

**Factual Report – Attachment 23**  
**Liberty/NYONair Pilot Safety Meeting Minutes**

**OPERATIONAL FACTORS**

ERA18MA099

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<sup>1</sup> On March 26, 2018, the NTSB Operations Group Chairman requested the Liberty/NYONair pilot safety meeting minutes via email to the NYONair Chief Pilot (see last page of this attachment). The January 11, 2018 Liberty/NYONair pilot safety meeting minutes was not included in the information sent to the NTSB.

## 1.0 August 9, 2017

From: Christine Brown <[REDACTED]>  
Subject: Meeting Notes 8/9/2017  
Date: August 12, 2017 at 2:44:18 PM EDT  
To: Brent Duca <[REDACTED]>, Chris Blanton <[REDACTED]>, Dave Galm <[REDACTED]>, Dave Roman <[REDACTED]>, Justin Bosko <[REDACTED]>, Patrick Day <[REDACTED]>, Tim Orr <[REDACTED]>, Brian Rosenberg <b[REDACTED]>  
Cc: "Jillian O'Brien" <[REDACTED]>, Jenna Myer <[REDACTED]m>, Jordan Turner <[REDACTED]>, Hussein Abdelmaksoud <[REDACTED]>, Erika Reichelscheimer <[REDACTED]>, Nick Florence <[REDACTED]m>, Ayla Brown <[REDACTED]>, Paul Tramontana <[REDACTED]>

Good afternoon,

For those who couldn't attend the pilot meeting yesterday I've detailed the minutes below.

1. New procedures at Leed's pad: we are able to land and load two helicopters at once on the pad. The first helicopter parks in the normal position (butt line just behind the H) and the second helicopter parks to the right of the first using the butt line as a reference point. Note: the helipad is NOT approved for night time operations currently. This means no one should be landing or taking off more than 30 minutes after the sunset. Please check your flight times and make sure this is feasible.

2. Customer interaction with passengers: it has recently been brought to management's attention that some pilots are not interacting with passengers before, during and after the flights. Remember, we are the front-facing representatives of FlyNYON and it's extremely important that we treat each customer's experience as unique and individual. This means speaking with them about specific shots before the flights, then pointing out different angles, lighting and buildings as we fly.

3. Life vests - as everyone now knows, we are using the wrap-around life vests on each passenger for NYON flights. I sent a separate email regarding the correct placement and so far everyone has been doing a great job and we have gotten zero complaints except for how dorky they look. We will be ordering 12 more of these life vests specifically for use at KP so that the process is even more streamlined. Jenna - will you please make sure this gets accomplished?

4. Seatbelts - We have had some controversy with the "blue painter's tape"

on the seatbelts. CX - please let the pilot decide whether or not they want the tape and act accordingly. We are trying to phase this out with the addition of seat belt brackets on the seats.

5. Flight following - lately we have been having some issues with the Slack app and flight following. Often, messages do not go through until much later due to connectivity issues. Also, texting with pax on board is not a good look and delays flights. We are looking into Spider Tracks or Foreflight flight tracking.

6. Last evening I held a meeting with all CX regarding the proper NYON and charter modes for the aircraft, specifically 1JS. We should not have any more issues with bent pins, broken covers or door struts being installed backwards. Please bring any issues to my attention.

7. I will be scheduling recurring weekly pilot meetings, most likely on Wednesday's so that we can all stay up to date on our changing environment.

Thank you,

**Christine Brown**

Director of Flight Operations

c: [REDACTED] o: [REDACTED] · [NYONair.com](http://NYONair.com)

**2.0 September 6, 2017**

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: Pilot Meeting Minutes 9/6/17

Date: September 8, 2017 at 9:11:26 AM EDT

To: Patrick Day <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]>, Brent

Duca <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Dave Galm <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Kai Cowley <[REDACTED]@[REDACTED].com>, Jordan Turner <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, [REDACTED]@[REDACTED].net

Hello All,

I have summarized our 9/6/17 pilot meeting below:

1. The WTC standoff of 1/4 mile radius applies to ALL NYON flights. I will be sending out a separate email with further details.
2. After your last flight, please make sure to fuel Astars to 55% and Twinstars to 25% per side.
3. Ground and flight training for the new 135 certificate will commence this week. The first aircraft to go onto the cert will be 326SC and 109HP.
4. Each pilot must check the aircraft for damage after **every** NYON flight (good practice to do for any flight including charter). If you notice damage contact myself or Paulie immediately and Pat Day. We are looking at a bungee system to restrain seatbelts from falling outside aircraft if they are inadvertently unbuckled. We also mentioned CX could take a quick video of the aircraft after every flight - *Erika, Jordan* thoughts on implementing?

