DENA'INA AIR TAXI LLC

GENERAL OPERATIONS MANUAL

1000 MERRILL FIELD DRIVE
ANCHORAGE, ALASKA 99501

REVISION – 5

OCTOBER 2022

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GENERAL OPERATIONS MANUAL

PURPOSE

This manual has been prepared to cover the policies and procedures governing the operation of the Flight Department of Dena'ina Air Taxi, LLC under its Air Carrier's Certificate **J95A298L**. **The company does business under the name Dena'ina Air Taxi**. The purpose of this manual is to assure: (1) the utmost in safety of operation (2) Compliance with Regulations and (3) the general efficiency of the Flight Department. It provides company policies and procedures to followed by company personnel to carry out their assigned duties and responsibilities in accordance with intent of the certificate holder. 14CFR contains the rules that employees must adhere to. Herein "DAT" refers to Dena'ina Air Taxi LLC.

NOTE: Section A, Page 1 describes the interrelationship between the GOM and HAZMAT Manuals. Chapters in this manual coincide with the sections required by 14CFR §135.23.

USE OF THIS MANUAL

This manual is compiled with reference to the Federal Aviation Regulations, Part 135. The General Manager has overall responsibility for contents and enforcement of this document. It is the responsibility of the Director of Operations, Chief Pilot, Director of Maintenance and all line Pilots to be familiar with the policies and procedures contained herein. **This manual must be used by the certificate holder's flight, ground, and maintenance personnel in conducting its operations.** A current copy of this manual will be maintained at each hub station office and onboard each aircraft operated by the company so as to be available at all times while any operations are in progress. The manual is also available at www.tnaemp.com, Denina Documents Tab. The Director of Operations is responsible for distribution of revisions of this manual to the FAA. If any employee observes any discrepancies between applicable Federal regulations or the certificate holder's operating certificate or operations specifications and this manual; (a) if action is required immediately - comply with the 14CFR, (b) if no action is required, notify the Director of Operations or your Station Manager (if applicable) for clarification. <Notification should be made to the Director of Operations in written form, describing the discrepancy in all cases>.

Note: The company's FAA Authorized Operations Specifications (Ops Specs) are mandatory and take precedence over this document. Each Aircraft and printed copy of this manual must also have a copy of the current Company Operations Specifications attached.

REVISION CONTROL

In accordance with 14CFR 135.21(a) (and AC 91-84 par 303), each manual shall have the date of the current revision number on each revised page. The list of pages in this document, their revision number and date of acceptance are found on page vii of this section.

Each pilot and any other person authorized 'safety sensitive duties' or are assigned 'safety sensitive functions' are responsible to have access to a copy of this manual at all times while flight operations are in progress. This includes contractors and subcontractors, full and part time, temporary or intermittent employees.

The safety-sensitive functions are:

(1) Flight crewmember duties.
(2) Reserved
(3) Flight instruction duties.
(4) Aircraft dispatcher duties.
(5) Aircraft maintenance or preventive maintenance duties.
(6) Ground security coordinator duties.
(7) Aviation screening duties.
(8) Air traffic control duties.
(9) Operations control specialist duties.

Therefore:

1. The current Company Operations Manual, Approved Operations Specifications and General Maintenance Manual available to all company employees at the web site: www.tnaemp.com , Dena'ina Documents Tab
2. Each company aircraft shall have assigned to it a copy of the currently FAA accepted General Operations Manual.

    a. Each company aircraft's GOM will contain a complete copy of the Company's Operations Specifications in the same binder.

The Records Manager is responsible for ensuring revisions are inserted into the base station and aircraft copies of the manual. Typically, a copy is assigned to a specific pilot to update an aircraft that he is assigned to fly. Each hub station where more persons other than Pilot in Command are stationed will also maintain a current copy of this manual.

Manual revisions may be initiated by the Company or the FAA. All manual revisions will be submitted to the FAA for review prior to being implemented. The operator will submit revisions to the FAA via Email, Certified Mail or Hand Carry with documented Receipt Notification. If the FAA doesn't notify the operator of the revision's unacceptability, the revision will be distributed after 10 days.

REVISION CONTROL RECORD

Revision #	Pages	By	Date
Original	All	Josh Jacko	03/01/2013
Rev 1	---	Josh Jacko	01/02-2015
Rev 2	---	Josh Jacko	12/15/2016
Rev 3	---	Josh Jacko	02/16/2020
Rev 4	---	Josh Jacko	04/23/2021
Rev 5	All	Josh Jacko	10/20/2022

NOTE : The current revision is always available on Company's employee web site

HIGHLIGHTS OF CHANGES

- This manual is a reformat of the previous manual therefore all pages are superseded.

EFFECTIVE PAGES

This listing contains all current pages, with effective dates, of the General Operations Manual. It should be used after posting changes to ensure the manual is complete and up-to-date.

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FAA ACCEPTANCE

JAMES M HOWERY

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SECTION A

[14 CFR §135.23(a)]

THE COMPANY

Dena'ina Air Taxi, LLC is an Alaskan Limited Liability Company. The principal base of operations is located on the Merrill Field Airport in Anchorage Alaska. The corporate office address is 1000 Merrill Field Drive, Anchorage, AK 99501. The Company will conduct business and advertise under the following name: **Dena'ina Air Taxi, LLC** as approved by FAA Operations Specifications. Any reference to "the Company" or "DAT" in this manual shall refer to Dena'ina Air Taxi. The Certificate Number is J95A298L.

THE MANUAL

14CFR §135.21 requires that each certificate holder prepare and keep current a manual setting forth the certificate holder's procedures and policies acceptable to the Administrator. This manual must be used by the certificate holder's flight, ground, and maintenance personnel in conducting its operations. The Regulation lists the minimum required contents of the manual; however, the company's manuals are designed to be specific to the size and scope of operations and therefore are unique and specific to our Company. A 2rd required manual is the ***Hazardous Materials Operations and Training Manual***. This manual applies to all employees, agents and contract employees of the company that receive or ship Hazardous Materials. Many other documents that are provided, accepted or approved by the FAA are part of the collective "Manual" that may be utilized by company employees. These include the Federal Aviation Regulations, Approved Inspection Documents, Advisory Circulars, AD's, Manufacturer's Documents, STC's, and FAA Orders. (This list is not all inclusive). The term "The Manual" or "Company Manual" therefore is a term utilized to describe an entire library of material approved for the Company's use.

The company will update the GOM as required by company needs or if requested by the FAA. The company provides current manual revisions to its FAA Assigned Principal Inspectors for review and acceptance.

Once accepted by the FAA, the manuals will be published on the Company's Employee Website and available for employee use. Although it is permitted to print copies of the manuals from the Web Site, employees must always look to the Website to assure that they are utilizing the most current version of each document (each aircraft will have a current copy of the GOM and Hazmat Manual on board during all flight ops).

COMPANY ORGANIZATION

OWNER AND CERTIFICATE HOLDER:

JOSH E. JACKO, MANAGING MEMBER OF DENA'INA AIR TAXI LLC

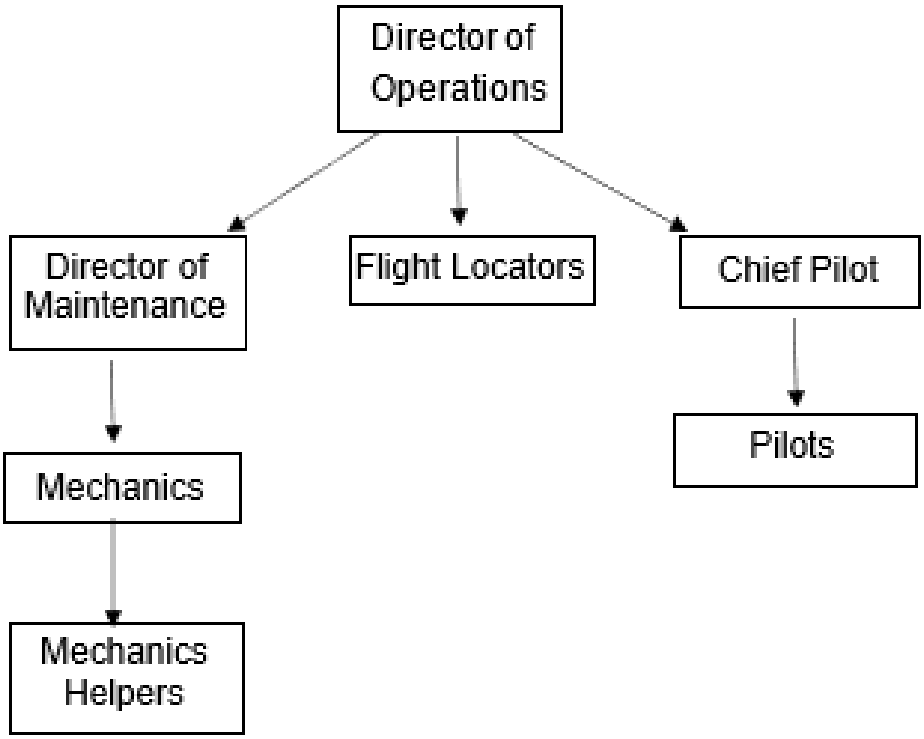
MANAGEMENT:		24-Hour Contact Phone
** Owner	Josh E. Jacko	(907) 444-5715
** General Manager:	Josh E. Jacko	(907) 444-5715
** Director of Operations:	Josh E. Jacko	(907) 444-5715
** Chief Pilot:	Josh E. Jacko	(907) 444-5715
Assistant Chief Pilot:	Vacant	
Director of Maintenance:	Sean Fabry	
Chief Inspector:	Vacant	
Records & Manuals Manager	Alejandra Olfson	(907) 245-1834
Accounting	Samantha Bassler	(907) 310-7699
Industry Consultant	Jason Lukasik	(907) 726-0300
Industry Consultant	Alan G. Larson	(907) 360-7918

***** *Designates Authority for Operational Control as per Ops Spec Par A008.***

CONTACT NUMBERS:

General Offices:	(907) 332-2216	
Agent for Service: For J95A297L	Josh E. Jacko	Cellular -- (907) 444-5715

COMPANY ORGANIZATIONAL CHART



OPERATIONAL CONTROL

[14 CFR § 1.1, § 135.77 and Ops Specs A008]

Operational control, with respect to a flight, means the exercise of authority over initiating, conducting or terminating a flight." [14 C.F.R. § 1.1].

Operational Control is the responsibility of the Certificate Holder (the Owner), however when qualified IAW §119.71 (a) or (c), the General Manager, Director of Operations, and the Chief Pilot shall also have authority to exercise Operational Control IAW Ops Spec A008. – reference Company Organizational on page A2 to determine who is authorized to have Operational Control. These people are sometimes referred as Operational Management Personnel (OMP) and are listed in this document on page A-2.
The elements of Operational control for the company are:

- Crewmember Requirements (Pilots)
  - Must be certificate holder's direct employee or agent during every aspect of Part 135 Operations.
  - Must be currently trained, tested, qualified and hold appropriate airman and medical certificates.
  - Must be otherwise qualified considering flight, duty and rest requirements, airspace qualification (if applicable) and the type of operation intended in the assignment.
- Aircraft Requirements – Aircraft must be either:
  - Owned by the company and remains without interruption in the certificate holder's legal and actual possession during all Part 135 operations.
  - Leased by the company and remain in the company's exclusive possession or custody during all Part 135 operations.

Operational Control also entails the responsibility to determine that each flight operation is safe and in compliance with applicable regulations and safety procedures including weather minimums and/or drift down contingencies. Management having Operational Control are responsible for all operational aspects of flight activities. The Company gives **authority** to the Pilot in Command during airborne operations and it becomes the pilot's **duty** to act in accordance with company policy, procedures and instructions. Prior to any company employee performing any flight operation that is <u>not found in this manual</u>, that operation must be approved a member of the management team that has Operational Control Authority in accordance with the Company's Operations Specifications.

Ops Spec A008 contains current company authority and requirements for Operational Control. All Management personnel having operational control should review this section as required to assure compliance with the company's operational authority.

IAW §135.69 – Personnel having Operational Control Authority MUST restrict or suspend operations in every event that they receive information about conditions, including airport and

runway conditions, that are a hazard to safe operations as necessary until those conditions are corrected.

Included in the Operational Control Procedures for the company is the Flight Following procedures and Risk Assessment Tool procedures described on pages S-3 of this document.

DUTIES AND RESPONSIBILITIES

The Company's FAA issued Operations Specifications contain the following definitions as found in Operations Specifications A002:

- Responsibility – Something a person is accountable for.
- Authority – A power that a person is vested with.
- Duty – A task or function a person must do.

The above definitions are applicable to the Duties and Responsibilities assigned to company employees.

THE OWNER

The person[1] that holds the certificate[2] is the Owner of the company. That person may be an individual, a corporation or an individual owning the corporation (see definition footnote). By rule the Certificate Holder is overall responsible for the operation of the company in compliance with all Federal Regulations.

THE GENERAL MANAGER

The General Manager shall be responsible to conduct both the business planning and the day-to-day function of the Company including compliance with Federal Regulations and all financial matters. He or she shall establish the Company's Operating policies in coordination with the Director of Operations (DO), Chief Pilot (CP), Director of Maintenance (DOM), and the Records and Manuals Manager (R&MM). He or she shall have the overall responsibility of hiring and firing personnel and managing office and accounting support staff. The General Manager is ultimately responsible for Operational Control as defined in the company's Operations Specifications Section A008. The General Manager is authorized to sign all sections of the Operations Specifications. The General Manager may delegate OPSS (Operations Specifications) signature authority to the DO, CP, DOM, R&MM or other administrative staff as she/he deems appropriate. The General Manager has the authority to act in the capacity of any other management personnel, in their absence, so long as the General Manager meets the minimum requirements of 14 CFR §119.71 for that position.

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[1] 14CFR Ch 1, Part 1, §1.1 General Definitions - ***Person*** means an individual, firm, partnership, corporation, company, association, joint-stock association, or governmental entity. It includes a trustee, receiver, assignee, or similar representative of any of them.

[2] 14CFR Ch 1, Sub Ch G, §117.3 - ***Certificate holder*** means a person who holds or is required to hold an air carrier certificate or operating certificate issued under part 119 of this chapter.

DIRECTOR OF OPERATIONS

RESPONSIBLE TO: The General Manager

QUALIFICATIONS: Meet the requirements of 14CFR § 119.71(a)

BASIC FUNCTIONS: To oversee the flight department.

- Designate Pilot in Command and, if required, Second in Command for each flight dispatched. Note: Any company person with Operational Control may make this designation.
- The Director of Operations is responsible to know the contents of the Operations Manual.
- The Director of Operations is responsible to manage Company Flight Following procedures and Pilot Risk Assessment Tool Use IAW this manual page S-3.
- The Director of Operations is one of the persons who is authorized for Operational Control as defined in the Company's Operations Specifications Section A008 and page A-2 of this document.
- The Director of Operations is authorized to sign sections A, B, C, D, and E of the Operations Specifications. The Director of Operations may delegate OPSS signature authority to the CP, DOM, R&MM or other administrative staff as she/he deems appropriate.
- The Director of Operations will be responsible for, and have authority over, the operation of the Company at the direction of the General Manager. He/she may direct the work force, assign duties, supervise training activities, and ensure operational safety. He/she shall be responsible for dissemination and distribution of all reports required by Local, State or Federal Agencies.
- He/She must meet the qualification requirements of 14CFR 119.71(a).
- He/She may schedule pilots and aircraft, assign flight duties and is authorized to hire or discharge personnel.
- He/She shall monitor Company winter operations and Ground Icing procedures and initiate changes to the Operations Manual if required
- The Director of Operations has the authority to act in the capacity of Chief Pilot in the Chief Pilot's absence.
- The Director of Operations has the authority to act in the capacity of Director of Maintenance in the Director of Maintenance's absence if he meets the Requirements of 14CFR 119.71 (e).
- Assure all aircraft have all required printed checklists and passenger briefing cards.

CHIEF PILOT

RESPONSIBLE TO: The Director of Operations

QUALIFICATIONS: Meet the requirements of 14CFR § 119.71(c).

BASIC FUNCTIONS: To oversee the Pilot Operations including the Training Department.

RESPONSIBILITIES:

- The Chief Pilot has Operational Control as defined in the Company's Operations Specifications Section A008 and Page A-2 of this document.
- The Chief Pilot is responsible for the maintenance and compliance of the Company Training Program.
- The Chief Pilot is responsible to know the contents of the Operations Manual.
- The Chief Pilot will be responsible by direction from the General Manager for supervision, scheduling, training, and management of pilots and other personnel assigned aircrew duties. He/She shall assure the quality of crew members through ground training, flight training and monitoring of operations.
- The Chief Pilot is responsible for training all crewmembers on the deicing program and will monitor and maintain all deicing programs and winter operations programs.
- He/She shall be responsible for the keeping of pilot training records as required by 14CFR's and Company Policy.
- He/She may schedule pilots and aircraft, and is authorized to hire or discharge personnel.
- He/She will designate Pilot in Command and if necessary, Second in Command pilots for each program flight.
- He/She must meet the qualification requirements of 14CFR 119.71(c).
- The Chief Pilot has the authority to act in the capacity of Director of Operations in the Director of Operations absence.
- The Chief Pilot is authorized to sign sections A, B, C, D, and E of the Operations Specifications. He/She may delegate OPSS signature authority to the DO, DOM, R&MM or other administrative staff as she/he deems appropriate.

