you had to go-around.

13 MR. ETCHER: Okay.

14 MR. ADAMO: Don't ask me if it was an ILS or  
15 a precision or a non-precision approach, but I do  
16 specifically remember getting down to -- you know,  
17 watching the crews get down to DH or MDA and then  
18 getting time expired in that event and going around.  
19 But I know they did that.

20 MR. ETCHER: Okay. And doing those  
21 approaches, specifically the non-precision approached,  
22 I know you all said you didn't do them that often, what  
23 was your guys' procedure? Was it to be auto-pilot  
24 flown? Hand-flown? Was there a procedure for that?

25 MR. ADAMO: I believe, again, I believe it

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1 was auto-pilot flown. It would descend to the MDA and  
2 let the auto -- that's why, when you were, had me, when  
3 you were talking about unstable, the auto-pilot only  
4 descends at a certain rate unless you force it to. But  
5 I'm almost certain it was auto-pilot flown.

6 MR. ETCHER: Okay. And just two more  
7 questions. Was there any -- I know you were trying to  
8 get SMS started here. Was there any risk assessment  
9 that the crews did or were required to do anything on  
10 that lines prior to the day? Every flight? Anything on  
11 that lines?

12 MR. ADAMO: Well, you mean like a flat 360  
13 or a flat gauge? Yes, that was probably the SMS. I  
14 wanted to implement that too. It just didn't happen.  
15 You know, they're supposed to -- I do one every morning  
16 whenever I go for a flight and this is just one  
17 operation. We do one every morning first flight of the  
18 day or anytime that there's an adverse weather change  
19 of any kind we're required to do it again.

20 I didn't get that done, guys. I just -- it  
21 didn't -- it never materialized. I wanted to. I even  
22 had a nice little iPad app for it but it just didn't  
23 happen.

24 MR. ETCHER: Okay. All righty. And the  
25 very last question I have is if a crew got out to the

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1 airplane, looked at the weather and they felt that it  
2 was either below their comfort level or below what they  
3 have as their personal minimums, what was their  
4 procedure to make sure that the flight didn't go or  
5 they could at least address their concerns and how  
6 would that go?

7 MR. ADAMO: They just, they -- it was  
8 totally up to them. Don't go. They never needed my  
9 permission to not do a flight. They could simply just  
10 call up Sales and say, look, the weather's below  
11 minimum. We're not going. Or we could call up Chief  
12 Pilot, weather's below minimum. We're not calling it.

13 If they called me I would have said, it's  
14 your call. You're there. I'm not -- whatever you're  
15 comfortable with.

16 MR. ETCHER: Did that happen very often?

17 MR. ADAMO: No, like I said, I mean, you  
18 know, while I was there there was never a situation  
19 where my guys flew into minimum weather. You know,  
20 maybe a few times but I never, ever got a call saying,  
21 oh, wow, we shot approached at mins today. It was  
22 always, you know, we really -- I tried to emphasize on  
23 these guys that it's not worth it. Just wait it out or  
24 go to another airport.

25 MR. JAHR: Hey, Bob, sorry to interrupt.

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1 The question was whether the crew ever called you to  
2 tell you they would not do a flight, that they were  
3 canceling a flight because the weather was bad.

4 MR. ADAMO: Oh, I'm sorry. Again, I want to  
5 say I got a couple calls that way.

6 MR. ETCHER: Okay. All righty. I  
7 appreciate it. That's all I have, thanks. Donnie?

8 MR. SHACKELFORD: No, I'm fine. Just say  
9 hello, Bob. How are you doing?

10 MR. ADAMO: Good. You guys are kind of -- I  
11 don't know if I can -- let me see if I can this up any  
12 further. Any way you can get a little closer to the  
13 mic?

14 MR. ETCHER: Yes, Donny's a little far away,  
15 but he just --

16 MR. SHACKLEFORD: Yes, I was just saying  
17 good morning. Just said hello.

18 MR. ETCHER: He had no questions. He was  
19 just saying hi. Let me ask John Drago, on the phone,  
20 from the FAA, do you have any questions, John?

21 MR. DRAGO: David, I just have a couple for  
22 Bob. I'll be brief. Bob, can you hear me okay?

23 MR. ADAMO: Yes. I can hear you loud and  
24 clear.

25 MR. DRAGO: Okay, I'm on a real phone here.

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1 Okay, so do you recall having a list of designated  
2 instructors within ExecuFlight?

3 MR. ADAMO: No. Well, wait a minute. Hold  
4 on. Sim or company instructors?

5 MR. DRAGO: Company instructors.

6 MR. ADAMO: No, it was limited, actually, to  
7 -- it was myself or the chief pilot that did most of  
8 the indoc classes.

9 MR. DRAGO: Oh, okay. So do you recall if  
10 they were designated in their duty assignments as being  
11 company instructors?