Any questions feel free to respond to this email or give me a call!

Thanks,

**Christine Brown**

Director of Flight Operations

c: [REDACTED] · o: [REDACTED] · [NYONair.com](mailto:[REDACTED]@NYONair.com)

### 3.0 September 21, 2017

From: Christine Brown <[REDACTED]@[REDACTED].com>  
Subject: Pilot Meeting  
Date: September 21, 2017 at 3:08:06 PM EDT  
To: Brent Duca <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Patrick Day <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, [REDACTED]@[REDACTED].com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].net, LtCracker <R.[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, [REDACTED]@gmail.com, [REDACTED]@aol.com, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Dave Matula <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>

Hello All,

From this point forward, we will be holding pilot meetings every Sunday at 12:00 PM Eastern time. This is the time when most of the pilots will be available given everyone's busy schedules.

These meetings will be centered around safety and operations as well as any updates from management. **Everyone is expected to participate!** Please speak up if you have questions, issues, or recommendations on how to make FlyNYON flights more safe and efficient. Of course if there is any sort of safety issue at the time of the flight call Paul, myself and/ or Pat immediately.

Here is the call-in information:

Join the call: <https://www.uberconference.com/christine913>

Optional dial in number: 719-394-[REDACTED]

PIN: 03068

A meeting invite will be sent out shortly.

Thank you team!

**Christine Brown**

Director of Flight Operations

c: [REDACTED] · [NYONair.com](mailto:NYONair.com)

#### 4.0 September 24, 2017

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: Pilot Meeting Minutes 9/24/17

Date: September 24, 2017 at 1:27:27 PM EDT

To: Patrick Day <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, [REDACTED]@gmail.com, Tony Pascoe <[REDACTED]@yahoo.com>, [REDACTED]@hotmail.com, [REDACTED]@[REDACTED].net, [REDACTED]@aol.com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Dave Matula <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>

Thank you to all who attended the meeting today.

List of people on the call:

Paulie  
Chris B  
Dave M  
Klass  
Rick V

Brent D  
Amanda  
Craig G  
Justin B

Scott F sent me an email for agenda but could not be on the call.

1. Flight sheets need to be completely filled out with aircraft tail number, pilot name, flight duration, passenger names and weights and given to each pilot for EACH FLIGHT. The worst case scenario is that this information is texted to the pilot by operations. If there is no flight information the flight will be refused.

2. Large groups/ CX availability - All doors off flights will have 2 CX per each aircraft. All doors on flights only need 1 CX. Liberty will be finding out how many CX are available when flights are double, triple and quadruple booked to ensure minimums are met. Liberty may bring in more ground loaders from JRB.

3. The general consensus is that the safest location for aircraft at HHI are on spots 6, 5, 4, and 3 with tail over the water. This will allow the van to stay on the other side of the hover taxi line and will prevent passengers from interacting with other aircraft on the ramp. Paulie will be working on this with the heliport manager and KP owner.

4. The van needs to remain behind the trailers at all times.

5. If there is any safety issue, call Brent/ Paulie immediately to fix the issue on the spot. Do not wait!

6. NYON needs to go through Liberty for any additional flights, not pass the flights to pilots directly. Operational control must remain intact.

7. We reiterated the pilot/ CX handoff. CX will load pax into the aircraft (with pilot supervision) and then verbally hand off the control to the pilot who will perform final aircraft and passenger checks.

8. We have had issues with CX clearing pilots to come into the Leed's pad. Either the radio wasn't on the correct channel or the volume was turned down or they weren't listening. We need to tighten this procedure up - ATTN Moe, Huss.

9. Hard points for the front seats will be cut out of all aircraft flooring this week. If there are no hard points available, the next best spot is the



seatbelt hardpoint for copilot or pilot. ATTN Brent

10. Going forward we will have a CX rep and an ops rep on the Sunday calls.

Please send me any agenda items by the Saturday before the meeting. Any safety issues immediately call Brent, Paulie, or myself.

Thank you!!