ASSISTANT CHIEF PILOT

RESPONSIBLE TO: The Chief Pilot

QUALIFICATIONS: Aptitude for Ground Training and Recording

BASIC FUNCTIONS: To assist the Chief Pilot.

RESPONSIBILITIES:

- Duties as assigned by the Chief Pilot

DIRECTOR OF MAINTENANCE

RESPONSIBLE TO: The General Manager

QUALIFICATIONS: Hold a current A&P certificate, 3 years of experience within the past 6 years maintaining similar aircraft in accordance with 14CFR 119.71(e).

BASIC FUNCTIONS: To assure the economical and efficient operation of the maintenance department, including all matters relating to the maintenance and overhaul of company aircraft, property, and ground equipment. He/She will formulate, establish and administer department policies, procedures and regulations or instructions for the execution of departmental responsibilities. He/She will initiate revisions to company manuals as required. He/She will direct, supervise, and coordinate the personnel, equipment, and facilities to accomplish the functions necessary to the system. He/She will initiate engineering and other technical services as required. He/She has overall authority for maintaining the airworthiness of all company aircraft, including authority over all maintenance personnel.

RESPONSIBILITIES:

- The Director of Maintenance should to be familiar with the contents of the General Operations Manual.
- Is authorized to sign section D (and E as applicable) of Operations Specifications. DOM may delegate OPSS signature authority to the DO, CP, R&MM or other administrative staff as she/he deems appropriate.
- Will help establish and administer an organization capable of maintaining the company aircraft in accordance with the standards of quality demanded by the company manuals and the 14 CFRs.
- Maintain proper liaison with other company members on common management problems so that the maintenance organization is in harmony with the operations requirements, in the most efficient manner.
- Cooperate with other company management in a program of surveillance and analysis so that realistic amendments to the company maintenance procedures may be achieved.
- The development and implementation of policies, standards, procedures and instruction that will assure the proper and efficient performance of the maintenance and overhaul work on company aircraft and associated equipment.
- Develop liaison with other airline companies, maintenance organizations, and the FAA for the coordination and improvement of the maintenance capabilities.
- Make recommendations as necessary for the securing of building accommodations and ground support equipment.
- To analyze operations and maintenance and make recommendations for realistic improvements.
- Secure FAA approved engineering data when necessary for the repair, overhaul, or modifications to the company aircraft.

- Delegate the responsibility of any sub-section of the maintenance department to a properly qualified person when it is in the best interest of the company.
- Assure the continuous airworthiness of all company aircraft in conformity with the company maintenance publications and the 14CFRs.
- Make, or have made, reports and request to the FAA in conformity with the company manual and 14CFR.
- Direct studies and preparation of applications for aircraft, engine prop, component, and appliance overhaul period time extensions.
- Assure the calibration/test of all tools, instruments, and equipment used in the maintenance of company aircraft, engines, props, components, and appliances where such calibration is required are current prior to use.
- Assure all maintenance personnel utilize currently calibrated tools when preforming maintenance in accordance with the current manufacturer's maintenance manual or instructions for Continued Airworthiness in the current manufacturer's maintenance manual or Instructions for Continued Airworthiness prepared by its manufacturer, or other methods, techniques, and practices acceptable to the Administrator.
- Assure that mandatory modifications, AD notes, and FAA form 337 are accomplished in accordance with the company manual and the 14CFRs.
- Assure that the manufacturer's maintenance manuals, manufacturer's service bulletins and manuals, and AD notes are available to maintenance personnel as necessary.
- The investigation of aircraft and engine defects and the initiation of corrective action to prevent the reoccurrence of the defect.
- Has the authority to approve of days-off schedule, vacations, and overtime of maintenance department personnel.
- Issue maintenance information letters whenever it is advisable to alert all personnel to an item or condition requiring immediate attention.
- Assure that engineering data used by the company, in the maintenance, overhaul, modification or repair of company aircraft, is properly documented and is approved by the FAA.
- He will assure each aircraft is supplied with a "Metal Box" containing maintenance records sufficient to show the current status of the aircraft and next scheduled maintenance times – this is typically the 'responsibility' of the Records Manager.
- He will assure that appropriate entries are made in maintenance records are complete and in accordance with 14CFR 91.417, and 14CFR 43 and has the overall responsibility for the maintenance of those records in accordance with 14CFR 135.439.
- He will assure that a Mechanical Reliability Reports is compiled and submitted if required by 14CFR 135.415 for any failure, malfunction or defect that did or potentially did endanger the safe operation of the aircraft as outlined in this rule.
- He will assure that a Mechanical Interruption Summary Report compile and submit a as required by 14CFR 135.417
- He is responsible for training, production and adequacy of work performed. He shall assure maintenance personnel, are fully informed about policies, procedures and techniques.

- The Director of Maintenance has the authority to act in the capacity of Director of Operations and/or Chief Pilot in their absence ONLY if he meets the Requirements of 14CFR 119.71 (a) and/or 14CFR 119.71 (c).

RECORDS AND MANUALS MANAGER

RESPONSIBLE TO: All Department Managers

QUALIFICATIONS: Knowledge in 14CFR applicable Regulations, Flight Operations, Maintenance Operations and Requirements for Airworthiness Release, Return to Service and Log Book Entry Procedures (ARL signoff). This is considered a Supervisory Position and may be given authority to sign Operations Specifications.

BASIC FUNCTIONS: To Maintain company records on airframes, engines, propellers, appliances, Airman Training Records and Company Manuals in accordance with company policy and procedures and the 14CFR. The Records and Manuals shall:

- Work with the FAA to create or modify company manuals, documents and company procedures when requested or required.
- Prepare documents and reports required by the FAA or other agencies for the GM, DO, CP, DM or CI.
- Be responsible for the format, content and safe keeping of all records associated with the flight and duty, aircraft times and maintenance operations of the company.
- Train company employees in procedures for filing and updating company records, including Airworthiness Releases for scheduled maintenance completion and documentation. Required Training is predicated upon previous experience and familiarity with DAT's record keeping systems.
- Maintain each aircraft total time in service IAW company procedures.

RESPONSIBILITIES:

- The Records Manager is responsible to manage the MEL MANAGEMENT PROGRAM as required by Operations Specifications. Reference Section I of this document for more information on the Minimum Equipment List Management Program and Record Manager's duties.

- INSPECTION SCHEDULING: The Records Department will maintain the inspection and component overhaul status of each aircraft on a computerized program that provides chronological sequencing of maintenance due. The Records and Manuals Manager will provide the Director of Maintenance weekly and monthly updated reports showing upcoming maintenance tasks in predicted chronological order. Additionally, this department shall provide "Task Sheets" to mechanics describing specific maintenance tasks with provisions for documentation of

completion and return to service statements. When tasks have been completed, they will be returned to the Records and Manuals Department for review before inclusion in the Specific Aircraft record.

- COMPONENT TIME CONTROL: The Records and Manuals Department will maintain a Status on each aircraft utilizing a computerized program. The Records Department will coordinate component time changes with the most appropriate scheduled aircraft inspection when practical.

- AIRCRAFT RECORDS: All routine and non-routine work forms, Aircraft Flight Logbook information, serviceable parts tags from components installed, deferred item records, engine and propeller change records, etc., will be entered into the computer and filed in the aircraft records. When applicable, all records of completed maintenance from each maintenance base are emailed, texted via picture or faxed to the records department at the completion of the Mechanics shift. These copies are retained in the appropriate aircraft file until the original has been received through comat or US mail. After the receipt of the original records the copies will be removed and destroyed. This makes it possible to monitor the accumulation of time on all items subject to time limitations. In addition, it provides a complete history of all work accomplished on each aircraft.

- ENGINE AND PROPELLER RECORDS: Engine and propeller logbooks and/or records will be retained in the Records Department. Entries will be made in these records as necessary. The logbooks will be sent to the appropriate overhaul agency when the item is sent in for repair or overhaul.

- RECORDS: The following records (at a minimum) will be kept by the Records Department:
    a. Aircraft historical records.
    b. Engine logbooks.
    c. Propeller logbooks.
    d. Propeller overhaul/repair release.
    e. Non-routine work forms (Discrepancy file).
    f. Routine work forms.
    g. Time control status sheet.
    h. Installed serviceable parts tags
    i. AD note compliance records.
    j. Service bulletin compliance records.
    k. Aircraft registration (copy only)
    l. Airworthiness certificate (copy only)
    m. Deferred items.
    n. Tool calibration.
    o. Reserved.
    p. Manual location and revision record.
    q. Maintenance training records
    r. Fire extinguisher inspection record.
    s. Engine trend reports (if applicable)
    t. Reports required by regulations.

- MAINTENANCE of FLIGHT LOGS: The Records and Manuals Department is responsible review, calculate times and carry forward information from each completed flight log to the

next blank flight log page before an aircraft is dispatched. IF a discrepancy is noted on a completed flight log page and the discrepancy has not been cleared by a Return to Service statement on the flight log page, task sheet, discrepancy log page or other log book entry, then the person authorized by the Records Manager to carry forward the information MUST record the discrepancy on the next page and the discrepancy must be cleared or deferred before the next flight. The Records Manager may reference the document containing a return to service, airworthiness release or log book entry on the flight log to clear a discrepancy and sign the "signature and cert #" column with his/her name and the company's certificate number (J95A298L).

The Records Manager is subordinate to and shall work closely with the General Manager, Operations Manager, Director of Operations, the Director of Maintenance, and the Chief Pilot. These persons have authority to act as Records Manager in his/her absence, including Managing the MEL Management Program. If required by scope of operation, the Records Manager may have subordinate employees working at his/her direction and those employees have the same authority as the Records Manager.

PILOTS

RESPONSIBLE TO: The Chief Pilot

QUALIFICATIONS: Hold appropriate Airman's and Medical Certificates predicated upon duty assignment.

BASIC FUNCTIONS: To operate assigned Flights in a safe and legal manner.

RESPONSIBILITIES:

- Pilots are responsible to know the contents of the Operations Manual and adhere to all written company policies and procedures.
- The Pilot-in-command of the Company Aircraft has command over all crewmembers and passengers and is responsible for the safe conduct of the flight. The Pilot will use good judgment concerning weather, field conditions, and other risk factors, and operate the aircraft in accordance with good operating practices, and in accordance with the specifications and limitations contained in the Airplane Flight Manual.
- Maintain current FAA Medical appropriate for the pilot's duty assignment and provide the Company with current copy of each Medical Certificate.
- Maintain Flight Proficiency by attending Company sponsored Ground and Flight Training and self-study.
- Each Pilot must be knowledgeable that; the failure of a pilot to adhere to the company's directions and instructions OR to comply with directions or instructions from any person or entity (other that the company) that are contrary to the company's directions and instructions may be contrary to Parts 119 and/or 135, and therefore may be subject to legal enforcement action by the FAA.
- Pilots designated as Pilot in Command of a Flight or Series of Flights by the company are authorized to change destinations of flights to the benefit of a customer without contacting the company in so long as:

  - There is no immediately available means to communicate with the company.
  - The pilot is aware of all available information about the new destination in accordance with current Federal Aviation Regulations.
  - The flight can be conducted safely and in accordance with all company policies, aircraft, runway and flight crew limitations.
  - Except in an emergency, the pilot MUST file, open and comply with an FAA flight plan to reflect the new destination.
- A *Series of Flights* may be authorized by the company when operation from remote locations where communications is difficult or impossible. An example of a Series of Flights may be when a flight crew is assigned to move multiple loads of freight from a bush hub to a bush destination. The PIC should keep the company notified as to status as often as possible but not necessarily before each flight. All other responsibilities of the Pilot remain the same. In the case of multiple day operations of this nature the PIC must fax copies of the flight logs to the company at least daily. If Fax is not available the PIC must provide all the information contained on the flight log to the company verbally at least one time daily. IF NO method of communications is possible at a destination where a series of flights is contemplated; the company will come up with a specific plan of action and discuss it with its FAA Principal Operations Inspector before implementation.
- IAW §135.69 if a pilot in command knows of conditions, including airport and runway conditions, that are a hazard to safe operations, the Pilot in command shall restrict or suspend operations as necessary until those conditions are corrected.
  - The pilot in command may continue toward the airport of intended landing under the above conditions if, in the opinion of the pilot in command, the conditions that are a hazard to safe operations may be reasonably be expected to be corrected by the ETA OR there is no safer procedure – in which case the continuation of the flight toward the airport of intended destination would be conducted as an emergency IAW §135.19 (b).
  - It is the PIC's responsibility to notify Company Operational Control Personnel at the earliest possible opportunity of such conditions and actions.
- Whenever a pilot plans to conduct a revenue flight and NOT utilize an FAA flight plan, he/she must file a company flight plan in accordance with the instructions in Section L prior to departure on the first flight of the day.

PREFLIGHT

- Obtain authorization for the flight (or series of flights) from a person listed in the Ops Specs with Operational Control authority.
- Complete Risk Assessment Tool (RAT) IAW Section S-3 of this manual.
- Assure that the interior of the aircraft is clean, all trash picked up, seat belts buckled across each seat and ready to accept passengers.
- Assure that the exterior of the aircraft is clean and presentable to the public.
- Check the Aircraft Flight Log form for the aircraft to assure the time remaining before required maintenance or inspection is adequate for planned flight.
- Ascertain that all irregularities have been corrected or deferred by approved MEL.

- Determine the aircraft is loaded within the weight and center of gravity limits, and in accordance with the aircraft-loading schedule contained in the aircraft flight manual.
- For multi-engine revenue flights prepare or have prepared a Load Manifest IAW 14CFR §135.63 (c). prior to each departure.
- Assure that all cargo and baggage is securely stowed in accordance with 14CFR §135.87 and the AFM (i.e., in an approved rack, bin or compartment or properly secured by a safety belt or other tie-down)
- Assure the fuel onboard meets the regulatory requirements for the flight.
- Assure the fuel onboard is free of contamination by visually checking a small quantity from each tank prior to the first flight of the day and after each refueling.
- Assure that the fire extinguisher is of the proper type, in check date, and available to the flight deck and securely in its holding bracket before each flight.
- Assure that the Aircraft Registration, Airworthiness Certificate, Radio Station License (if applicable), Company General Operations Manual, MEL (if approved), AFM/POH <including Equipment List>, all required charts, supplements, approach plates, and all required safety/emergency equipment, are aboard the aircraft. Each Aircraft is assigned a complete set of charts, supplement and approach plates. IT is the PIC's responsibility to notify the company immediately if required charts are not on board the aircraft. The PIC from the previous flight is responsible to assure no company supplied charts are removed from the aircraft before their expiration date.
- Obtain information concerning the flight to include: adequacy of airports or landing areas to be used, weather reports and forecasts, NOTAMs, pilot reports, and such other data that may be pertinent to the safety of the operations. This information may be obtained from the Flight Service Station, other pilots, village agents, and DUAT, National weather service and or pilot's personal observations. All weather reports and forecasts will be obtained from the national weather service (NWS), a source approved by the NWS, or other source approved by the FAA administrator. For VFR operations, the pilot's own observations, or those of another competent observer may be used when approved sources are not available.
- Assign or Reassign Seats as Required for Weight & Balance or Emergency Exit considerations.
- Conduct the preflight passenger briefing. (Or assure that briefing is given by another qualified crewmember)
- Use and accomplish appropriate checklists.
- Comply with the deicing procedures and pre-takeoff contamination checks.
- Advise the company as early as possible when there may be a need for deicing.
- Inform the company of any problems or delays with deicing.
- Advise the Director of Operations of any changes that will improve the deicing program.
- Record the time the pilot reports for a flight assignment on appropriate company paperwork. (Aircraft flight log, pilot time and duty sheets)

IN FLIGHT

- Conduct the flight in a safe and efficient manner utilizing good operating practices per the aircraft flight manual, Airman's Information Manual and 14CFRs.
- Maintain a listening watch on appropriate radio frequencies and make position reports as appropriate.
- Notify the appropriate ground station when encountering a potentially hazardous meteorological condition or an irregularity in ground communications or navigation facility, the knowledge of which the pilot considers essential to the safety of other flights.
- The Pilot shall not fly in or into known or forecast icing conditions unless the aircraft being flown is equipped with the required ice and rain protection equipment and that such equipment is operational. Except: If current weather reports and briefing information indicate changing weather conditions since the icing forecast, and that icing will not be encountered, the flight may proceed. Ref 135.227 (c), (e) & (f).
- No pilot may takeoff an aircraft that has frost, ice, or snow adhering to any propeller, windshield, wing, stabilizing or control surface, to a power plant installation, or to an airspeed, altimeter, rate of climb, or flight attitude instrument system.
- No pilot may take off a company airplane any time conditions are such that frost, ice, or snow may reasonably be expected to adhere to the airplane during takeoff (Ground Icing Conditions as defined in 14CFR 135.227) unless a contamination check has been made within 5 minutes prior to takeoff and the company holds authorization for such operations as listed in A0041. Additionally:
  a. The pilot must conduct a thorough preflight inspection to ensure that the aircraft has no frost, ice, or snow adhering to any propeller, windshield, wing, stabilizing, or control surface, to a power plant installation, or to an airspeed, altimeter, rate of climb, or flight attitude instrument system.
  b. The pilot must complete a pre-takeoff contamination check within five minutes prior to takeoff. This check must be conducted from outside the aircraft unless the upper wing surfaces are visible from the cockpit. Prior to takeoff; the pilot must verify that the wings and control surfaces are free of frost, ice, or snow,
  c. Prior to operating in ground icing conditions, the pilot must have completed the initial or recurrent FAA approved company-training program, as appropriate, concerning operating in ground icing conditions.
- Pilots are not permitted to Request, Initiate or Accept any Instrument Approach Procedure that is not specifically listed in the current company Operations Specifications Paragraph C052 (Part 97 Approaches) or C081 (Special Approaches). Pilots are not permitted to request, initiate or accept any Special Instrument unless they have successfully completed initial and recurrent training and current qualifications segments as specified in Ops Spec Par. C081 for that approach. This restriction does not apply to emergency operations IAW § 135.19.
- When authorized by Operations Specifications, no pilot may begin an instrument approach procedure to an airport unless that airport has a weather reporting facility operated by the U.S. National Weather Service or a source approved by the National Weather Service that can provide current weather information at that airport. Level 3 operational AWOS (Automated Weather Observing System) meets this

requirement. However, if the AWOS reports (1) "altimeter ... missing", or (2) "visibility... missing"; the system is considered Out of Service for the purpose of obtaining Instrument Approach weather information.