12 MR. ADAMO: I believe I did have a letter in  
13 their folders. I put a letter in my own folder and a  
14 letter in Rich's folder. And then, of course, we had  
15 the SIMCOM or just the CAE instructors were in the  
16 training manual, yes. There's a list of those guys  
17 there.

18 MR. DRAGO: Sure. Okay, with respect to the  
19 chief pilot did you ever observe the chief giving  
20 ground instruction for safety --

21 MR. ADAMO: Yes, as a matter of fact, I did,  
22 I specifically assigned him to do a class. I held in  
23 indoc class, I want to say, in November of 2014 for  
24 about six individuals that we were bringing onboard.  
25 And I did the first couple of days and then I

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1 specifically asked Rich to do the next couple of days  
2 so that I could observe him giving ground training.

3 MR. DRAGO: What were your observations of  
4 that training?

5 MR. ADAMO: I didn't anything out of the  
6 ordinary. I mean, there were per in the GM and it was  
7 a question and answer type scenario, a lecture and then  
8 question and answer. I didn't see anything that  
9 concerned me if that's what you're asking.

10 MR. DRAGO: Let me clarify. So was that  
11 training satisfactory to you?

12 MR. ADAMO: Yes.

13 MR. DRAGO: Okay, thank you. Okay, and then  
14 I have two questions regarding you were using  
15 Simuflite as your training partner. Did you have your  
16 pilots demonstrate or train to lowered and standard by  
17 any minimum?

18 MR. ADAMO: I think we were 1,500 RBR,  
19 weren't we? I know that's -- no, I'm almost positive  
20 it's 1,800 RBR.

21 MR. DRAGO: And so just a standard then?

22 MR. ADAMO: Yes, yes. I don't remember --  
23 you know, yes, no. I think that's where we were at  
24 ExecuFlight, yes.

25 MR. DRAGO: Do you recall if you trained

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1 circular approaches?

2 MR. ADAMO: Yes.

3 MR. DRAGO: Okay, and can you tell us -- and  
4 forgive me if this is a repetition but can you describe  
5 the -- I'm sorry, did you -- let me withdraw that  
6 question.

7 Next question is did you fly the Hawker at  
8 all in the simulator?

9 MR. ADAMO: Not with ExecuFlight.

10 MR. DRAGO: Okay. Then I'm finished. Thank  
11 you very much. I have no further questions.

12 MR. LAWRENCE: Great. Anybody got anything  
13 else?

14 MR. ETCHER: No, I'm fine.

15 MR. LAWRENCE: Bob, thank you very much. I  
16 really appreciate this. Is there anything else,  
17 considering that we are just simply a safety  
18 investigation that's trying to find out what happened  
19 so we can prevent it from happening again, anything  
20 else you can think of that might assist us in that  
21 endeavor or something that maybe we didn't ask that you  
22 would like to add?

23 MR. ADAMO: Well, you know, it's easy,  
24 hindsight, you know, 20/20, right? You know, you can  
25 sit back and say, well, we should have did this, we

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1 should have did that. You know, I don't know these two  
2 guys, particular guys, this training situation. I  
3 don't know what, since I never met, spoke or had a  
4 chance to interview them personally, I don't know if I  
5 could make any recommendations at this point.

6 I can tell you that the guys that I trained,  
7 the guys that I worked with, again, being guys like  
8 Donny and Rich and the guys that were there when I was  
9 there, no. I mean, we really do try to instill safety  
10 and, you know, weather's a big thing. I don't like  
11 weather. You know, you can call me a jerk if you want,  
12 I just don't like weather. And that was one of my pet  
13 peeves.

14 I always said, you know, guys, go do what  
15 you have to do, but whatever you're not comfortable  
16 with, you know, don't do it. Period. And I left it to  
17 them to -- you know, we had our minimums. We had  
18 everything that was laid out for us as far as the  
19 manuals goes and the FAA and what we can and couldn't  
20 do.

21 But, you know, I never said this is it. You  
22 get to follow this. You know, if you're not  
23 comfortable with this and you want to notch it up a  
24 little, a level or two, that's your call. And I will  
25 never, ever fault your or torture you about it. And

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1 that's the position that, I think, was, you know,  
2 pretty permanent throughout the company up to the point  
3 when I left. I just really don't know, after I left,  
4 the way things went and how things were done.

5 MR. LAWRENCE: All right, Bob. Thank you  
6 very much. I appreciate your time. And if you think  
7 of anything you want to add down the road, later on,  
8 feel free to get a hold of us, okay?

9 MR. ADAMO: Sounds good.

10 MR. LAWRENCE: All right, thanks, Bob. Take  
11 care.

12 (Whereupon, the above-entitled matter went  
13 off the record at an undisclosed time.)

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C E R T I F I C A T E

MATTER: Execufight Hawker Accident  
Akron, OH, November 10, 2015  
Accident No. CEN16MA036  
Interview of Robert Adamo

DATE: December 3, 2015

I hereby certify that the attached transcription of page 1 to 72 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

  
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