## Christine Brown

Director of Flight Operations

c: [REDACTED] [NYONair.com](mailto:[REDACTED]@NYONair.com)

### 5.0 October 1, 2017

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: Pilot Meeting Minutes Oct 1

Date: October 1, 2017 at 1:54:22 PM EDT

To: [REDACTED]@gmail.com, Tony Pascoe <[REDACTED]@[REDACTED].com>, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Dave Matula <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Nicole Slivka <[REDACTED]@[REDACTED].com>, "Jillian O'Brien"

[REDACTED] >, Jenna Myer [REDACTED] >

All, thank you for attending this morning! I understand that some people couldn't call in due to the amount of people on the conference and we are working on fixing that for next week. If we continue to use Uber Conference please use the link provided and input your information so I can identify who is on the call.

1. Children on NYON flights - Pat and Paulie are circling back on this issue and we will reach a conclusion soon.

2. Cold weather procedure refresher

- >45 deg doors open the entire flight
- 25 - 45 deg sliding doors during flight
- <25 deg sliding windows only

Currently, only HP, JS, MH, SC are outfitted with dual sliders for cold weather operations. Liberty is going to upgrade a few more aircraft as winter approaches.

3. Never squawk 1200 in the Bedminster TFR, even when lifting from Kearny! Please be vigilant.

4. Flight sheets - accuracy and completeness of the flight sheets is an ongoing issue. Brent spoke on a new system we are going to implement soon.

5. New harnesses have been purchased! They are FAA approved 6 point harnesses. We will brief pilots on proper fitting and usage once they arrive.

6. If there are more than 2 flights per hour (Leed's limit), ALL flights will be moved to HHI for operational efficiency.

7. Ops and CX - if the combined bench seat weight is more than 300 lbs, the pilot needs to be notified so they can complete a weight and balance and accept the flight.

8. Flight manifests for SC and HP must come from the current GOM. I will find out what this manifest is and print out new ones.

9. One person from NYON ops should always be on the call. Nick, I know you tried today but we were at the limit.

10. All NYON pilots please send Brian Rosenburg your completed drug

training certificate.

Thank you!

**Christine Brown**

Director of Flight Operations

c: [REDACTED] [NYONair.com](mailto:NYONair.com)

**6.0 October 8, 2017**

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: Pilot Meeting Oct 8 Minutes

Date: October 8, 2017 at 1:25:05 PM EDT

To: [REDACTED]@[REDACTED].com, Tony Pascoe <[REDACTED]@[REDACTED].com>, [REDACTED]@[REDACTED].com, [REDACTED]@aol.com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Dave Matula <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Nicole Slivka <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>

Hello All,

Thank you to those who called in today to the pilot meeting. Please see minutes below and

1. Spots at HHI - we will be utilizing spots 1 & 2 and the spots by the fuel tank until further notice. The van should be able to drive in the original driveway as construction ends.

2. Procedures for La Guardia runway 13 - if the winds are out of the East, pilots need to find out if La Guardia is using 13 BEFORE THE FLIGHT and if so make arrangements with TRACON to go up to 3500' over Central Park/ midtown (if ceilings permit). If this is not possible, contact ops immediately.

3. Zip ties should never be thought of as load bearing. Always tether with approved tethers!

4. 326SC, 355MH, 355SF, 109HP, 321JS are on East West 135 certificate now with updated ops specs.

5. Briefing pax who don't speak English - CX/ ops are working to create an updated safety video with subtitles in different languages. Briefing cards are also an option as well as Google translate on a phone in the worst case scenario. Pax who speak no English should be discouraged from the adventure seat. PIC has final say on this.

6. GoPro mounts - current Peak Design GoPro mounts are banned from use until a conclusion is reached on the Las Vegas failure

7. Harness update - new harnesses still on their way, expected this week.

8. Leed's - if there is more than 1 flight per hour, all operations move to HHI.

9. Customer service - clearly set passengers expectations and this will set you up for success! The pilot creates the customer experience when it comes down to it. It is better to go over 1 or 2 minutes than re-fly an unhappy passenger (just note on the manifest). It is up to us to create a unique experience for each passenger. Always confirm what each passenger wants to see before the flight no matter what is on the flight sheet!!

10. Pilot read file - I will be creating a shared file this week as a NYON pilot read file.

12. F&D tracker - this is a work in progress as we are deciding on which program suits us best.

13. CX - please clean up after yourselves on the tarmac! Cut zip-ties should be disposed of as they are considered FOD (foreign object debris) and can be hazardous to helicopters.

Thank you!