- Use and accomplish the appropriate checklists.

POST FLIGHT

- Close the flight plan.
- Assist passengers as necessary. Help them get their baggage.
- Clean up any trash left in the aircraft and fasten seat belts across each seat.
- Record (or have recorded) any mechanical irregularities that occur during the flight and notify the Director of Maintenance. PIC is responsible to assure that all mechanical irregularities or discrepancies are recorded on the aircraft flight log in the appropriate place (1) within 30 minutes after arrival at destination, (2) before the next flight and or (3) prior to the PIC ending his/her duty time.
- Report verbally to the Director of Maintenance any uncorrected discrepancy that would leave the aircraft in an unairworthy condition.
- Record all oil added to any engine on the appropriate page of the Aircraft Flight Log Form in the discrepancy area as a "Note:"
- Deliver or Fax a copy of each Flight Log containing ANY discrepancies to the Director of Maintenance for inclusion in the Aircraft Discrepancy File.
- Use and accomplish the appropriate check lists.
- In the event of an emergency requiring evacuation of the aircraft the PIC is responsible to direct and assist passengers in exiting the aircraft via the safest, most expeditious manner, to initiate a request for emergency response assistance, and, inso14CFR as he/she has been trained, to render first aid.
- Supervise any maintenance required on company aircraft when away from a Company Maintenance facility.
- Complete ALL paperwork required of the company for that flight. Assure Manifests and Flight Log Copies are faxed or hand carried to the Company Principal Base of Operations at the end of each duty time. Record the time the duty period ended.
- Collect Payment for Charter Flights when directed by the Company.
- Pilots assigned "unscheduled" duty time shall complete a Pilot Time Duty Record form at the end of each day's commercial flying.
- Understand the reportable inflight discrepancies required by §135.415 and assure that if such insistences existed on a flight the Director of Maintenance is immediately notified.

CHECK AIRMEN & INSTRUCTORS

RESPONSIBLE TO: The Chief Pilot

QUALIFICATIONS: Met Training Curriculum requirements of DAT's FAA Approved Training Program (current Revision) Chapter 4 "Air Transportation Instructor Segments" and/or "Check Airman Segments"

BASIC FUNCTIONS: DAT will comply with 14CFR 135.323(a)(4) and have enough Flight Instructors and Check Airman to accomplish all pilot training and checking as required for its operations. Specific information as to the training/authorizations/limitations and procedures for Check Airmen and Company Flight Instructors is found in the Current FAA Approved Training Program. The Companies FAA Approved Training Program takes precedence over this document if conflicts are noted. Both Check Airman and Company Flight Instructors must maintain above average knowledge of this manual, the 14CFRs, and specific Aircraft Systems and Performance. Check Airman and Company Flight Instructors must also be well versed in the FAA Approved Training Program and Company Flight Maneuvers and Procedures Guides.

RESPONSIBILITES:

COMPANY CHECK AIRMAN

- Company Check Airman must have satisfactorily completed initial or transition check airman training and be qualified IAW the company FAA Approved Pilot Training Program.
- Company Check Airman must be specifically authorized by the FAA via letter.
  - FAA Letter will specify authorized activities and limitations.
  - FAA Letter will be maintained in the Pilot's Record Folder
- Company Check flights must be authorized and initiated by the General Manager, Director of Operations or Chief Pilot (person having Operational Control) as with any other company flight however they are conducted under 14CFR Part 91 flight rules.
- The Check Airman may act as PIC, SIC or an observer during the flight predicated upon the type of check being given. Prior to each flight the designation of PIC and SIC must be made by a person with Company Operational Control as described in this section.
- The Check Airman has the authority to terminate a flight due to unsatisfactory performance.
- A Check Airman may suspend a check ride, offer flight instruction, observe satisfactory pilot demonstration and then resume a check ride at his/her discretion.
- Check Airman shall adhere to procedures described in the Company Training Manual and Company Flight Maneuvers and Procedures Guides for specific aircraft.
- Check Airman shall be responsible for assuring all flight operations are within limitations contained in the appropriate Aircraft Flight Manual and in accordance with company policies. Check Airman must terminate any maneuver that jeopardizes safety, is contrary to regulations or adds unnecessary wear on company aircraft.
- Check Airman must maintain extra vigilance for traffic during check flights which may include items such as monitoring appropriate frequencies, identifying and avoiding high traffic areas and advising ATC of company training activities.

- Check Airman are responsible for completing documentation of each check ride IAW the FAA Approved Company Training Program.
- Check Airman shall immediately report to the Chief Pilot, Director of Operations and General Manager if a company pilot fails to satisfactorily complete a check ride for any reason.
- Check Airman must maintain currency IAW 14CFR 135.339 (a)(2)

COMPANY FLIGHT INSTRUCTORS

- DAT will only utilize Company Flight Instructors who have been qualified, trained and designated by the DAT IAW the FAA Approved Training Program.
- Typically, but not required, company Flight Instructors shall maintain current FAA Flight Instructor Certificates. The General Manager shall determine, on a case-by-case basis, if a person is eligible to perform duties as a Company Flight Instructor.
- Flight Instructors shall adhere to the policies and procedures set forth in this document, the Company's FAA Approved Training Program and Company Flight Maneuvers Guides.
- Company Training flights must be authorized and initiated by the General Manager, Director of Operations or Chief Pilot (person having Operational Control) as with any other company flight.
- Company Flight Instructors may act as PIC, SIC or an observer during the flight predicated upon the type of training being given. Prior to each flight designation of PIC and SIC must be made by a person with Company Operational Control as described in this section.
- Even when not designated as PIC on a flight the Company Flight Instructor shall be responsible for assuring all flight operations are within limitations contained in the appropriate Aircraft Flight Manual and in accordance with company policies.
- Flight Instructors must terminate any maneuver that jeopardizes safety, is contrary to regulations or adds unnecessary wear on company aircraft.
- Company Flight Instructors must maintain extra vigilance for traffic in the training area which may include items such as monitoring appropriate frequencies, identifying and avoiding high traffic areas and advising ATC of company training activities.
- Company Flight Instructors are responsible for completing documentation of each training flight IAW Chapter 6 of the Company Training Program.
- Company Flight Instructors must maintain currency IAW 14CFR 135.340 (a)(2)

LEAD MECHANIC

RESPONSIBLE TO: The Director of Maintenance

QUALIFICATIONS: Must hold a current A&P; must have 2 years' experience with the company or have other qualifications (previous experience) that will satisfy the requirements of the company. Inspector Authority typically required.

BASIC FUNTION: To maintain the company operated aircraft in an airworthy condition with due regard to the economic wellbeing of the company when assigned by the Director of Maintenance.

NOTE: Depending on the size of the Maintenance Department the Director of Maintenance may be the Lead Mechanic on a specific maintenance project.

RESPONSIBILITIES:

- Be familiar with this document and applicable maintenance programs.
- Supervise all Maintenance personnel on duty.
- Perform all work in accordance with the company maintenance publications and the 14CFR's.
- Execute all forms in conformity with manuals, taking care to sign all forms where his signature is appropriate.
- Ascertain that only approved materials are used, and that only proper and serviceable tools are used.
- Ascertain that all labor and materials are accounted for and are allocated to the job in an economical manner.
- Keep the Director of Maintenance advised of the status of the work in progress and of any problems related thereto.
- Keep the work area and equipment in a clean and orderly condition, and see that all safety instructions are obeyed.
- Participate in company training programs and otherwise endeavor to increase his knowledge of the equipment and the trade.
- Learn to use all company manuals quickly and efficiently, and to assist new employees in the use of the same.
- Assist in the supervision and training of new employees.
- Perform other duties assigned to him by the Director of Maintenance.

MECHANIC

RESPONSIBLE TO: The Director of Maintenance

QUALIFICATIONS: Must hold a current Airframe and/or Powerplant Certificate.

BASIC FUNTION: To maintain the company operated aircraft in an airworthy condition with due regard to the economic wellbeing.

RESPONSIBILITIES:

- Be familiar with this document and applicable maintenance programs.
- To accomplish all work in accordance with the manufacturer's maintenance publications and the 14CFR's.

- Utilize currently calibrated tools when preforming maintenance in accordance with the current manufacturer's maintenance manual or instructions for Continued Airworthiness in the current manufacturer's maintenance manual or Instructions for Continued Airworthiness prepared by its manufacturer, or other methods, techniques, and practices acceptable to the Administrator.
- Execute all forms in conformity with the manuals, taking care to sign forms where his signature is appropriate.
- Ascertain that all labor and materials used are properly accounted for and are allocated to the job in an economical manner.
- Keep the work area clean and in an orderly manner, and see that all safety instructions are obeyed.
- Participate as requested in company training activities that pertain to his work.
- Endeavor to increase his knowledge and skill, and learn to use the company manuals with speed, accuracy, and skill.
- Perform other duties assigned to him by the Lead Mechanic or the Director of Maintenance.

OTHER COMPANY PERSONNEL

It is the Company's policy to provide the very best service possible. Therefore, it is incumbent upon all employees to be courteous and helpful to all our customers. Any problems related to personnel issues should be directed to the General Manager. **All employee should report any hazard or safety concerns noted verbally or via company forms available from the Direction of Operations.**

VILLAGE AGENT

A 'Village Agent' is any person with whom the company may be able to contact in order to obtain information about a destination airport or airport vicinity that may be useful to the company to assure safe flight operations.

§ 91.103 Preflight action. Each pilot in command shall, before beginning a flight, become familiar with all available information concerning that flight.

Village Agents may be a pilot residing in the village (or camp), they may be the person maintaining the runway or a local pilot or any other person known by the company to be able to provide current accurate status of existing conditions at the airport. Village Agents do not necessarily have any specialized training and any information that they provide is NOT considered "FAA approved" but "advisory information" only.

Similar to the information obtained at http://avcams.faa.gov information obtained from Village Agents is considered "advisory information" only.

DESIGNATION OF PIC

Only persons that are listed in the company shown on the Organizational Chart in this document designated as having Operational Control that may initiate a flight and designate a Pilot in Command and Second in Command for that flight. They are the General Manager, The Director of Operations, and the Chief Pilot. Operational Control includes the authorization, in accordance with the Operations Specifications issued by the FAA, to determine if a flight may be initiated.

In order to assure compliance with all the associated variables related to the safe and 'legal' operation of a commercial flight operation, it is important to keep communications current between management personnel. The company uses a system of checks and balances whereby various persons have responsibilities to assure compliance with Federal Regulations and this manual. In this manual a reference to "Ops Management Personnel" or "OMP" will refer to all of the following: General Manager, Director of Operations, Chief Pilot and/or any other person designated in the Company Operations Specifications having Operational Control.

In order for the OMP to know that a pilot and flight meet all requirements for launch, the following general guidelines will be followed.

- The Records Manager will record a summary of the flight and duty time as specified in this manual and will notify OMP if any pilot is in danger of exceeding any relative limitations set forth IAW 14CFR 135 Subpart F
- The pilot also has a responsibility to assure that the limitations of 14CFR 135 Subpart F are adhered to and must notify OMP if they feel that there is potential for conflict.
- The Chief Pilot will monitor each pilot's training and testing status and notify OMP at least one month in advance of all training and testing due dates if possible.
- Before assigning a flight, OMP will check weather and runway conditions to assure they are acceptable for the type of operation anticipated.
- IF the OMP determines that a flight is acceptable, she (or he) will notify a qualified flight crew of the assignment. If there is a chance that flight and duty time limitations are a potential problem, they will consult with the pilot to confirm the current status of the pilot relative to recent flying.
- The pilot **also** has the responsibility of checking weather and runway condition suitability for each specific mission and notifying the OMP immediately if any potential problems exist.
- The OMP will typically determine fuel loading and payload capacity for a given flight by consulting with the pilot.
- The pilot must review the Aircraft Flight Log before initiating a flight to determine that there is sufficient time available on the aircraft before maintenance is due to complete the flight. The Pilot must notify the OMP immediately if it is discovered that insufficient time is remaining before a flight or if maintenance is due within 5 hours of returning from a flight.

"DIRECTLY IN CHARGE"

In accordance with 14CFR § 135.435 ONLY persons holding an appropriate airman certificate may be directly in charge of maintenance, preventive maintenance, alterations, or performing required inspections.

For the purpose of this section, a person "directly in charge" is each person assigned to a position in which that person is responsible for the work of a shop or station that performs maintenance, preventive maintenance, alterations, or other functions affecting airworthiness. A person who is "directly in charge" need not physically observe and direct each worker constantly but must be available for consultation and decision on matters requiring instruction or decision from higher authority than that of the person performing the work.

"DIRECT SUPERVISION OR DIRECTLY IN CHARGE"

Direct Supervision means the person that is responsible for the work is available for consultation on matters requiring additional instruction or decisions. Utilizing technology available today, that person does not have to be physically present but must inspect the work before returning it to service.

Directly in charge means having responsibility for covered work performed by a maintenance provider. A representative of the certificate holder directly in charge of covered work does not need to physically observe and direct each maintenance provider constantly, but must be available for consultation on matters requiring instruction or decision.

SECTION B

[14 CFR §135.23(b)]

WEIGHT AND BALANCE

INITIAL STATUS

- Single engine aircraft may be placed in service without re-weighing, including those having computed weight and balance reports, if those reports have been adjusted for alterations and/or modifications of the aircraft based on the date of the last scale weighing of the aircraft.
- Multi engine aircraft must have empty weight and center of gravity calculated from the values established by actual weighing of the airplane within the preceding 36 calendar months.

WEIGHTS OF AVIATION CONSUMABLE FLUIDS

- All Aviation Jet Fuels will be computed at a weight of 6.7 pounds per gallon for weight and balance purposes.
- All Aviation grade gasoline fuels will be computed at a weight of 6.0 pounds per gallon.
- Reciprocating engine oil will be computed at a weight of 7.5 pounds per gallon.
- Alcohol utilized in aircraft deicing/anti-icing systems will be computed at a weight of 6.6 pounds per gallon.
- Hydraulic Oil (5606, Royco 782 or MIL-H-83282) is computed at 7.0 pounds per gallon.
- CAWI (water injection) fluid is computed at 8.0 pounds per gallon

COMPUTING LOADS

- Actual weight will be used for determining passenger weight by one of the following methods:
    - by asking each passenger his or her weight.
        - Hand carried items such as purses, cameras, etc must be weighed and added to the passenger's weight.
        - In the event the PIC determines an obvious discrepancy in the weight given, it will become necessary to weigh that passenger.
    - by Scale Weighing each passenger prior to boarding with such weight, including minor articles carried on board by the passenger.

- Crew weights will be actual weight.

- Each piece of Baggage shall be scale weighed. If a piece of Baggage has been previously weighed by a reliable source and is tagged indicating its weight AND the pilot is assured that the contents of the container have not changed, that weight may be used to compute aircraft load for subsequent flights.

- Each piece of Cargo or Freight shall be scale weighed. If a piece of Cargo or Freight has been previously weighed and is tagged indicating its weight AND the contents of the container have not changed, that weight may be used to compute aircraft load. When dealing with small package shipments it is permissible to scale weigh an entire container of packages to obtain a total weight. It is acceptable to assume, for the purpose of calculating center of gravity, that the volume of the container of packages is approximately uniform, i.e., 50% of the volume of the packages is equal to 50% of the weight of the packages. When the volume of the container is spread between 2 or more cargo compartments the pilot is permitted to estimate the percentage of volume in each compartment and utilize that percentage as the weight of the payload in that compartment for weight and balance calculations.

- Cargo will be loaded in an approved cargo rack, bin or compartment **and/or** in accordance with the following:

    - For cargo, it is properly secured by a safety belt or other tie down having enough strength to eliminate the possibility of shifting under all normally anticipated flight and ground conditions, or for carry-on baggage, it is restrained so as to prevent its movement during air turbulence.
    - It is packaged or covered to avoid possible injury to occupants.
    - It does not impose any load on seats or on the floor structure that exceeds the load limitation for those components.
    - It is not located in a position that obstructs the access to, or use of, any required emergency or regular exit, or the use of the aisle between the crew and the passenger compartment, or located in a position that obscures any passenger's view of the "seat belt" sign, "no smoking" sign, or any required exit sign, unless an auxiliary sign or other approved means for proper notification of the passengers is provided. EXCEPT for cargo only operations, paragraph (c)(4) of this section does not apply if the cargo is loaded so that at least one emergency or regular exit is available to provide all occupants of the aircraft a means of unobstructed exit from the aircraft if an emergency occurs.
    - It is not carried directly above seated occupants.
    - It is stowed in compliance with this section for takeoff and landing.

- When dealing with small package shipments that tend to be excessively bulky items the following are acceptable loading procedures.

    - A ULD or other container containing multiple packages may be scale weighed to determine the weight of the cargo.

        - If the contents of the ULD or other container fills the entire compartment (or operator defined compartment Zone identified by an approved Net or Bulkhead)

so that the contents of that compartment or zone will not be able to shift under the flight conditions described in §135.87 and the location of individual pieces is not known, than it can be assumed that the cargo is equally distributed in that compartment or zone[3] for the purpose of calculating Loaded C.G.

- When utilizing this loading method flight crews should "skew" the actual center of gravity of the compartment load toward the center of the compartment by loading very light pieces farther from the center of the area and heavier ones closer to the center of the area. This assures that calculations will provide "worst case" c.g. values.

- This type of Packaged Cargo loading is in compliance with§135.87 (c).

- Takeoff Weight and Center of Gravity will be determined by use of (1) Manufacturer's FAA approved AFM Tables, (2) Calculator <wt*arm=mom> and company provided seat configuration forms ***or*** (3) Computer Spreadsheets provided by the Company for pilot/agent use.

WEIGHT AND CENTER OF GRAVITY DOCUMENTS

Weight and Center of Gravity data will be readily available for each aircraft and kept in the "Metal Box" assigned to each aircraft. As aircraft weights are changed due to equipment additions/removals or the aircraft is reweighed, the company will provide updated Seat Configuration Worksheets indicating current Empty Weights and Center of Gravity information for Company seating configurations. Additionally, a copy of the last actual or calculated empty weight of the aircraft shall be maintained in the Aircraft Flight Manual.

AIRCRAFT LOADING SCHEDULE

Aircraft will be loaded in accordance with the loading schedule and instructions contained in the Weight and Balance section of the Approved Flight Manual, Company provided Seat Configuration Worksheets, and/or Aircraft Owners Manuals (Handbook) applicable to the specific aircraft being loaded.

The PILOT-IN-COMMAND is responsible to assure that the configuration for his aircraft is as listed on the Flight Log form and that the weight and center of gravity limits are not exceeded. If seat configuration changes are made, (seat removal/installation) the new seat configuration number (per Seat Configuration Chart in the "Metal Box") will be entered on the Flight Log sheet. Only those pilots, (or Airframe mechanics) who have completed the Seat removal and/or installation contained in the Company Training Program may make the configuration changes. If a mechanic performs a seat reconfiguration his name, signature, cert number and date must be recorded in the Remarks column on the flight log. The Pilot's signature and cert number on the Flight Log along his name and date constitute appropriate

[3] Reference Ref: FAA_H_8083-1B Weight and Balance Handbook Chapter 9 page 9-17 "If the actual seating location of each passenger is not known, the operator may assume that all passengers are seated uniformly throughout the cabin or a specific subsection of the cabin. There is very other FAA guidance on this subject.

seat configuration for the first flight of the log page and any changes to the seat configuration during his duty time in this aircraft.

SECTION C

[14 CFR §135.23(c)]

OPERATIONS SPECIFICATIONS

The Company is authorized to conduct Aircraft Operations in accordance with the applicable provisions of the Federal Aviation Regulations, Part 135, other 14CFR's and the terms and conditions contained in the Operations Specifications - Certificate Number J95A298L.

A complete copy of the Companies Authorized Operations Specifications issued by the FAA is attached to this document.

EQUIPMENT AUTHORIZED

Reference current Section A-003 of the DAT Operations Specifications issued by the FAA. Operations Specifications are found at the back of this document.

AREA OF OPERATIONS

Reference OPSS B-050. The State of Alaska, Canada and the Contiguous 48 States of the United States of America.

CREW COMPLEMENTS

Reference OPSS A-015. Autopilot in Lieu of Required Second-in-Command Authorization.

SPECIAL AUTHORIZATIONS AND LIMITATIONS

The Company is subject to the Special Authorizations and Limitations provided for in the current Operations Specifications referenced in this manual.

Authorizations for Special Instrument Approaches are found in the Company Operations Specifications Paragraph C-081.

SECTION D

[14 CFR §135.23(d)]

ACCIDENT NOTIFICATIONS

PROCEDURES

If an aircraft accident or incident should occur involving a Company aircraft, the Pilot-in-Command shall, if physically able:

(1) Take every precaution and care to remove persons injured or trapped, and provide medical or other assistance of which he/she is capable.

(2) Protect the wreckage from further damage and prevent the removal or disturbance of any wreckage, cargo, or mail from the accident site.

(3) Secure whatever emergency assistance available as needed, and protect the general public.

REPORTING

(1) The Pilot-in-Command of an aircraft involved in an accident or any company employee receiving notice of information concerning an accident shall, as expeditiously as possible, notify the Director of Operations, the General Manager, and the Chief Pilot, in that order.

(2) The Director of Operations shall notify the Company's FAA Principal Operations Inspector (POI), the ROC at (800) 478-7233 or (907) 271-5936 and the NTSB at (907) 271-5001 immediately.

(3) Within 10 days of an accident as defined in Part 830.5 (a) or when seven days after an overdue aircraft is still missing, report on the appropriate form will be filed with the NTSB. The Director of Operations is responsible for filing these reports.

POST-ACCIDENT DRUG AND ALCOHOL TESTING

(1) The Director of Operations, or his or her designee, shall test each employee who performs a safety-sensitive function, if that employee's performance either contributed to an accident, or cannot be completely discounted as a contributing factor to the accident.

(2) The appropriate tests shall be administered in accordance with the operators Drug and Alcohol Testing Program and the applicable subparts of 14 CFR 120.

(3) Records of the alcohol testing shall be submitted to the FAA upon request.

49 CFR PART 830

PART 830—NOTIFICATION AND REPORTING OF AIRCRAFT ACCIDENTS OR INCIDENTS AND OVERDUE AIRCRAFT, AND PRESERVATION OF AIRCRAFT WRECKAGE, MAIL, CARGO, AND RECORDS

Source: 53 FR 36982, Sept. 23, 1988, unless otherwise noted.

Subpart A General

830.1 Applicability

This part contains rules pertaining to:

a) Initial notification and later reporting of aircraft incidents and accidents and certain other occurrences in the operation of aircraft, wherever they occur, when they involve civil aircraft of the United States; when they involve certain public aircraft, as specified in this part, wherever they occur; and when they involve foreign civil aircraft where the events occur in the United States, its territories, or its possessions.
b) Preservation of aircraft wreckage, mail, cargo, and records involving all civil and certain public aircraft accidents, as specified in this part, in the United States and its territories or possessions.

830.2 Definitions

As used in this part the following words or phrases are defined as follows:

Aircraft accident means an occurrence associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight and all such persons have disembarked, and in which any person suffers death or serious injury, or in which the aircraft receives substantial damage.

Civil aircraft means any aircraft other than a public aircraft.

Fatal injury means any injury which results in death within 30 days of the accident.

Incident means an occurrence other than an accident, associated with the operation of an aircraft, which affects or could affect the safety of operations.

Operator means any person who causes or authorizes the operation of an aircraft, such as the owner, lessee, or bailee of an aircraft.

Public aircraft means an aircraft used only for the United States Government, or an aircraft owned and operated (except for commercial purposes) or exclusively leased for at least 90 continuous days by a government other than the United States Government, including a State, the District of Columbia, a territory or possession of the United States, or a political subdivision of that government. "Public aircraft" does not include a government owned aircraft transporting property for commercial purposes and does not include a government owned aircraft transporting passengers other than: transporting (for other than commercial purposes) crewmembers or other persons aboard the aircraft whose presence is required to perform, or is associated with the performance of, a governmental function such as firefighting, search and rescue, law enforcement, aeronautical research, or biological or geological resource management; or transporting (for other than commercial purposes) persons aboard the aircraft if the aircraft is operated by the Armed Forces or an intelligence agency of the United States.

Notwithstanding any limitation relating to use of the aircraft for commercial purposes, an aircraft shall be considered to be a public aircraft without regard to whether it is operated by a unit of government on behalf of another unit of government pursuant to a cost reimbursement agreement, if the unit of government on whose behalf the operation is conducted certifies to the Administrator of the Federal Aviation Administration that the operation was necessary to respond to a significant and imminent threat to life or property (including natural resources) and that no service by a private operator was reasonably available to meet the threat.

Serious injury means any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date of the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes, or nose); (3) causes severe hemorrhages, nerve, muscle, or tendon damage; (4) involves any internal organ; or (5) involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.

Substantial damage means damage or failure which adversely affects the structural strength, performance, or flight characteristics of the aircraft, and which would normally require major repair or replacement of the affected component. Engine failure or damage limited to an engine if only one engine fails or is damaged, bent fairings or cowling, dented skin, small punctured holes in the skin or fabric, ground damage to rotor or propeller blades, and damage to landing gear, wheels, tires, flaps, engine accessories, brakes, or wingtips are not considered "substantial damage" for the purpose of this part.

Subpart B Initial Notification of Aircraft Accidents, Incidents, and Overdue Aircraft

830.3 Immediate Notification

The operator of any civil aircraft, or any public aircraft not operated by the Armed Forces or an intelligence agency of the United States, or any foreign aircraft shall immediately, and by the most expeditious means available, notify the nearest National Transportation Safety Board (NTSB) office when:

(a) An aircraft accident or any of the following listed serious incidents occur:
    (1) Flight control system malfunction or failure;
    (2) Inability of any required flight crewmember to perform normal flight duties as a result of injury or illness;
    (3) Failure of any internal turbine engine component that results in the escape of debris other than out the exhaust path;
    (4) Inflight fire;
    (5) Aircraft collision in flight;
    (6) Damage to property, other than the aircraft, estimated to exceed $25,000 for repair (including materials and labor) or fair market value in the event of total loss, whichever is less.
    (7) For large multiengine aircraft (more than 12,500 pounds maximum certificated takeoff weight):
        (i) Inflight failure of electrical systems which requires the sustained use of an emergency bus powered by a backup source such as a battery, auxiliary power unit, or air driven generator to retain flight control or essential instruments;
        (ii) Inflight failure of hydraulic systems that results in sustained reliance on the sole remaining hydraulic or mechanical system for movement of flight control surfaces;
        (iii) Sustained loss of the power or thrust produced by two or more engines; and
        (iv) An evacuation of an aircraft in which an emergency egress system is utilized.
    (8) Release of all or a portion of a propeller blade from an aircraft, excluding release caused solely by ground contact;

(9) A complete loss of information, excluding flickering, from more than 50 percent of an aircraft's cockpit displays known as:
  (i) Electronic Flight Instrument System (EFIS) displays;
  (ii) Engine Indication and Crew Alerting System (EICAS) displays;
  (iii) Electronic Centralized Aircraft Monitor (ECAM) displays; or
  (iv) Other displays of this type, which generally include a primary flight display (PFD), primary navigation display (PND), and other integrated displays;

(10) Airborne Collision and Avoidance System (ACAS) resolution advisories issued either:
  (i) When an aircraft is being operated on an IFR flight plan and compliance with the advisory is necessary to avert a substantial risk of collision between two or more aircraft; or
  (ii) To an aircraft operating in class A airspace.

(11) Damage to helicopter tail or main rotor blades, including ground damage, that requires major repair or replacement of the blade(s);

(12) Any event in which an operator, when operating an airplane as an air carrier at a public use airport on land:
  (i) Lands or departs on a taxiway, incorrect runway, or other area not designed as a runway; or
  (ii) Experiences a runway incursion that requires the operator or the crew of another aircraft or vehicle to take immediate corrective action to avoid a collision.

(b) An aircraft is overdue and is believed to have been involved in an accident.

NTSB regional offices are located in the following cities:
Anchorage, Alaska
Denver, Colorado
Ashburn, Virginia
Federal Way, Washington
Washington, DC
Contact information for these offices is available at
http://www.ntsb.gov/about/Pages/OfficeLocation.aspx

NOTE: Flight Service, 1-800-WX-BRIEF (992-7433), can be contacted in the event the NTSB or FAA cannot be reached.

830.6 Information to be given in Notification

The notification required in 830.5 shall contain the following information, if available:

- Type, nationality, and registration marks of the aircraft;
- Name of owner, and operator of the aircraft;
- Name of the PIC;
- Date and time of the accident;
- Last point of departure and point of intended landing of the aircraft;
- Position of the aircraft with reference to some easily defined geographical point;
- Number of persons aboard, number killed, and number seriously injured;
- Nature of the accident, the weather and the extent of damage to the aircraft, so 14CFR as is known; and
- A description of any explosives, radioactive materials, or other dangerous articles carried.

Subpart C Preservation of Aircraft Wreckage, Mail, Cargo, and Records

830.10 Preservation of Aircraft Wreckage, Mail, Cargo, and Records

(a) The operator of an aircraft involved in an accident or incident for which notification must be given is responsible for preserving to the extent possible any aircraft wreckage, cargo, and mail aboard the aircraft, and all records, including all recording mediums of flight, maintenance, and voice recorders, pertaining to the operation and maintenance of the aircraft and to the airmen until the NTSB takes custody thereof or a release is granted pursuant to 831.12(b) of this chapter.
(b) Prior to the time the NTSB or its authorized representative takes custody of aircraft wreckage, mail, or cargo, such wreckage, mail, or cargo may not be disturbed or moved except to the extent necessary:
    (1) To remove persons injured or trapped;
    (2) To protect the wreckage from further damage; or
    (3) To protect the public from injury.
(c) Where it is necessary to move aircraft wreckage, mail or cargo, sketches, descriptive notes, and photographs shall be made, if possible, of the original positions and condition of the wreckage and any significant impact marks.
(d) The operator of an aircraft involved in an accident or incident shall retain all records, reports, internal documents, and memoranda dealing with the accident or incident, until authorized by the NTSB to the contrary.

Subpart D Reporting of Aircraft Accidents, Incidents, and Overdue Aircraft

830.15 Reports and Statements to be Filed

(a) *Reports.* The operator of a civil, public (as specified in 830.5), or foreign aircraft shall file a report on Board Form 6120.1/2 (OMB No. 3147–0001)[2] within 10 days after an accident, or after 7 days if an overdue aircraft is still missing. A report on an incident for which immediate notification is required by 830.5(a) shall be filed only as requested by an authorized representative of the Board.

Forms are available from the Board field offices from Board headquarters in Washington, DC, and from the Federal Aviation Administration Flight Standards District Offices.

(b) *Crewmember statement.* Each crewmember, if physically able at the time the report is submitted, shall attach a statement setting forth the facts, conditions, and circumstances relating to the accident or incident as they appear to him. If the crewmember is incapacitated, he shall submit the statement as soon as he is physically able.
(c) *Where to file the reports.* The operator of an aircraft shall file any report with the field office of the Board nearest the accident or incident.

SECTION E

[14 CFR §135.23(e)]

AIRCRAFT AIRWORTHINESS STATUS

Before each flight, the Pilot will review the Flight Log Book assigned to that aircraft and determine the airworthiness of the aircraft. The Flight Log Books only display the time that the next maintenance is due - not the type of maintenance. Pilots, Mechanics and other company personnel who are aware of any item or system on an aircraft that is not functioning as designed should note that item immediately on the flight log in the 'discrepancy area'. This includes any time that the expected flight time will exceed the time remaining before the "Next Maintenance" is due. All discrepancies must be addressed before a flight is conducted. There are several ways to address a discrepancy on the aircraft Flight Log predicated upon what the specific discrepancy requires:

1. For Mechanical discrepancies noted.
   a. If a mechanic corrects the discrepancy, he may note the work accomplished and sign the flight log.
   b. If a mechanic corrects the discrepancy and documents the work accomplished and signs the return to service on a task sheet or company discrepancy form the Records Department will note the reference to the return to service, airworthiness release or log book entry in the corrective action section and sign the area with his/her name and Company Certificate Number.
   c. If the discrepancy is listed in the Aircraft MEL and is eligible for deferment and the conditions for deferment are met then the Pilot, Mechanic performing a maintenance function or the Records Department may note the MEL reference IAW with the appropriate MEL for the aircraft and sign the item with their name and applicable certificate number – Pilot, Mechanic or Company.
2. For "time remaining until maintenance due" discrepancies noted.
   a. The corrective action can be any of the following:
      i. The maintenance required by the inspection program was accomplished and aircraft returned to service IAW with that program. The Correction Action may be a description of the work accomplished and signature of person authorized to accomplish that work OR it may be a reference to the document that shows the description of the work including the ARL signature (Airworthiness Release, Return to Service or Log Book Entry) by the company records dept/company with J95A298L cert no. The Records Department will determine the next 'maintenance due time" and note it on the form.
      ii. OR if the work was completed, in the Corrective Action Section reference another company document describing the work accomplished IAW company policies and returned to service certification. In this case persons

authorized by the Records Department should sign the document with the Company Cert No. J95A298L. The Records will determine the next 'maintenance due time" and note it on the form.

iii. OR a review of the items due indicate that there is a service window on the item. In that case the Correction Action is to describe the item due, the maximum ACTT that it may be accomplished and reference the maintenance document authorization. The Signature should be the person making that records review and Company Cert No. J95A298L

iv. OR, in the case of an item identified on the aircraft's inspection as a "soft time" item, describe the item, reference the inspection document and list time limits. The Signature should be the person making that records review and Company Cert No. J95A298L

The Records Manager will maintain the inspection and component overhaul status of each aircraft on a computerized program that provides chronological sequencing of maintenance due. The Records and Manuals Manager will provide the Director of Maintenance weekly and monthly updated reports showing upcoming maintenance tasks in predicted chronological order. Additionally, this department shall provide "Task Sheets" to mechanics describing specific maintenance tasks with provisions for documentation of completion and return to service statements. When tasks have been completed, they will be returned to the Records and Manuals Department for inclusion in the Specific Aircraft record. Each time Maintenance is completed the Flight Log Book will be updated to indicate the next time that maintenance is due.