## Christine Brown

Director of Flight Operations

c: [REDACTED] · [NYONair.com](http://NYONair.com)

### 7.0 October 15, 2017

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: October 15 Pilot Meeting Minutes

Date: October 16, 2017 at 10:51:36 AM EDT

To: [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@gmail.com>, Dave Matula <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@flynyon.com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>

Hello All,

Thank you for attending the October 15 pilot meeting. I have outlined the minutes below. Please contact me with any questions.

1. The new procedures for loading (1 CX during BUSY times with pilot assistance) seem to be successful. Any pilot who has an issue with this procedure please let me know immediately.
2. Until further notice, we will be using spots 4, 5, and 6 on the south end of the ramp.
3. CX at Leed's - one CX must be in place at least 45 min - 1 hour earlier than first anticipated landing.
4. The NYON frequency is back to 123.27.
5. CX, let's make sure we get aircraft configured on time for each flight as this has been causing delays.
6. We are looking at either Spider tracks across the board or Foreflight tracking. I will be following up next week.

Thank you,

**Christine Brown**  
Director of Flight Operations

**cell:** [REDACTED]  
**web:** [NYONair.com](http://NYONair.com)

The NYON Family:

### 8.0 October 29, 2017

From: Christine Brown <[REDACTED]@[REDACTED].com>  
Date: Thu, Nov 2, 2017 at 11:12  
Subject: Abbreviated Minutes for Oct 29 Pilot Meeting  
To: <[REDACTED]@[REDACTED].com>, <[REDACTED]@[REDACTED].com>, <[REDACTED]@aol.com>, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>,

Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni  
<[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll  
<[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day  
<[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance  
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<[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons  
<[REDACTED]@[REDACTED].com>

Hello All,

The main points from the Oct 29 pilot meeting are as follows, please chime in if you feel I've missed something.

1. Shoulder straps are working out relatively well. Passengers in adventure seats are now taking off the seatbelt as ONE UNIT and buckling behind them. Brent is securing more rubber stoppers so that the should strap does not pop off the lap belt so easily.
2. We are still have issues tethering items to passengers. Please DO NOT use zip ties as a main tether point.
3. Below 45 degrees F, doors will be shut on takeoff and landing for the first portion of the flight, with passengers sliding the doors once on location. This obviously presents a problem for the helicopters that do not have dual sliders (Liberty). We are working toward a solution of installing dual sliders.
4. Helicopters will always be repositioned to the ground for any flight.
5. Pilots are now tethering all passengers into aircraft to eliminate inconsistencies. CX will aid this process but the pilot has final say.
6. A Standard Operation Procedure (SOP) for NYON flights is currently in the works. This will help address training standards for both CX and pilots.

Thank you and I look forward to hearing from you all this Sunday. As per usual, please give me any agenda topics before Saturday evening.

Thank you,

**Christine Brown**

Director of Flight Operations

cell: [REDACTED]

[REDACTED] office: [REDACTED]

web: NYONair.com

## 9.0 November 5, 2017

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: November 5 Pilot Meeting Minutes

Date: November 5, 2017 at 1:28:35 PM EST

To: [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@nyonair.com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <tyler@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>

1. Heli-photo flights: moving forward, the current pamphlets will not be used by staff for recruiting passengers. In order to be considered a photo flight, the passenger has to have a specific location or shot in mind and we can offer suggestions but not tell them "what they are going to see". Pat will be circling with Malcolm and make sure this is not an issue going forward.

2. Phones - all phones must be out of their cases before being secured and tethered. We are working on a secondary tethering system as a back-up.

3. Vigilance about seatbelt - please be continually watchful regarding passengers removing their seatbelt during flights, either on purpose or accidentally. Winter clothing can be cumbersome and it's easy to bump the seatbelt off. Also note if passengers do not speak English and are having a hard time understanding instructions.

4. Sliding doors update - no update as of 11/5/17

5. New SOP - The NYON SOP is being distributed and pilots/ CX are being trained. Going forward, this is the standard and all pilots/ CX are expected to follow the SOP during each flight.



6. New harnesses - After playing around with the harnesses, Brent and Liberty pilots have found that they can adjust to many different sizes securely. We are going to take a look at one more style but will be putting in the order soon for 20 TSO-certified harnesses. Going forward once we purchase and receive the new harness we will be phasing out the old style.

7. FAA update - The FAA visited the hangar last week and observed a flight. We will be solving the harness issue shortly.

Please feel free to contact me if you need additional clarification. Thank you to those who called in and speak next week!

Thank you,

**Christine Brown**  
Director of Flight Operations

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**web:** [NYONair.com](http://NYONair.com)

The NYON Family:

#### 10.0 November 12, 2017

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: November 12 Pilot Meeting Minutes

Date: November 15, 2017 at 2:22:44 PM EST

To: [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@gmail.com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien"

<[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>

1. SOP update - we are on Revision 6 of the SOP. There have been no negative comments or concerns from pilots/ CX/ ops. This is a living document and we will continue to include best practices as they arise.

2. Cold weather limits and solutions for pax/ pilots - Pilots will be getting heated clothing. Ops/ CX are briefing pax before the flights if the temperature is going to be exceedingly cold. CX will notice if pax are prepared and offer in hangar solutions (gloves etc) We are also working on in-flight phone chargers. Important: during the flight if any passenger requests to go back early the pilot will honor that request no matter where they are in the flight. In addition, if the pilot feels unsafe or too cold to fly they will take a break or find a replacement pilot (speak with ops).

3. Christi/ Justin/ Scott/ Marie are working on an updated pilot training video and presentation to include topics such as customer experience and how to set up the aircraft for the best shots. This will be a comprehensive and standardized training that will be used across the company.

4. Pilots must ensure pax are safety briefed at aircraft in addition to the terminal briefing.

5. Brent is looking into creating a mockup of the seatbelt setup for KP so pax can practice before coming to the aircraft. He is also researching other seatbelt designs that cannot be easily bumped off in flight.

Please let me know if you have any questions or comments.

Thank you,

**Christine Brown**  
Director of Flight Operations

cell: [REDACTED]

**web: NYONair.com**

The NYON Family:

**11.0 November 19, 2017**

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: November 19 Pilot Meeting Minutes

Date: November 22, 2017 at 6:17:46 PM EST

To: [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Justin Bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@flynyon.com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>

Hello All,

I've outlined the minutes from our short pilot meeting last Sunday.

1. SOP updates - just a reminder that the SOP is a living document and is up for revision and input from anyone at any time. Best practices can always be improved upon.
2. Cold weather comments and update - cold weather flights have been going well. The order has been put in for heated clothing and gloves for the pilots. This should help pilots performing multiple flights going forward. However, please take a break or switch pilots if there is any issue with loss of feeling in the extremities or general discomfort.
3. TFR Waiver - All TFR Waiver requests MUST be vetted through Christine Brown, Chris Blanton and Tim Orr, regardless of which company

they originate from. This document is to be used for production flights only.

Thank you and have a great Thanksgiving!

**Christine Brown**

Director of Flight Operations

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**The NYON Family:**

**12.0 November 26, 2017**

From: Christine Brown <[REDACTED]@[REDACTED].com>  
Subject: November 26 Pilots Meeting Minutes  
Date: November 27, 2017 at 12:59:35 PM EST  
To: [REDACTED]@gmail.com, [REDACTED]@[REDACTED].com, justin bosko <[REDACTED]@[REDACTED].com>, [REDACTED]@[REDACTED].com, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Ayla Brown <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>

Hello All,

Thank you to those who called into the pilot meeting yesterday. Minutes as follows:

1. There have been some issues with CX not understanding or adhering to the SOP. It boils down to the high turnover rate coupled with training. Moe is going to set up additional training for the CX this week. Any issues please let me know. Just to reiterate, pilots and CX need to work together as a team and strive for a positive and supportive environment, especially in

front of passengers.

2. We have a batch of new harnesses and will be updating the safety video to include them. Additional updates to the safety video include subtitles in other languages and life vest instructions. We will be having a meeting this week to discuss the updates.

3. I have circled with Jenna regarding the external chargers for phones. We have been having lots of premature phone deaths with the cold weather.

As always, please let me know if you have any agenda items for next week's meeting by Saturday.

Thank you,

**Christine Brown**

Director of Flight Operations

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The NYON Family:

**13.0 December 13, 2017**

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: December 13 Pilot Meeting Minutes

Date: December 13, 2017 at 2:19:08 PM EST

To: [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, Beau Nicholson <[REDACTED]@[REDACTED].com>, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, justin bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Marie Fanjoy <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>

Hello All,

Thank you for calling into the pilot meeting today. Minutes are as follows.