Pilots are not permitted to operate an aircraft (in revenue service or under 14CFR Part 91) if the planned flight will exceed the time remaining until next maintenance is due per the flight log except with a valid Ferry Permit. The Director of Maintenance or Director of Operations should be notified verbally when planned flight time will exceed maintenance due time. Under some circumstances the D.M. or D.O. may authorize flight past the time listed on the Flight Log. (I.e. when a grace period applies, etc.). IF the D.M. or D.O. authorizes flight past the Maintenance Due Time the PIC should note in the Discrepancy Area the following remark: "Maintenance Due" and in the Correction Action Area: "Verbal discussion with the Director of Maintenance (or DO) authorizes xx number of hours of continued flight". Records Manager may make a similar entry based on knowledge of specific Maintenance Program and current Aircraft Status.

Pilots are not permitted to terminate a duty day if any discrepancies are "open" on a flight log without personal notification of one of the following (in order of preference).
The Director of Maintenance, The Chief Inspector, The Operations Manager, The Director of Operations, The Chief Pilot or the General Manager.

If a discrepancy is MELed, for a specific flight day, the Records Dept. will carry forward the discrepancy to the next Flight Log Page. The text from the Correction Action section will NOT be carried forward. Prior to flight, the discrepancy must be corrected with either a maintenance action (including return to service) or additional MEL Authority.

Pilots can confirm that there are no open discrepancies on an aircraft by the absence of any notations in the Discrepancy Column on a carried forward flight page and that the last previous maintenance, inspection or repair has been documented and appropriately returned to service IAW this manual and Federal Aviation Regulations.

Note: There is no technical or legal difference between the terms "**A**irworthiness Release", "**R**eturn to Service" or "**L**og Book Entry" – DAT utilizes the Abbreviation "ARL" to indicate any of these three terms. See Section G of this document.

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SECTION F

[14 CFR §135.23(f)]

REPORTING AND CORRECTING IRREGULARITIES

There will be at all times in each aircraft an "Irregularity Report" (part of the Flight Log Form - see forms appendix) for the purpose of recording mechanical irregularities and the corrective action taken.

When irregularities are discovered, either during pre-flight action, in-flight, or post flight, the Pilot will make (or have a mechanic make) an entry on the Flight Log. This form is completed for each flight operation for each aircraft authorized on this certificate including maintenance flights, ferry flights, etc. All irregularities found during pre-flight inspection will be corrected or deferred per approved MEL (if a MEL is approved for that aircraft) prior to takeoff. Irregularities occurring or discovered in-flight will be documented and then corrected or deferred per approved MEL prior to the next flight. Irregularities occurring or discovered in-flight will be entered on the flight log (1) prior to the next flight, (2) within 30 minutes of the termination of the flight, or (3) prior to the end of the duty time, whichever comes first.

The person completing the work (or inspecting the work) shall enter his/her signature, and certificate number on the Flight Log OR a company Discrepancy Sheet. Signing the corrective action area of the Flight Log indicates the irregularity has been corrected or deferred as noted, the work was performed IAW authorized procedures, any RII items have been inspected by an authorized person, no known condition exists that would make the aircraft unairworthy and the aircraft is approved for return to service IAW 14CFR 135.443 (d). IF that certification is completed on a Discrepancy Sheet the Records Manager shall note that reference to clear the discrepancy on the Flight Log with his/her Name and Company Cert No. (J95A298L)

Note: An engine with low oil is NOT considered a discrepancy. However, in order for the Director of Maintenance to more clearly assess engine operations the PIC may record addition of oil to an engine in the discrepancy area as a Note. (Example: "*Note: Added 1 qt. Exxon 2380 to left engine*".)

For aircraft operating multiple days away from the company's principal base of operations, A copy of each Flight Log containing any discrepancy MUST be delivered or faxed to the Director of Maintenance at the end of each flight day with the pilot's daily paperwork. The Discrepancy Log will be inserted into the Discrepancy File for the specific Aircraft. Records in these files shall be retained (at a minimum) until the work is repeated, or superseded by other work, or for 1 year after the work is performed. Reference: 14CFR 91 417 (b) (1).

Note: Pilots are not permitted to terminate a duty day if any discrepancies are "open" on a flight log without personal notification of one of the following (in order of preference):

The Director of Maintenance, the Director of Operations, the Chief Pilot or the General Manager.

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SECTION G

[14 CFR §135.23(g)]

PREFLIGHT DETERMINATION OF AIRWORTHINESS

Each aircraft is assigned a Metal Box containing a bound volume of Aircraft Flight Logs. When an aircraft is placed in service, the Records Department, at the direction of the Director of Maintenance will enter the Aircraft Total Time In Service on the first page of the Flight Log Booklet. (The Aircraft's Total Cycles and Total Landings since Gear Overhaul and Hobbs time will be recorded when applicable.) He/she also enters the Aircraft Total Time that the next scheduled maintenance is due. He/she completes the areas for dates due for: ELT Batteries, Fire Extinguishers, Transponder Checks, Altimeter and Static Certification and Reweighing of the aircraft.

The Records Manager is responsible determining accuracy and carrying forward these items when completing each flight log page.

The Records Manager is also responsible to carry forward ALL discrepancies that have been noted but are uncorrected and/or corrected by MEL. These items must be corrected, by a mechanic, prior to dispatch or the MEL relief carried forward as appropriate. He also is required to carry forward accurate times and dates of maintenance. Pilots are permitted to review previous flight logs at any time, however, by reference to responsibility, they may determine that the aircraft is Airworthy if there are no discrepancies on the flight page and there is sufficient time remaining to completed the anticipated flight before the next maintenance due time is reached.

There is no technical or legal difference between the terms "Airworthiness Release", "Return to Service" or "Log Book Entry" therefore the pilot can determine Airworthiness of an aircraft by the absence of any uncorrected (or un-deferred) discrepancies and that the planned flight time is less that the time recorded on the Log Page showing next maintenance due. This is true for all company aircraft including 10 or more passenger aircraft.

Some items, which are not hard times, may be flown in excess of the time recorded on the flight log page. In these cases, the Director of Maintenance, Operations Manager, or a designee of the Director of Maintenance may indicate approval to conduct a flight beyond the maintenance due time by referencing the authority to extend (i.e. Maintenance Manual, AAIP, etc.) that maximum time till a hard maintenance time is due and signing the "Signature/Cert#) box with his or her signature and the Company's Certificate Number (J95A298L) as appropriate.

Reference Section E and F of this document for additional information.

SECTION H

[14 CFR §135.23(h)]

MAINTENANCE AWAY FROM HOME BASE

When maintenance, preventive maintenance, or service is required away from the principle base, the Pilot-in-Command is responsible to and will:

1) Secure the aircraft.
2) Get authorization from the Director of Maintenance (or General Manager in the DM's absence) by telephone or radio for any maintenance required to be performed by non-Company maintenance personnel. Arrange for and supervise any authorized maintenance and/or service. The Director of Maintenance will assure that any mechanic he authorizes to work on company aircraft are currently on a Drug Testing Program. The DM will inform the company's Drug Program Manager (typically the GM) which company's program the mechanic is on and the GM will request a written statement from that company stating that the individual is covered under their program. This statement will be maintained in the Company's Drug Testing documents for a minimum of 1 year from the date of maintenance preformed.

NOTE: This authorization shall contain instructions from the maintenance department in the exact work to be accomplished and procedure for accomplishing this work to assure that all work accomplished away from home base is accomplished in accordance with the Company's General Maintenance Manual.

3) Conduct a general inspection of work accomplished away from the principal maintenance base, and performs a thorough preflight after such work, to include the required entries in the Flight Log page.
4) Assure the delivery of all copies of maintenance paperwork to the Director of Maintenance.
5) Director of Maintenance shall transfer significant items to the appropriate locations on the aircraft/propeller/power plant logbooks and/or files.

When the aircraft returns to Home Base, the pilot shall provide the Director of Maintenance or his designee all documentation of work performed. The Director of Maintenance is responsible to assure that all work performed was in accordance with the Company's General Maintenance Manual. If unscheduled maintenance is required that was made necessary by a condition that was not known prior to the previous departure (called "emergency maintenance") and no maintenance providers are available who are under an approved Drug Testing Program, maintenance may be accomplished as described above except that the company must give written notification of the emergency maintenance to the Drug Abatement Program Division, AAM-800, 800 Independence Avenue, Washington, DC, 20591, within 10 days after the maintenance is accomplished and must retain copies of all such written notifications for two years.

ALSO: The aircraft must be re-inspected by maintenance personnel who are on an approved Drug Testing Program when the aircraft is next at an airport where such maintenance personnel are available. Ref: 14CFR §120.35 (c) & 14CFR §91.1047

SECTION I

[14 CFR §135.23(i)]

RESERVED

SECTION J

[14 CFR §135.23(j)]

FUELING PROCEDURES

- Prior to any fueling, the Pilot in Command will determine the quality and grade to be put on board the aircraft and monitor the refueling to assure the proper grade of fuel is used.
- Prior to the fueling operation, the Pilot will determine that all electrical switches on the aircraft are OFF, the aircraft and fuel source grounded (bonded), there are no passengers within 50' of the aircraft while refueling, and that there is no smoking in the area.
- Airplanes will not be fueled with passengers on board except in an extraordinary situation (i.e., disabled passenger). In those rare situations, there must be an employee of the company or the fueler standing by with a fire extinguisher at the exit nearest the passenger.
- Aircraft will be fueled only from storage tanks, trucks, or drums/cans that incorporate a filter system to prevent contamination from entering the fuel system of the aircraft. Extra caution will be taken (i.e., keep tanks closed unless actively adding fuel) during periods of rain or snow to preclude water entering the fuel system.
- A small quantity of fuel should be drained from each tank after each fueling to check for contamination.
- All Aviation Grade Kerosene fuel weights will be computed at a weight of 6.7 pounds per gallon.
- All Aviation grade gasoline fuels will be computed at a weight of 6.0 pounds per gallon.
- Reciprocating engine oil will be computed at a weight of 7.5 pounds per gallon.
- All Alcohol utilized for aircraft deicing/anti-icing systems will be computed at a weight of 6.6 pounds per gallon.
- Water Injection fluid will be computed at a weight of 8.0 lbs. per gallon.

AIRCRAFT FUELING PROCEDURES

a) Personnel should wear non-sparking soled shoes free from studs or hob nails.
b) Smoking, open flames, and other sources of ignition is prohibited within 50 feet of aircraft or fuel truck.
c) Prior to positioning fuel truck near aircraft, perform the following:
   i) Verify that the fuel truck is equipped with two fully charged fire extinguishers.
   ii) Make sure there is no fuel spill within 50 feet of aircraft and that the aircraft is not leaking fuel.
   iii) Make sure that the aircraft engines are off (if it has propellers, they should be stopped).
   iv) The aircraft should be chocked or parking brakes set.
   v) Verify that any aircraft movement lights have been turned off.

d) Approach the aircraft so that the fuel truck can be positioned in a way that the fueling hoses will be easily connected to the aircraft. If possible, position the fuel truck so that it can be driven forward in case of emergency. Do not allow any vehicles within a 20-foot radius of the refueling truck while positioned for refueling an aircraft.
e) Whenever possible, position the fuel truck so that it is no closer than 10 feet from the aircraft.
f) A distance of at least 15 feet must be maintained between the fuel truck exhaust outlets and aircraft filler ports or tank vents.
g) Prior to moving the fuel truck after the refueling operation is complete, check the area around the fuel truck for equipment, obstructions, or debris that might be in the path of the truck. Objects may have been moved into the path during the fueling operation. If it is necessary to back up in order to leave the area, visually inspect the area directly behind fuel truck prior to moving the truck.
h) Prior to making any fueling connections to the aircraft, the fuel truck shall be bonded to the aircraft by use of a metal cable, thus providing a conductive path to equalize any potential charges between the fuel truck and the aircraft. The bond shall be maintained until fueling connections have been removed, thus permitting the reuniting of separated charges that could be generated during the fueling operation.
i) Aircraft shall not be serviced when its radar is operating or when there are thunderstorms within a 3-mile radius.
j) Servicing personnel shall not wear 100 % nylon outer garments and shall not remove or put on clothing during servicing to prevent static electricity.
k) The fueler shall remain at the aircraft and shall continuously observe the fueling operation. Fueling should be stopped whenever any leaks or deficiencies of a hazardous nature are detected. This specifically includes proximity of thunderstorms in the area.

Over Wing Fueling Procedures

a) Engage PTO, remove nozzle from holder, and pull-out hose.
b) Make sure nozzle is free of contaminants before removing aircraft filler cap.
c) Remove aircraft filler cap and insert nozzle.
d) Dispense fuel into aircraft. **Note:** Do not block open or otherwise defeat the self-closing mechanism on the nozzle.
e) Be careful when topping off a tank. **Note:** Clean up any spilled fuel or residue.
f) After fueling, carefully replace filler caps, stow hoses, bonding cable, ladders and nozzles.
g) Double check that filler caps are secure and hoses, nozzles, ladders and bonding cables are stowed prior to moving fuel truck.

Additional Comments and Concerns

1. When fueling in inclement weather, be sure to cover opening to keep rain/snow from entering tank.
2. Keep nozzle and hose from touching the rubber on the leading edge of wing.
3. Keep nozzle from scratching surface of wing.
4. Do not insert the nozzle too deep into the tank or it may damage the bottom of the tank.

SPECIFIC AIRCRAFT FUELING PROCEDURES

PIPER NAVAJO:

Dena'ina operates Navajo Chieftains into remote areas of Alaska and the round-trip range in the Chieftain is 675 nautical miles or 4.3 hours of flight time. If the flight is going to take longer than1.8 hours each way then the aircraft must be refueled at any available fuel source.(I.E PAIG, PAIL, or PAEN).

Dena'ina's normal charter area is southwest Alaska. When returning from this area if fuel gagesindicate less than 1/3 tank (mains) when passing PAEN then the aircraft must be refueled at PAEN or PASX. If the pilot is in the Lake Iliamna or Nushugak area then aircraft must have no less than 2 hours of fuel to reach MRI with VFR reserves. If IMC conditions are present at MRI then full mains are required if more than 220 miles from MRI.

From the CFR as of this manual revision:

§ 91.151 Fuel requirements for flight in VFR conditions.

(a) No person may begin a flight in an airplane under VFR conditions unless (considering wind and forecast weather conditions) there is enough fuel to fly to the first point of intended landing and, assuming normal cruising speed -

(1) During the day, to fly after that for at least 30 minutes; or

(2) At night, to fly after that for at least 45 minutes.

§ 91.167 Fuel requirements for flight in IFR conditions.

(a) No person may operate a civil aircraft in IFR conditions unless it carries enough fuel (considering weather reports and forecasts and weather conditions) to--

(1) Complete the flight to the first airport of intended landing;

(2) Except as provided in paragraph (b) of this section, fly from that airport to the alternate airport; and

(3) Fly after that for 45 minutes at normal cruising speed or, for helicopters, fly after that for 30 minutes at normal cruising speed.

(b) Paragraph (a)(2) of this section does not apply if:

(1) Part 97 of this chapter prescribes a standard instrument approach procedure to, or a special instrument approach procedure has been issued by the Administrator to the operator for, the first airport of intended landing; and

(2) Appropriate weather reports or weather forecasts, or a combination of them, indicate the following:

(i) For aircraft other than helicopters. For at least 1 hour before and for 1 hour after the estimated time of arrival, the ceiling will be at least 2,000 feet above the airport elevation and the visibility will be at least 3 statute miles.

(ii) For helicopters. At the estimated time of arrival and for 1 hour after the estimated time of arrival, the ceiling will be at least 1,000 feet above the airport elevation, or at least 400 feet above the lowest applicable approach minima, whichever is higher, and the visibility will be at least 2 statute miles.

SECTION K

[14 CFR §135.23(k)]

PASSENGER BRIEFING

Before each takeoff, the pilot in command shall ensure that each person who may need the assistance of another person to move expeditiously to an exit if an emergency occurs, and that person's attendant, if any, has received a briefing as to the procedures to be followed if an evacuation occurs. This paragraph does not apply to a person who has been given a briefing on a previous leg of a flight in the same aircraft.