1. Warming clothing update - Gloves have arrived and I will be bringing them to Liberty to have all pilots try on. They are fairly bulky so we may have an issue with mobility.
2. SOP update and feedback - SOP procedures have been going well for both CX and pilots. The only feedback I received was to make sure the CX are setting up aircraft correctly and according to the SOP each time.
3. Cold weather update - pilots discussed setting low temperature limitations for flights as well as the amount of flights a pilot can do within a give time period. These limitations are being vetted.
4. Vegas - Brian has requested heated clothing for his pilots to use. Jenna will coordinate ordering.
5. Pilots flying the Astar should never be lower than 2000' over midtown. Pilots should also keep their speed up over midtown (50-60 knots) so that in the event of an engine failure they can have a better chance of making it to the river.
6. If there is only one floor seat (adventure seat) on a specific flight, the passenger needs to be made aware that they cannot move to both sides of the aircraft. Pick a side and stay there. The floor seats can go back early to their seats due to cold but they should not be hopping up and down during the flight.

Thank you,

**Christine Brown**

Director of Flight Operations

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The NYON Family:

From: Christine Brown <[REDACTED]@[REDACTED].com>  
Subject: Low Temperature Policy for NYON Flights  
Date: December 13, 2017 at 1:48:16 PM EST  
To: Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>  
Cc: Brent Duca <[REDACTED]@[REDACTED].com>, justin bosko <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>

Hello All,

During the pilot meeting today we discussed having a low point cutoff for NYON flights. The temperatures are becoming frigid and we can't keep pushing lower and lower due to pilot safety and comfort. Even with the most state-of-the-art equipment we will run into issues with dexterity and mental fatigue.

Pat - we'd like you to please vet these temperatures so we can put them into effect. We are also looking at different aircraft configurations to work around the issue of cold such as keeping both front doors on and selling 3 open door seats (4th and 5th seat up front with door on).

Paulie - please give us your input on these limits.

35 degrees F and higher - no restriction  
30-35 degrees F - only 15 minute flights (no 30)  
Below 30 degrees F, doors on unless sliding on location

When the temperatures are below 45, operations cannot schedule pilots for back-to-back hourly flights. Pilots may only perform one 15 minute flight per 2 hours and one 30 minute flight per 3 hours.

Please keep in mind that even if it is 45 on the ground, it will most likely be below freezing at 2000' plus add in wind chill factor.

If vetted, I will share these limitations with ops and the pilots.

Thank you,

**Christine Brown**  
Director of Flight Operations

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**The NYON Family:**

-- [REDACTED] [REDACTED] [REDACTED] [REDACTED]  
[REDACTED] [REDACTED] [REDACTED] [REDACTED]

**14.0 December 17, 2017**

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: December 17 Pilot Meeting Minutes

Date: December 20, 2017 at 3:17:17 PM EST

To: [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, Beau Nicholson <[REDACTED]@[REDACTED].com>, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, justin bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Christopher Gagne <[REDACTED]@[REDACTED].com>, Marie Fanjoy <[REDACTED]@[REDACTED].com>, Tim Orr <[REDACTED]@[REDACTED].com>, Erika Reichelscheimer <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>

Thank you all for calling into the meeting this past Sunday. There are items for Brent, Moe, Huss and Scott to complete below.

1. SOP updates:

Brent, please update the SOP as follows:

- The pilot will tether BOTH floor seat pax before they get up into their starting positions on the bench. This allows for proper tether length and aids in movement to the bench.

2. We are averaging 20 minutes to load pax WHEN THEIR ARE NO ISSUES. This means that all gear is on correctly and there is no missing inventory. Moe/ Huss will be making sure there is back-up gear in the vans at all times so we don't spend precious time running back and forth in case of an issue.

3. We have new CX who have been through at least one training session. Any issues with CX please immediately text Ethan with your flight and CX assignment.

4. There has been some confusion with the new harnesses. Moe/ Huss will be conducting CX training to make sure that all pax who use new harnesses are arriving at the helicopter wearing them properly.

5. Warming gloves - we've been having a hard time finding warming gloves



because there are simply none on the market for such a niche activity (flying helicopters in subzero temps). They are either too thick to control the aircraft and heated properly or thin enough for flying and don't work at all. Scott is in charge of finding liners that will work. He will also collect the gloves that do not work and give them to Jenna to return. We are also looking into other solutions such as a warming pod for gloves between flights.

6. The pilot rotation seems to be working (1 flight every two hours) but the 30 minute flights in below freezing temps are still quite frigid. Pilots need time to recover on a case-by-case basis. Hopefully solving the glove issue will help this.

7. FEEDBACK NEEDED - We have been holding the meetings every Sunday at 12 PM Eastern. This is not an ideal time for everyone. The reason we hold them Sunday's is because there are no tours for Liberty but NYON has been picking up quite a bit on Sunday's anyway. Can we please take a vote to keep the meetings on Sunday's or switch them to Wednesday's?

Thank you,

**Christine Brown**

NYC Lead Pilot

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web: NYONair.com

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The NYON Family:

**15.0 December 31, 2017**

From: Christine Brown <[REDACTED]@[REDACTED].com>

Subject: December 31 Pilot Meeting Minutes

Date: December 31, 2017 at 2:19:38 PM EST

To: [REDACTED]@[REDACTED].com, [REDACTED]@[REDACTED].com, [REDACTED]@aol.com, Beau Nicholson <[REDACTED]@[REDACTED].com>, Bradley Shubargo <[REDACTED]@[REDACTED].com>, Brent Duca <[REDACTED]@[REDACTED].com>, Christopher Marshall <[REDACTED]@[REDACTED].com>, Craig DiGiovanni <[REDACTED]@[REDACTED].com>, justin bosko <[REDACTED]@[REDACTED].com>, Klass Boll <[REDACTED]@[REDACTED].com>, Mike Kwas <[REDACTED]@[REDACTED].net>, Patrick Day <[REDACTED]@[REDACTED].com>, Paul Tramontana <[REDACTED]@[REDACTED].com>, Rick Vance <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>, Scott Mills <[REDACTED]@[REDACTED].com>, Andre Howard

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Hello All,

Thank you for calling in. These meetings are instrumental to our continued safe operations. The minutes of today's meeting are as follows:

1. Doors-on flights have been going well with little passenger complaints. We are still searching for a cutoff temperature that we can adhere to so expectations for pilots and passengers can be set.
2. CX and pilots can help load passengers into the closed door aircraft. No special procedures need to be used except for the pilot performing the final checks of passengers and the aircraft.
3. We have two aircraft going up for the NYE Focus Flight tonight. I will be sending an email to TRACON shortly as well as calling them to confirm the flights.
4. We have been experiencing some communication issues between CX/ops and pilots. A group text should be sent the morning of the flights to all pilots/ ops who are on that day. Each time a group is leaving KP, ops will write a text such as "pax on the way". Every flight sheet also needs to be texted beforehand so pilots can see pax weights and any other potential issues.
5. All passengers must be weighed on the scales at KP, regardless of whether or not the doors are on or off.

Thank you and have a great New Year!! Happy 2018!

**Christine Brown**

NYC Lead Pilot

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The NYON Family:

16.0 February 21, 2018

From: Christine Brown <[REDACTED]@[REDACTED].com>  
Subject: Pilot Meeting Feb 21 Minutes  
Date: February 21, 2018 at 2:07:37 PM EST  
To: Andre Howard <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Buffy Stevenson <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Chris Gagne <[REDACTED]@[REDACTED].com>, Diane Dollar <[REDACTED]@[REDACTED].com>, Juan Vasquez <[REDACTED]@[REDACTED].com>, "Lauren St. Romaine" <[REDACTED]@[REDACTED].com>, Patrick Day <[REDACTED]@[REDACTED].com>, Patrick Day <[REDACTED]@[REDACTED].com>, Carmine Berardino <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Scott Fabia <[REDACTED]@[REDACTED].com>

Hello All,

Thank you for calling into the Feb 21 pilot meeting. Minutes and action items as follows:

NYC

1. **Scott** has been researching and procuring a new cutter for the tethers which we will be testing shortly. There is also a new style of tether we are looking into as well. This will need to be included in the safety video.
2. The safety video will be modular which means that it can be edited as we discover new best practices or procedures. It will also have subtitles for those hard of hearing or those from foreign countries.
3. I will be sending the Miami shoe report in a separate email. In a nutshell, always take the conservative approach when looking at passengers shoes before flights. There should always be either laces or MORE than 1 point of attachment (ie not 1 buckle around ankle that could easily break in the wind). This was a great learning experience and we will not repeat it.

4. 1JS is now living in Miami. **Juan** will be sending the camera tongs back to Kearny/ Linden (**Chris** please advise).

5. We are hiring 6 pilots for the NYC location for this summer with potential permanent opportunities. Please let me know if you recommend anyone.