The pilot in command, or a crewmember, shall give an oral briefing before each takeoff of an aircraft carrying passengers and shall ensure that all passengers have been orally briefed on:

(1) Smoking. Each passenger shall be briefed that No Smoking is permitted while onboard any company aircraft.
(2) The use of safety belts, including instructions on how to fasten and unfasten the safety belts. Company policy is that all seat belts should be fastened at all times while the aircraft is in motion. This briefing shall include a statement that the Federal Aviation Regulations require passenger compliance with lighted passenger information signs and crewmember instructions concerning the use of safety belts.
(3) The placement of seat backs in an upright position before takeoff and landing;
(4) Location and means for opening the passenger entry door and emergency exits;
(5) Location of survival equipment;
(6) If the flight involves extended over water operation, ditching procedures and the use of required flotation equipment;
(7) If the flight involves operations above 12,000 feet MSL, the normal and emergency use of oxygen; and
(8) Location and operation of fire extinguishers.
(9) Location and operation of passenger convenience items as required.

Printed cards, available to each passenger, shall supplement the oral briefing.

Operational Control – During the normal passenger preflight briefing it is not a requirement, but is a good practice, to indicate that the flight is being operated by DAT Aviation. All Revenue Flights are operated by DAT in accordance with the rules of 14CFR Part 135 and the company's Operations Specifications as currently issued by the FAA.

Ref §91.1035 & §135.117

SECTION L

[14 CFR §135.23(l)]

FLIGHT LOCATING

A flight plan will be on file for all flights. Flight plans will be filed with the FAA Flight Service Station or with the Company.

Pilots are encouraged (but not required) to utilize IFR flight plans as much as possible. Flying IFR, VFR on Top Direct is preferable to a VFR plan because it is easier for the company to track flights and to pass on important messages to enroute pilots if the need arises.

COMPANY FLIGHT PLANS

Pilots are encouraged to operate on FAA Flight plans as much as possible.

IF a Pilot elects to conduct a revenue flight operation without an FAA flight plan being utilized the pilot must file a Company Flight Plan before departure on the first flight of the day. Each company flight plan will contain at least the information required to be included in a VFR flight plan. This information may be called in (907-322-2218) or messaged to the flight following department before the first flight of the day. Similar to an FAA flight Plan this information may be amended at any time should the need arise. The description of the information required and instructions is found in the Forms Section Page U-25. This information will be on display at the Flight Following Office at all times during Company Flight Plan Operations.

If, on a company flight plan, the aircraft is overdue by 30 minutes the company (typically the General Manager) will start making phone calls to locate the aircraft. If overdue by one (1) hour, notification will be made immediately by phone to the Director of Operations (or Chief Pilot), ***and*** the governing Flight Service Station. Pilots should be aware of their expected return time and make every effort to contact the company before becoming 30 minutes overdue.

If, while on a company flight plan, the pilot changes the flight route or destination for any reason and is NOT able to contact company flight following to make an amendment an FAA flight Plan must be filed and activated. The only exception to this is in the event that the pilot must take emergency action and communications with ATC is not available.

COMMUNICATIONS

The company encourages pilots to communicate with the company when they arrive at a destination and before departing. It is important to check with the company before departing a destination in the event that the aircraft needs to be diverted to another location for company necessity.

The use of text messaging (either via land based or satellite-based technology) is the preferred whenever possible to update the company of flight status. Use of Cell phones should be done prior to departure or after landing. Cell phones should generally also be turned off (or in Aircraft Mode) in flight except in special circumstances such as inflight communication failure, etc. A quick message to the company pilot group on WhatsApp provides OMP and all the pilots an update of a flight's departure and/or arrival at destination.

The company provides messaging and tracking devices use by flight crews for each flight assignment. Tracking system will be turned on during all flight and standby operations.

When operating a company aircraft at a 'hub' location it is important that the pilot contact the company after arrival to the hub and before securing the aircraft for the day. Additionally, the crew member must provide a copy of the Flight Log from the Metal Box to the records to assure continuous accuracy of the Flight Log information.

The use of a 'company frequency' (127.275) is encouraged to announce when arriving or departing the ANC base of operations. This frequency should be monitored at all times, when possible, by the flight crew.

FLIGHT MONITORING

Whenever a company aircraft is on a flight, an employee will be monitoring **907-322-2218** (Number listed on any filed FAA Flight Plan) and physically be monitoring the progress of the flight digitally either by Flight Aware software or the Garmin inReach® Tracking System or both. Any information concerning the flight may be obtained via that phone number. In the event that there are any unusual or abnormal flight tracking events noted by the person monitoring the flight, they will immediately notify a person with Operational control as listed on the company Organizational chart at the front of this document. Additionally, if a flight is on a revenue operation and an FAA flight Plan is not being utilized the Flight Monitoring department will display the company flight plan status in addition to the flight locating Status at the Flight Monitoring Office.

SECTION M

[14 CFR §135.23(m)]

EMERGENCY PROCEDURES

IN FLIGHT EMERGENCIES

When the Pilot-in-Command experiences an in-flight difficulty or emergency, or believes a situation exists that would create an emergency, he/she may take any action deemed appropriate to assure the safety of the flight. As soon as possible after completing the action, (to include the emergency checklist if appropriate), the Pilot will advise the nearest ground communication facility, give a description and extent of the difficulty, and assistance required, intentions, and any other information pertinent to the situation. Copilot duties will be as directed by the PIC and per the Company Training Program.

If the Pilot deviated from the rules, he or she shall complete a written report to the Director of Operations, who in turn shall forward the report to the FAA Principal Operations Inspector charged with the overall inspection of the Company.

EMERGENCY EVACUATION

Whenever the Pilot-in-Command (PIC) is the sole company employee on board the flight, the PIC is assigned all emergency evacuation duties. Whenever a Second-in-Command (SIC) is assigned to the flight, the emergency evacuation duties are assigned as follows:

Pilot-in-Command

- Opening of the main cabin door, if possible.
- Assisting passengers to disembark.
- Leading passengers to safety.
- Notifying proper authorities and requesting aid.

Second-in-Command

- Opening of the emergency exit, if possible.
- Ensuring all viable passengers have disembarked.
- Accounting for all passengers.
- Administering First Aid.

If either pilot is incapacitated, the other pilot will assume all emergency duties.

SECTION N

[14 CFR §135.23(n)]

EN ROUTE QUALIFICATION PROCEDURES

ROUTES AND AIRPORTS

Prior to engaging in operations over any route or into any airport, the Pilot will become familiar with all available information required for the safe operation of that flight. Ref: 14CFR 91.103. He/She will at least acquire sufficient data to make a proper decision concerning the route and the adequacy of the landing facility to be used. This information may be obtained from the Flight Service Station, other pilots, recent personal experience and/or Village Agents. Village Agents are not an approved source of weather and cannot be used as the only source of weather. Village Agents can be used as an additional source to support approved weather sources. The company considers persons who are known by the company to have specific knowledge about airport conditions to be designated as "Village Agents". These people may or may not be employees of the company and are only to be used to gain additional information about actual conditions at the airport of intended destination because they live there.

Any time there is a question about the condition of the runway at an airport that has a known Village Agent, "Ops Management Personnel" and/or pilot will contact that Agent to assure the condition of the runway. Specifically, in winter the Agent will be asked to physically observe the runway to be plowed. If the runway has not been plowed since the last snowfall the Agent shall measure the snow depth at each end of the runway and in the middle. If the snow depth is less than 4" deep advise the pilot and the flight may proceed at the discretion of the pilot. If the runway has been plowed, the flight may continue even if the FSS has not been advised that the runway has been opened.

> NOTE: The pilot still has the responsibility to assure that airport conditions are safe for the proposed operations. The 4" value is a guide line only. 3" inches of slush may not be acceptable.

In determining the adequacy of the airport, in addition to runway, taxiway, and ramp data, the Pilot will make sure any services needed will be available and sufficient. Each pilot will, if not having flown into any airport in the last 90 days, look up and become familiar with information regarding airports in the - ALASKA SUPPLEMENT; AIRPORT/FACILITY DIRECTORY, before departing for such airport.

The company will purchase an appropriate number of each type of chart and government publication required to be on board the aircraft and each PIC will assure that these documents are available on the flight deck before and during flight operations. These Documents shall NOT be removed from the aircraft until the expiration of the document and then they MUST be removed from the aircraft. The Pilot in Command is responsible to assure currency of aircraft documents.

IF a PIC discovers during his preflight that a required publication is missing from the aircraft, he shall notify the Chief Pilot for a replacement before the flight. Additionally, company policy dictates that the PIC of the previous flight may be obligated to pay for replacement cost of the publications.

INSTRUMENT APPROACHES

Pilots are not permitted to Request, Initiate or Accept any Instrument Approach Procedure that is not specifically listed in the current company Operations Specifications Paragraph C052 (Part 97 Approaches) or C081 (Special Approaches). Pilots are not permitted to Request, Initiate or Accept any Special Instrument unless they have successfully completed initial and recurrent training and current qualifications segments as specified in Ops Spec Par. C081 for that approach. This restriction does not apply to emergency operations IAW § 135.19.

Pilots must monitor the appropriate published Common Traffic Advisory Frequencies (CTAF) when operating in Class G Airspace.

Note: This could be an Aeronautical Advisory Station (UNICOM), an Aeronautical Multicom Station (MULTICOM) or a Flight Service Station (FSS). Pilots should NOT communicate on any other frequency while within 10 NM of an airport in Class G Airspace.

Special IFR Approach Procedures approved for use by the company IAW DAT Operations Specification C081 may not have expiration dates; however, the company shall immediately remove any approach from all aircraft if notified by Jeppesen or the FAA that a revision to such approach has been made. Such removed approaches shall be labeled "OUTDATED" so as not to be confused with current charts. Special IFR Approaches may not be conducted unless the PIC has met all initial and recurrent training and checking requirements for the specific approach. Pilots must be aware that specific aircraft performance under current conditions may preclude the acceptance of a Special Instrument Approaches Procedure. – Ref: 'Contingency Plan' in Section R.

Company pilots will pay particular attention to 14CFR 135.69:

§ 135.69 Restriction or suspension of operations: Continuation of flight in an emergency.

(a) During operations under this part, if a certificate holder or pilot in command knows of conditions, including airport and runway conditions, that are a hazard to safe operations, the certificate holder or pilot in command, as the case may be, shall restrict or suspend operations as necessary until those conditions are corrected.

(b) No pilot in command may allow a flight to continue toward any airport of intended landing under the conditions set forth in paragraph (a) of this section, unless, in the opinion of the pilot in command, the conditions that are a hazard to safe operations may reasonably be expected to be corrected by the estimated time of arrival or, unless there is no safer

procedure. In the latter event, the continuation toward that airport is an emergency situation under § 135.19.

QUALIFICATIONS

Every PIC is required to have completed a 14CFR 135.299 check within the preceding 12 months (grace month provisions apply) before being dispatched on any revenue flight.

Every PIC of a company aircraft involved in Scheduled Passenger Carrying Operations must have also completed Operating Experience in the basic make and model of aircraft to be flown in accordance with 14CFR 135.244.

When the company is authorized Special IFR Approaches in accordance with FAA Approved Operations Specifications paragraph C-081, pilots must be trained and qualified to use such approaches in accordance with the limitations of each specific approach. Some Special Approaches may require ground and flight training.

Specific Authorized Special Approaches are found in the Company's Operations Specifications Paragraph C-081. Any Special Crewmember Training Requirements and requirements for continued qualifications are also found in this paragraph.

SECTION O

[14 CFR §135.23(o)]

RESERVED

SECTION P

[14 CFR §135.23(p)]

HAZARDOUS MATERIALS

The Hazardous Materials Operations and Training Manual are now contained in a separate document maintained in the Pilot's Office and available on the Employee Website.

SECTION Q

[14 CFR §135.23(q)]

EMERGENCY EVACUATION ASSISTANCE

The Pilot-in-Command (PIC) will additionally brief persons who may need the assistance of another person to move expeditiously to an exit in an emergency. If an attendant accompanies the handicapped person, the attendant will be briefed concurrently. This briefing will consist of:

1. Location of the nearest emergency exit.

2. Procedures to be followed so that the handicapped person is evacuated without delaying the evacuation of others on board the aircraft.

If a situation occurs that requires an emergency evacuation of the aircraft, the attendant, if there is one, will be solely responsible for the evacuation of the person requiring assistance. If there is no such attendant, then the Second-in-Command will assist that person to the exit after all able-bodied passengers have exited the aircraft.

SECTION R

[14 CFR §135.23(r)]

DESTINATION AIRPORT ANALYSIS

Not applicable at this time.

This section is reserved for future use.

SECTION S

SAFETY

EMPLOYEE HEALTH

FITNESS FOR DUTY

Safety sensitive employees are prohibited from any duty assignment unless they are healthy and deemed "fit" for duty. Typically, the employee must make this determination however; management reserves the right to assess employees also. Reasons for being "unfit" include, but are not limited to, fatigue, illness, emotional stress, etc. Safety sensitive employees are encouraged to discuss any questionable situations with their immediate supervisor, General Manager or the Director of Operations.

DONATING BLOOD

Safety sensitive employees are permitted and encouraged to donate blood; however, the employee must not be assigned or accept any safety sensitive duty within 12 hours after donating blood.

ILLEGAL DRUG USE

The Company will not tolerate any employee using illegal drugs. Any employee who has engaged in prohibited drug use while on the job will be terminated. Additionally, any employee who has engaged in prohibited drug use while performing safety-sensitive functions will be permanently precluded from performing that function for this or any other company. Any employee who tests positive on a mandated drug test may be terminated. Employees who hold an airman medical certificate issued under Part 67 will be reported to the Federal Air Surgeon for certificate action. Additionally, any employee who has verified positive drug test results on 2 tests will be permanently precluded from performing the function that was being performed prior to the 2nd test. Any employee who refuses to submit to the mandated Drug Test will be placed on leave without pay and immediately removed from any safety-sensitive function until such time as the test is conducted or the employee is terminated.

USE OF ALCOHOL

Flight Crews are prohibited from using alcohol within 8 hours of flight duty. No employee shall report for duty or remain on duty requiring the performance of safety sensitive functions while having a blood alcohol concentration of 0.04 or greater. No employee who has knowledge of an accident involving an aircraft for which he or she performed a safety sensitive function at or near the time of the accident shall use alcohol for 8 hours following the accident. Refusal to submit to a required alcohol test (post-accident, random,

reasonable suspicion or follow up) may be cause for dismissal but will certainly result in removal from safety sensitive duties.

RANDOM TESTING

The company belongs to a Drug and Alcohol Consortium, which maintains a random testing pool in compliance with Federal Regulations. On duty employees may be notified to report for Drug and Alcohol random testing. Each employee notified must report for testing as required or notify the company's Drug and Alcohol Supervisor immediately of extenuating circumstances for reassignment.

SAFETY MISSION

The goal of the company is to provide a safe, legal, comfortable yet profitable work environment that can provide the highest level of service to our customers.

SAFETY MANAGEMENT SYSTEM

There are specific guidelines for design and adherence to a Safety Management System (SMS) for Air Carriers holding 14CFR Part 121 certificates. These regulations are not necessarily applicable to 14CFR Part 135 operators such as Dena'ina. However, DAT's Safety Policy is in many ways a SMS program. Our System is actively evolving to meet the needs of our Company. The Director of Operations has the overall responsibility for the operation of the system by the maintenance of open communication lines both up and down the company chain of command. All employees and all management are part of the SMS and the SMS relies on total participation by everyone in the company.

COMPANY SAFETY POLICY:

The company is committed to operating in a healthy, safe and environmentally responsible manner while providing cost effective, quality service to our customers. We will do this by managing risks related to our operations to as low a level as reasonably practicable to achieve zero incidents.

The purpose of this policy is to ensure that employee health, safety and environmental protection is managed proactively and effectively. This is accomplished by establishing and managing the following objectives:

- Fully document policies, processes and procedures, including accountability to establish transparency.
- Comply with all applicable federal and state regulations.
- Assess identified hazards, and where possible, eliminate or avoid such. When this is not possible, mitigation will be developed, implemented to verify that the level of associated risks is acceptable.

- Actively seek feedback for improvement without retribution from company personnel and others involved in company operations.

Management personnel shall:

- Actively administer, support and maintain safety.
- Promote safe operations of company aircraft.
- Provide resources to assure the safe operation of company aircraft.
- Ensure that flight operations and aircraft maintenance activities are conducted in compliance with applicable health, safety and pollution prevention regulations.
- Validate and address deficiencies in an appropriate and timely manner.

All personnel shall:

- REPORT Hazardous or Unsafe Conditions to management personnel utilizing Hazardous or Unsafe Conditions Forms in Section S of this Manual. Forms are found on the clipboard in the Pilot's office or may be printed from this manual via the company employee web site - www.tnaemp.com
- Make job safety a priority.
- Adhere to directions contained in Company Manuals and applicable Local, State and Federal regulatory publications.
- Make decisions that will contribute to the health, safety, environmental protection and quality of the company's overall operations.
- Participate proactively in maintaining the highest level of Safety.
- Internal Safety Reporting System – Reference Section T – Internal Safety Reporting Form and description.