#### Vegas

1. Heli Expo is coming up, please double check your travel information if you are traveling there!

2. We will be have mandatory NYON training 1630 - 1830 in the hangar. **Christi** will be leading the training.

3. Religious garb - we had an issue securing someone's religious hat the other day. If it can't be secured they either have to remove it or not fly (or fly with doors on). Everyone please make your best effort to secure these items.

#### LA

1. There was an issue the other day with deaf passengers flying. **Ethan** will be sending out a script for the briefing that passengers can read before the flight. We also need to decide on hand gestures (thumbs up, etc) that can be used for these types of passengers. I also use hand gestures for foreign pax.

#### SF

1. There are still some issues with lack of personnel at SF. They are looking into hiring a full time CX.

#### Miami

1. No further updates.

#### Ops/ CX

1. In response to the Sunday evening flights in which we had 6 simultaneous sunset flights, Ethan has informed us that we are procuring more tethers and harnesses so we don't run into the same situation.

Please let me know if I missed anything, and I will see you all at Heli Expo.

**Christine Brown**  
NYC Lead Pilot

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The NYON Family:

17.0 March 7, 2018

From: Christine Brown <[REDACTED]@[REDACTED].com>  
Subject: March 7 Pilot Meeting Minutes  
Date: March 9, 2018 at 1:12:46 PM EST  
To: Andre Howard <[REDACTED]@[REDACTED].com>, Anthony Martinez <[REDACTED]@[REDACTED].com>, Brian Rosenberg <[REDACTED]@[REDACTED].com>, Buffy Stevenson <[REDACTED]@[REDACTED].com>, Chris Blanton <[REDACTED]@[REDACTED].com>, Chris Gagne <[REDACTED]@[REDACTED].com>, Diane Dollar <[REDACTED]@[REDACTED].com>, Juan Vasquez <[REDACTED]@[REDACTED].com>, Carmine Berardino <[REDACTED]@[REDACTED].com>, "Lauren St. Romaine" <[REDACTED]@[REDACTED].com>, Patrick Day <[REDACTED]@[REDACTED].com>, Patrick Day <[REDACTED]@[REDACTED].com>, Hussein Abdelmaksoud <[REDACTED]@[REDACTED].com>, Moe Elmaksoud <[REDACTED]@[REDACTED].com>, Ethan Fang <[REDACTED]@[REDACTED].com>, Jenna Myer <[REDACTED]@[REDACTED].com>, "Jillian O'Brien" <[REDACTED]@[REDACTED].com>, Nick Florence <[REDACTED]@[REDACTED].com>, Tyler Fitzsimmons <[REDACTED]@[REDACTED].com>, Kris Gunn <[REDACTED]@[REDACTED].com>

NYC

1. Tethers and cutters - we are going forward with a bulk inventory purchase which includes the new style tether and cutters which are much easier to use.
2. Safety Video update - the safety video is in the finishing stages and will be vetted before release.
3. Pilot hiring - Brian and Christi are working through a shortlist of applicants to hire pilots for NYC.
4. Passenger briefing issues - If a passenger arrives late, please make every effort to brief them verbally. The pilot should still cover basic briefing items (such as seatbelts) as they harness them into the aircraft.

New briefing cards are being produced which will be available in different languages.

5. Special flights - Ops, if possible, please provide as much advance detail to pilots of special flights so that they can properly plan for expectations and get the flight up on time.

6. Customer service - There are no helicopter DRIVERS at our company, there are PILOTS. This means that we are the bottom line for customer satisfaction. Go above and beyond just flying the aircraft safely!

#### Vegas

1. Heli Expo recap - Heli Expo and the afterparty were an absolute success, and we made a great impression on the industry (we are here and we aren't going away).

2. NYON Training - Christi gave NYON-specific operations training in Vegas and distributed the SOP. Action item: each location needs to send me a slide with their specific site requirements.

3. Updated weight and balance info - Brian is almost finished with a standardized W&B form that will be approved into the Ops Specs.

#### Updates:

LA - aircraft down for MX

SF - aircraft down for MX

Miami - NYON is learning to co-exist with the FBO in Opa Locka but other than that everything is awesome (Juan).

Ops/ CX - Right now in NYC we can do 5 simultaneous flights and we are ordering more equipment.

Pilots - do not call the floor seat the "adventure seat" because people get FOMO. Also do not mention that the left bench seat is the "windy" seat for obvious reasons.

We will reconvene March 21.

Thank you,

**Christine Brown**  
NYC Lead Pilot

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