FLIGHT FOLLOWING

DAT Pilots utilize a Risk Assessment Tool prior to each flight or series of flights. This tool is in the form of a printed worksheet. Blank forms are located in the Aircraft Metal Box with the Load Manifest forms. Use of this procedure helps assure that flights can be conducted safely and all available information has been evaluated relative to a specific flight assignment IAW §135.299 (c). See page U-21 for Form Example and instructions.

Each Company Aircraft has been provided a Flight Tracker that provides updated location information each 10 minutes. A digital real time display is located in the Merrill Field office and monitored by company personnel at all times while Company aircraft are airborne. Any amoralities noted during such monitoring will be immediately relayed to Operational Control Personnel.

SECTION T

OTHER COMPANY PROCEDURES & POLICIES

DESTINATION AIRPORT ANALYSIS

This section is reserved for future use.

FLIGHT CONTINGENCY PLANS

Prior to each take off in a company aircraft the pilot shall have reviewed a plan of action in the event of an emergency. This plan of action must include provisions for engine(s) failure at various phases of the takeoff and departure.

Single Engine VFR – Pilots of single engine aircraft should pre-determine a course of action to attempt to restart the engine should an engine failure occur. This should include a rapid check of mags or ignition, fuel flow (tank selection), boost pumps or emergency power lever usage. Pilots must NOT divert attention from flying the aircraft while completing these procedures. Engine failures below 500 feet AGL must plan a straight-ahead landing (up to a 10 degree turn from runway heading may be made to avoid obstacles).

Multi Engine VFR – Pilots of multi-engine aircraft must also pre-determine a course of action to follow in the event of an engine failure. Multi engine aircraft pilots may elect to maneuver the aircraft to return to the departure airport or another suitable emergency landing area ONLY if the aircraft is operating at or above VYSE.

Departures into IFR Conditions – Pilots planning departures into IFR conditions must have a preplanned course of action to return to the departure airport (or other suitable airport in close proximity to the departure airport) in the event of an emergency after the aircraft enters IMC conditions.

Enroute IFR – Pilots must remain aware of changing conditions during their flight. Actual weather conditions must be monitored to determine landing weight, fuel reserve requirements and Instrument Approach Procedures that will be available at the destination airport. Aircraft system malfunctions may preclude planned operations at the destination. Pilots shall evaluate any malfunction of the aircraft that occurs during flight to assure that the malfunction will not preclude meeting any of the performance requirements of the flight including any drift-down requirements.

Approach and Landings – Pilots should always have a 'contingency plan' for each approach and landing operation. Even blue sky, calm wind landings can rapidly turn into disasters if the pilot is not constantly updating his or her contingency plans. Such plans would include options for system malfunctions, go around procedures, missed approach procedures, alternate missed approach procedures in the event of an emergency, unexpected weather or airport condition, etc.

Pilots with Second in Command – all preplanned emergency actions listed above should be verbally briefed by the Captain to the Second as outlined in the Company Training Program. All required flight crewmembers of a two-pilot crew are required to have completed Crew Coordination Training.

OXYGEN FOR MEDICAL USE

Medical Oxygen may only be carried and/or administered on board Company Aircraft if it is both supplied by and administered by a professional or medical emergency service. Oxygen systems located on board Medevac aircraft are maintained by the company but may only be used by trained medical crewmembers.

COMPANY MEMO SYSTEM

The Company utilizes a Company Memo System (that is maintained on the company's employee web site www.tnaemp.com) to assure that pilots and other employees receive timely notification of important issues. This system does NOT replace Company Operations, Manual, Operations Specifications or Pilot Operating Manuals/Airplane Flight Manuals but simply provides a method to assure that all personnel are aware of changes made to these and other documents in a timely manner. See "Forms Section" for more information on the Company Memo System

CARRIAGE OF WEAPONS ON AIRCRAFT

The Company may authorize some crewmembers to carry weapons on company aircraft in accordance with 14CFR 135.119 (b). Each crewmember given such authority by the Company will be issued a memo containing the following text and that memo should be carried with the crewmember when carrying weapons on company aircraft.

Crewmember's Name: _____

The above-named crewmember is authorized by DAT to have on their person or accessible to them while acting as a crewmember onboard a DAT aircraft a firearm or other weapon according to the provisions of 14CFR 135.119 (b).

_____

Authorizing agent
Dena'ina Air Taxi LLC

MAINTENANCE

MAINTENANCE POLICY

All aircraft operated by the company will be maintained in a safe and airworthy condition in accordance with the Federal Aviation Regulations, Manufacturer's service and overhaul instructions and the Company's Operations Specifications. Compliance with this statement is the responsibility of the Director of Maintenance.

MAINTENANCE PROCEDURES

Aircraft will not be used in Air Carrier Operator operations, nor will any pilot operate a Company Aircraft involving Air Carrier Operations unless:

The pilot has on board the flight a valid ferry permit issued by the FAA.

— OR —

Within the preceding 12 calendar months it has had an annual inspection required by 14CFR Part 91.409, and in accordance with 14CFR Part 43, and has been documented for return to service in accordance with 14CFR Part 43.

— AND —

Within the preceding 100 hours of time in service it has received an inspection required by 14CFR Part 91.409, and in accordance with 14CFR Part 43, and has been documented for return to service in accordance with 14CFR Part 43.

— AND —

Any additional inspections or maintenance required or authorized by the Operations Specifications have been accomplished and documented.

— OR —

The aircraft is in compliance with an Approved Aircraft Inspection Program or Continuous Airworthiness Inspection Program

— OR —

The aircraft is in compliance with a Manufacturer's approved Progressive Care Program that has been approved for the company.

TOOL CALIBRATION

- Precision measuring tools must be calibrated in accordance with the Manufacturer's instructions or annually, which ever time is more restrictive.

- If available, Torque Wrench accuracy may be verified on an Electronic Torque Wrench Tested in so long as it is calibrated within the preceding 12 calendar months. Utilize the instructions on the unit.

- IF a Calibrated tool is dropped or suspected of being inaccurate it must be Tagged with information indication the problem and moved to the UNSERVICABLE parts section until it is recalibrated.

RECORDS AND REPORTS

- The "Flight Log" is a permanent record to be retained with the aircraft maintenance records as required by 14CFR 91.417. It is updated after each flight by the pilot to show available flight time before maintenance or checks are due. The Records department is required to keep current Aircraft Total Time records and correct any addition or rounding errors made by the Flight Crew.
- The Records manager, on behalf of the Director of Maintenance, shall submit a "Mechanical Reliability Report" to the FAA FSDO when required per the provisions of 14CFR 135.415.
- The Records manager, on behalf of the Director of Maintenance shall submit monthly Mechanical interruption summary reports when required per the provisions of 14CFR 135.417.

EQUIPMENT MAINTENANCE

Aircraft operated by the Company will not be utilized unless the aircraft and its components are in serviceable and airworthy condition, inspected and maintained as set forth in the manufacturer's service and overhaul instructions. In addition, the equipment must meet the inspection and maintenance requirements contained in the Operations Specifications issued to the Company.

INOPERATIVE EQUIPMENT AND INSTRUMENTS

- The Pilot shall not takeoff in an Airplane unless all equipment and instruments are in operating condition or maintenance has been deferred per an approved company specific Minimum Equipment List for that aircraft.

- If an instrument and/or equipment fail during flight, and the failure creates an unsafe or hazardous condition, the pilot will terminate the flight at the nearest suitable airport. If the failure does <u>not</u> create an unsafe condition, the pilot may continue to the destination airport or the airport of first intended landing, whichever is first.

- Once the Pilot has landed the aircraft, continuation of the flight is permitted <u>only</u> after the failed equipment or instrument is repaired or replaced and is functioning properly or can be deferred by use of the approved MEL. It is imperative that the Pilot is completely familiar with all portions of the MEL before MELing any discrepancy.

NOTE: Pilots are not permitted to terminate a duty day if any discrepancies are "open" on a flight log without personal notification of one of the following (in order of preference). The Director of Maintenance, The Director of Operations, or The Chief Pilot.

PILOT REQUIREMENTS

- All Pilots must have as a minimum a Commercial License for the category to be flown and an instrument rating.
- All Pilots must have as a minimum a Class II current Medical Certificate.
- All Pilots must have a current 135.293(a)(b) check as required by regulations.
- All Captains must have the recent experience required by 135.247. (3 TOs & Ldgs...)
- All Captains must have a current 135.299 check. (Line Check)
- All Captains assigned to IFR duties must have a current 135.297 check. (Proficiency Check)
- All Captains serving in IFR passenger carrying commuter operations must have a second in command unless the provisions of 135.105 have been met. (100 hours minimum make & model & Ops specs authority)
- In accordance with 14CFR 135.225 (e): The MDA or DH and visibility landing minimums prescribed in Part 97 or in the company's Operations Specifications are increased by 100 feet and 1/2 mile respectively (but not to exceed the ceiling and visibility minimums for that airport when used as an alternate airport) for each pilot in command of a turbine powered airplane who has not served at least 100 hours as pilot in command in that type of airplane.
  - The pilot's Duty Assignment (as recorded in each individual pilot record) will not be endorsed for 100 MM until the pilot notifies the company that 100 hours of PIC time has been accomplished. At that time the Chief Pilot will verify the accomplishment of at least 100 hours PIC time and update the Duty Assignment to show "100 hrs MM" has been accomplished". A log showing documenting flight history is preferred
- No Captain will be assigned to a turbojet airplane, or of an airplane having a passenger-seat configuration, excluding each crewmember seat, of 10 seats or more, or of a multiengine airplane in a commuter operation, unless that person holds an airline transport pilot certificate with appropriate category and class ratings and, if required, an appropriate type rating for that airplane.
- All Captains assigned to operations requiring an ATP Certificate must have a current Class I Medical Certificate.
- All Captains who wish to utilize FAA authorized special approaches must meet ALL training and checking requirements associated with the specific approach as indicated in the Company Operations Specifications.

STERILE COCKPIT REQUIREMENTS

Crewmembers are prohibited from engaging in any duty or activity during a critical phase of flight, except those required for safe operation of the aircraft. "Critical phase of flight" includes all flight operations conducted below 10,000 feet (except for cruise flight), including ground operations. Examples of duties and activities prohibited are:

1. Radio calls concerning passenger connections, fuel loads, catering, etc.
   Note: Taxiing may be interrupted. An aircraft not moving on the ground is not considered to be in a critical phase of flight.
   Note2: It is important that the crew monitor company frequency at all times. A call from Company during a critical phase of flight that is NOT important to the operation of the aircraft shall be acknowledge but advised to standby until landing.
2. Announcements concerning sights of interest, proposed route, etc.
3. Non-critical paperwork.
4. Reading, except for appropriate charts.
5. Eating, drinking.
6. Nonessential cockpit conversation (remarks not pertinent to safe aircraft operation).
   Examples of duties and activities not prohibited are:
   A. Passenger communications essential to safety of flight.
   B. Weight and balance corrections.
   C. Performance calculations.
   D. Use of checklists.
   E. Crew coordination procedures.
   F. Discussion of MEL items with Company or other personnel.
   G. Communications inside or outside the aircraft pertaining to safe operation.

Except for situations regarding the safety of the flight or the well-being of the passengers, a passenger may not visit the cockpit or communicate with the cockpit crew during a critical phase of flight. Generally speaking, the passengers should consider that time during which the seatbelt sign is illuminated to be consistent with sterile cockpit conditions, unless an announcement has been made that the flight is above 10,000 feet or at cruise flight but the seatbelt sign is being left on for turbulence.

Cell phone must be in the OFF or AIRCRAFT or FLIGHT mode during critical phases of flight.

AUTHORIZED WEATHER SOURCES

Only those weather reports and forecasts in IFR operations that are prepared by the National Weather Service (NWS), or source approved by the National Weather Service, *or other source approved by the FAA.*

REFERENCE: DAT Authorized Operations Specifications A-010.

Sources approved by the NWS include the following:
1. NWS Field Facilities.
2. Flight Service Stations (FSS).
3. Supplemental Aviation Weather Reporting Stations (SWARS).
4. Limited Aviation Weather Reporting Stations (LAWRS).
5. Automated Surface Observations (See notes 1, 2, 3, and 4).
6. Internet sources providing NWS prepared information.

Sources approved by the FAA include the following:
1. Any meteorological office operated by a foreign state that subscribes to ICAO standards and practices.
2. Any U.S. Military weather-reporting source.

Note 1: An AWOS cannot be used as an authorized weather source for IFR operations if the visibility is reported missing. IFR approaches will not be initiated if visibility is missing from the AWOS report. An AWOS is considered out-of-service if the time or altimeter setting is missing.

Note 2: AWOS-1 and AWOS-2 when operated as a "STAND ALONE" system ("STAND ALONE" meaning a system that is the only source of weather observations at a particular airport) is not approved as the sole official weather source.

Note 3: AWOS-3 installed, maintained, and operated by the FAA or NWS, and Non-Federal AWOS-3 installed, maintained, and operated in accordance with the standards and specifications contained in AC 150/5220-16 is approved for flight operations.

Note 4: NWS-operated Automated Surface Observation Systems (ASOS) are approved for flight operations.

HIGH MINIMUM CAPTAINS

A captain qualified on any turbine-powered airplane must observe higher landing minima for the first 100 hours of pilot-in-command flying in that aircraft type. The captain shall notify the Chief Pilot as soon as the 100 hours have been flown so that the restriction can be lifted. Captains who are not authorized to operate to the lowest weather minimums shall check forecast weather for scheduled stops on each route of flight as soon as practical after reporting for duty. If any risk of "high minimums" impacts the ability to operate the flight normally, the Company must be advised. The advice should be made at the earliest possible time to allow the consideration of alternatives that might avoid service disruptions, and/or provide timely information to passengers.

§ 135.225 (e) The MDA or DA/DH and visibility landing minimums prescribed in Part 97 of this chapter or in the operator's operations specifications are increased by 100 feet and 1/2 mile respectively, but not to exceed the ceiling and visibility minimums for that airport when used as an alternate airport, for each pilot in command of a turbine powered airplane who has not served at least 100 hours as pilot in command in that type of airplane.

DEICING PROCEDURES AND GROUND ICING CONDITIONS

GENERAL

The **"Clean Aircraft"** Concept. The current regulations in 14CFR Part 135 rely on the "clean aircraft" concept; i.e., that no person may takeoff an airplane when frost, ice, or snow is adhering to the wings, control surfaces, or propellers of the airplane (14CFR Section 135.227). The rationale behind this concept is that the presence of even minute amounts of frost, ice, or snow (referred to as "contamination") on particular airplane surfaces can cause a potentially dangerous degradation of airplane performance and unexpected changes in airplane flight characteristics. Ultimate responsibility for determining whether the airplane is free of contamination and complies with the "clean aircraft" concept rests with the pilot in command (PIC). These procedures are designed to help the PIC in making that determination. These procedures include monitoring weather conditions and temperature changes, visual checks, and using deicing fluids or other methods of removing contamination from the aircraft. When conditions conducive to the formation of frost, ice, or snow on airplane surfaces exist at the time of takeoff, those surfaces should be checked for contamination. When contaminants are adhering to airplane surfaces, those contaminants should be removed before takeoff. A good test for adherence is to forcefully blow across the surface; if contamination can be removed by blowing it is typically not considered to be adhering. Because of the wide variations in airplane design and performance characteristics, methods for removing contamination for airplanes operated under 14CFR Part 135 vary greatly. Deicing of company airplanes may be accomplished:

1) By applying heated water when temperatures are mild;
2) By applying a heated water/glycol solution;
3) By mechanically brushing the snow or ice off**; or**
4) By placing the airplane in a hangar until the frost, ice, and/or snow melts.

Note: Anti-icing (the treatment of the airplane with undiluted (Type II, III or IV) glycol-based fluid to prevent frost, ice, or snow from adhering to aircraft surfaces) is not commonly used in 14CFR Part 135 operations. **The Company does not have an approved Aircraft Anti- Icing Program and the use of ANTI-ICING FLUIDS on company aircraft is prohibited.**

DEFINITIONS

The terms used in this section are not defined in 14CFR Part 1, but are defined herein for better understanding of this material as follows:

1) **Deicing**. A procedure by which frost, ice, or snow is removed from the aircraft in order to provide clean surfaces.
2) **Anti-Icing**. A precautionary procedure that provides protection against the formation of frost or ice and accumulation of snow on treated surfaces of the aircraft for a limited period of time.

3) **Deicing/Anti-Icing**. A combination of the two procedures above. It can be performed in one or two steps.
   1. One-step deicing/anti-icing is carried out with an anti-icing fluid. The fluid used to deice the aircraft remains on aircraft surfaces to provide limited anti-ice capability.
   2. Two-step deicing/anti-icing consists of two distinct steps. The first step (deicing) is followed by the second step (anti-icing) as a separate fluid application. Anti-icing fluid is applied to protect the relevant surfaces, thus providing maximum possible anti-ice capability (holdover time).
4) **Holdover Time**. The estimated time deicing or anti-icing fluid will prevent the formation of frost or ice and the accumulation of snow on the treated surfaces of an aircraft. Holdover time begins when the final application of deicing/anti-icing fluid commences, and it expires when the deicing/anti-icing fluid applied to the aircraft loses its effectiveness.
5) **Pretakeoff Contamination Check**. A Pretakeoff contamination check is a check to make sure the wings and control surfaces are free of frost, ice, or snow. 14CFR Section 135.227 requires that a Pretakeoff contamination check be completed within 5 minutes prior to beginning takeoff whenever ground-icing conditions exist.
6) **Ground Icing Conditions**. Ground icing conditions are defined as any time conditions are such that frost, ice, or snow may reasonably be expected to adhere to the airplane during ground operations. Adhere is the important word in this definition. A cold aircraft on a cold day in dry snow conditions would probably not be considered 'ground icing conditions', however, even a light drizzle in freezing conditions may be. Also, Frost is more likely to occur at night on a cold aircraft.

DEICING PROCEDURES

The Pilot in Command will oversee all deicing of the aircraft and ensure that it is free of contamination prior to flight. Deicing will be accomplished by one of the means set forth above. The best deicing procedure is to park the aircraft in a warm hanger until it is completely dry and the entire aircraft has warmed to ambient temperatures, however this procedure is often times not practical. If the "applying a heated water/glycol solution" technique is used, a 50/50 or 40/60 mixture, glycol to water ratio, will be normally be acceptable. The normal maximum percentage of glycol is less than 55%. Either ethylene or propylene-based glycol is acceptable. When the aircraft is deiced utilizing a deicing truck or machine the pilot in command is responsible to assure that the person operating that machinery utilizes the correct type of fluid and follows correct procedures. The pilot should brief the deicer prior to commencing deice operations of any critical areas on the aircraft that may require special attention. NOTE: Use of Deice fluid removed ice but does not prevent it from reforming.

COLD WEATHER PREFLIGHT INSPECTION PROCEDURES

Pilot Preflight Inspection/Cold Weather Preflight Inspection Procedures. This is the normal walk-around preflight inspection conducted by a pilot and check lists provided by the Aircraft Flight Manual and/or the company shall be utilized. This inspection

should be used to note any aircraft surface contamination and initiate any required deicing/anti-icing operations.

A thorough preflight inspection is more important in temperature extremes because those temperature extremes may affect the aircraft or its performance. At extremely low temperatures, the urge to hurry the preflight of the aircraft is natural, particularly when the aircraft is outside and adverse weather conditions exists, which make the preflight physically uncomfortable for the pilots. This is the very time to perform the most thorough preflight inspection. **Note:** In cold temperatures, be sure to determine appropriate power settings prior to takeoff to prevent exceeding engine limitations.

The preflight must include all items recommended by the aircraft manufacturer. Pilots should utilize checklists to assure that all items have been checked. Additionally, during the preflight inspection look for contamination in the following areas:

1) Wing leading edges, upper and lower surfaces.
2) Vertical and horizontal stabilizing devices, leading edges, upper surfaces, lower surfaces, and side panels.
3) Flaps.
4) All control surfaces and control balance bays.
5) Propellers.
6) Engine inlets, particle separators, screens, and ducts.
7) Windshields and other windows necessary for visibility.
8) Antennas.
9) Fuselage.
10) Exposed instrumentation devices such as pitot-static probes, and static ports.
11) Fuel tank and fuel cap vents.
12) Heating and cooling air intakes, and exhausts.
13) Landing gear with special attention to brake areas.

Blowing Snow. If an aircraft is exposed to blowing snow, special attention should be given to openings in the aircraft where snow can enter, freeze, and obstruct normal operations. The following openings should be free of snow and ice before flight:

(1) Pitot tubes and static system sensing ports.
(2) Wheel wells.
(3) Heater intakes.
(4) Engine air intakes and/or carburetor intakes.
(5) Elevator and rudder controls.
(6) Fuel vents.

PRE-TAKEOFF CONTAMINATION CHECK PROCEDURES

After an aircraft has been deiced and the preflight check accomplished, (either in a hanger or by deice truck, etc) there still is a possibility that, in preparation for takeoff, the aircraft surfaces may become contaminated by snow or ice during taxi operations in ground icing conditions. In order to assure safe operations a Pre-Takeoff Contamination Check must be accomplished within 5 minutes of the start of the takeoff roll in accordance with our Operations Specification Paragraph A-041.

The Pre-Takeoff Contamination Check may be accomplished from within or outside the aircraft and may be visual or tactile or a combination, as long as the check is adequate to ensure the absence of contamination. During most circumstances the flight crew is adequately able to see the wing surfaces from the inside of company low wing aircraft and this inspection may be safely completed from the inside of the aircraft without the necessity of shutting down an engine. Remember that the key word is 'adhering'. Snow lying on top of the aircraft that is removable with a strong puff of air is not considered to be adhering; therefore, a clean wing in the prop wash area of the wing typically indicates the absence of adhering snow. At night the use of wing ice lights and/or flashlights can assist in this observation.

The Pre-takeoff Contamination check is aircraft specific.

Pilot should also review and understand the Company's Operations Specification A041.

Piper Navajo PA31

For the Navajo the pilot has a clear view of the wing surface during taxi operations. Visualize the area of the wing just outboard of the engine nacelle to assure that no contamination is adhering to the aircraft.

Beech King Air 200

For the King Air 200 the pilot has a clear view of the wing surface during taxi operations. Visualize the area of the wing just outboard of the engine nacelle to assure that no contamination is adhering to the aircraft.

If there is any doubt about contamination adhering to the aircraft the tactile (by feel) method should be used. In a two-pilot crew situation the engine may or may not be required to be shut down at the discretion of the PIC.

The Pre-Takeoff Contamination Check must be made within 5 minutes of the start of the takeoff roll. In some situations, the PIC must advise ATC that a "5-minute check is required" when departure delays are in effect.

The Pre-Takeoff Contamination Check will be explained in as much detail as is necessary for each aircraft make and model during each initial and recurrent Aircraft Specific Ground Training.

*** *CAUTION: IF UNDER ANY CIRCUMSTANCES THE CAPTAIN CAN NOT ASCERTAIN THAT THE AIRCRAFT IS CLEAN, A TAKEOFF WILL NOT BE ATTEMPTED – THE AIRCRAFT MUST BE RE-DEICED PRIOR TO FLIGHT.*

PASSENGERS, JUMPSEATERS, FAA AND EMPLOYEES

GENERAL

All flight operations in the United States must be conducted accordance in 14CFR Chapter 1, Subpart F, Part 91 – General Operating and Flight Rules.

DAT is also authorized to conduct Operations for Hire and Revenue Flight Operations. For Revenue Operations, the additional requirements of 14CFR Chapter 1, Subpart G, Part 135 – Operating Requirements: Commuter and On Demand Operations and Rules Governing Persons on Board Such Aircraft must be followed.

Both Regulations have specific rules reference the carriage of Passengers. All circumstances required compliance with 14CFR Part 91. Some circumstances require compliance with both 14CFR Part 91 AND 14CFR Part 135.

All Flight Operations conducted by DAT Pilots with DAT Aircraft must be authorized by the Company in accordance with Section A of this manual – specifically, the flight must be AUTHORIZED by the company.

In order to understand the Status (and thereby the regulatory requirements) of persons on Dena'ina's aircraft the following definitions are utilized:

ADMISSION TO THE FLIGHT DECK FOR FAA PERSONS

Whenever, in performing the duties of conducting an inspection, an FAA inspector presents an Aviation Safety Inspector credential, FAA Form 110A, to the pilot in command of an aircraft operated by the certificate holder, the inspector must be given free and uninterrupted access to the pilot compartment of that aircraft. However, this paragraph does not limit the emergency authority of the pilot in command to exclude any person from the pilot compartment in the interest of safety.
A forward observer's seat on the flight deck, or forward passenger seat with headset or speaker must be provided for use by the Administrator while conducting enroute inspections. The suitability of the location of the seat and the headset or speaker for use in conducting enroute inspections is determined by the Administrator.

DEFINITIONS

1) **Flight Crew Member**. There are two types of Flight Crew Members:
   a. Pilot Flight Crew Members are persons who are currently employed, qualified, and current and assigned a pilot position for a specific flight by the company.
   b. Non-Pilot Flight Crew Members are persons who are currently qualified, trained and assigned specific inflight responsibilities for a specific flight by the company. (Example: Flight Nurse – when medivac operations are authorized.)

2) **Persons not subject to the Passenger Carrying Provisions of 14CFR Part 135.** (Non-Passengers)
   § 135.85 States that the following persons may be carried aboard an aircraft without complying with the passenger carrying requirements of this part:
   (a) A crewmember or other employee of the certificate holder.
   (b) A person necessary for the safe handling of animals on the aircraft.
   (c) A person necessary for the safe handling of hazardous materials (as defined in Subchapter C of Title 49 CFR).
   (d) A person performing duty as a security or honor guard accompanying a shipment made by or under the authority of the U.S. Government.
   (e) A military courier or a military route supervisor carried by a military cargo contract air carrier or commercial operator in operations under a military cargo contract, if that carriage is specifically authorized by the appropriate military service.
   (f) An authorized representative of the Administrator conducting an enroute inspection.
   (g) A person, authorized by the Administrator, who is performing a duty connected with a cargo operation of the certificate holder.
   (h) A DOD commercial air carrier evaluator conducting an en route evaluation.

3) **Passenger.** Any person that is not included in #1 or #2 above is a Passenger.

Whenever a passenger is carried upon a DAT aircraft during non-Revenue service (I.e. There is no Revenue cargo or other Revenue passengers on the aircraft) 14CFR Part 91 rules apply.

Whenever a passenger is carried upon a DAT aircraft during Revenue Service (I.e. There is any Revenue cargo or other Revenue passengers on the aircraft) 14CFR Part 91 AND Part 135 rules apply.

RECORDKEEPING

The name of the individual and assignment is required to be noted on the LOAD MANIFEST for both types FLIGHT CREW MEMBERS. Non-Flight Members should be listed in the REMARKS Section.

The NAME of each individual and CAPACITY (title) of each individual that qualifies as a Person authorized in section 2 above must also be listed on the LOAD MANIFEST. These 'non-passenger passengers' should be listed in the REMARKS Section also.

Note: IF there is a regular seat available and the person is not required to be on the flight, they are not required to be listed on the Load Manifest… simply the total number of passengers is required.

Note 2: Passenger Names are not required to be listed on the Aircraft Flight Log however, it is often a good idea to note the person's position or name there also.

TOWING AIRCRAFT

GENERAL

Only individuals who have received training and are knowledgeable on the subject are authorized to tow company aircraft. AC 00-65 offers considerable additional information on this subject. Personnel towing aircraft should be familiar with the following:

- Limitations contained in Aircraft Operations and Maintenance manuals.
- Observance of placards.
- Aircraft weight and Tug capabilities.
- Proper tow bar usage.
- Operation of the Tow Vehicle.
- Consideration for weather and surface conditions.
- No Riders on Tow Vehicles.
- The use of a qualified person in the flight deck if needed.
- The use of wing walkers if needed.

Note: Towing aircraft beyond the limits of DAT's leasehold is prohibited unless accompanied by Airport Operations Personnel.

ELIGIBLE ON DEMAND OPERATIONS:

This section reserved for Eligible On Demand Operations

SECTION U

COMPANY FORMS

The various forms in use by DAT are custom designed to gather required information without duplication and in a format that provides for intuitive use by company personnel. Although this section deals only with representative forms, each form utilizes similar design features and instructions. This section details instructions for completing *any* DAT form. Instructions given for each successive form is based on the employee's knowledge of previously given instructions. Also, an example of each form is located on the page following the instructions for the use of that form. Daily forms must be completed and turned in to the company in the location specified by the Director of Operations at the termination of each duty day. Note: They may be faxed to the main base of operations if the pilot is assigned flights that do not terminate at the company base of operations.

SCRIBBLING OR WRITING OVER ENTRIES

All paperwork required by the company is designed to fulfill some regulatory need. As such all paperwork generated by the flight crew must be maintained accurately and legibly. Errors made must be corrected in such a manner that the correct information is the only information that is available on the required paperwork.

If any form becomes sloppy or illegible due to the correction of errors or for any other reason, the PIC is responsible to rewrite (or have the form rewritten) in such a manner that it meets a professional standard acceptable to the company and the FAA.

IF the PIC deems that a form is acceptable and the Chief Pilot or any other company employee dealing with such forms determines it to be unacceptable, the form must be rewritten completely. Pilots are permitted to complete company paperwork during flight but must be aware that turbulence or cramped quarters is an unacceptable excuse for messy paperwork. Pilots may use note pads or other methods of recording pertinent data during flight operations and then completing required paperwork at the end of the duty day.

(Exception – Load Manifests must be completed PRIOR to each departure in multiengine aircraft in revenue service.)

AIRCRAFT FLIGHT LOG FORM

(EXAMPLE ON PAGE U-7)

- Aircraft Log Forms will be maintained in book form in a Metal Box assigned to each company aircraft. A form should be completed for all flying - 135 or 91. When all forms in the book are completed the Records Manager will replace the book with a new book. These books will provide for a complete record of all flying for each company aircraft.
- A single form will be utilized for a day's flying by a single pilot. If two or more pilots fly the aircraft during the same day, a separate log form must be completed by each pilot. If a pilot flies the aircraft in the morning, then another pilot flies the aircraft and then the original pilot flies the plane the same duty day; he must complete a new log sheet so as to keep the flight times sequentially.
- At the completion of each day's flying a copy of this form is delivered or faxed to the Company's main Operations Office for data entry into the Flight and Duty Time Summary Record for each pilot.
- A copy of this form is delivered or faxed to the Director of Maintenance if any discrepancies are noted. This copy is then filed in the Aircraft's Discrepancy log per 14 CFR 91.417.
- The form must be completed in ink.
- The Captain is responsible for the completion and accuracy of the form.
- Pilot pay is determined by the information provided to payroll on these forms. If a form is incomplete, inaccurate, or illegible it will be returned to the Captain for correction BEFORE pay is issued.

SPECIFIC ENTRIES ON THE FLIGHT LOG FORM:

Sequence Number:	In order to facilitate sequencing of copies of Flight Log Forms the pilot should enter a sequence number predicated upon the previous Flight Log Sequence on each form. Each Company Aircraft is assigned a Letter designator (from A to Z) to be utilized as part of the Sequence number. Enter the Letter (same as previous page) and number (add 1 to the sequence number from the previous page) in the spaces provided. IF an older form is utilized without a specific place for the sequence number it should be entered on the top right-hand margin of the form.
Pilot	Enter the name of the Pilot. It is required to enter the full Last name and First name or First Initial.
S.I.C.	Enter the name of the Co Pilot. It is required to enter the full Last name and First name or First Initial.
Date	Enter the month, day and year in the format: mm/dd/yy. IF the duty day continues past midnight indicate the starting day AND the ending day.
Duty Time	Enter the exact duty time for this pilot for all flying done this duty day.
A/C Number	Enter the Registration number of the aircraft.
Type	Enter the Make and Model of aircraft - C-206 is OK for Cessna 206.

DISCREPANCY AREA

Maintenance Discrepancies, Inoperative Components, or Damaged Equipment must be noted on the Discrepancy Log section of the flight log. The Pilot or Mechanic should note the Discrepancy and corrective action in the areas provided. *The irregularity must be entered on the flight log (1) prior to the next flight, (2) within 30 minutes of the termination of the flight, or (3) prior to the end of the duty time, whichever comes first.* NOTE: An aircraft may not be operated without an approved Corrective Action for each Discrepancy. In the case of a maintenance time due noted on the form it is possible that there is a service window for completion of a specific item. In the case of a service window time, "corrective action" would list the reference for the service window allowance on the form as the corrective action. The Name and Certificate number of the person who performs the corrective action must be recorded on the form. For Notes on Service Windows the Company Cert No. J95A298L is appropriate. Enter the Starting and Ending Hobbs or Tach time as available in the bottom right-hand corner of the Discrepancy Area. Pilots should compare the total Hobbs or Tach Time with the Total Flight Time each day to help confirm accuracy of the aircrafts flight time for the page. See below.

AIRCRAFT FLIGHT TIME AREA – This information is completed by the records department after auditing the previous pages' info, updating the aircraft status spreadsheet and determining new Aircraft Total Time and confirming the accuracy of the record.

TIME Fwd	Enter the number of hours and tenths of an hour of flight time from previous flying. This typically is filled by the last pilot to fly the aircraft.
Page TIME	The difference from Ending time to Starting time. Use Hobbs Time or Tach Time as available.
Next INSP.	This time is carried forward from the previous log form or updated by the Director of Maintenance after maintenance is performed.
Total TIME	Add TIME FWD and Page TIME to obtain Total TIME.
Time Remaining	Subtract Total TIME from Next INSP to get time remaining before scheduled maintenance. NOTE: There is no provision for the pilot to know exactly what maintenance is scheduled. Some procedures may be deferred but the PIC MUST NOT begin a flight when expect flight time will exceed time remaining without contacting the Director of Maintenance.
Cycles	If the company Flight Log is utilized for a Turbine Engine Aircraft that requires a record of Cycles these three fields must be completed. A "Cycle" is defined as a START, TAKEOFF, LANDING, AND SHUTDOWN. Each Cycle must have at least one of each of the above events before it can be considered 1 cycle. Add Page Cycles to Prior Cycles to get Total Cycles.
Landings	If the company Flight Log is utilized for an aircraft that requires a record of Landings these three fields must be completed. A "Landing" is defined as transition from Flight Mode to Ground Mode operation. Add Page Landings to Prior Landings to get Total Landings.

FLIGHT LOG AREA

Flight No.	Scheduled flights numbers are all numeric. Charter flights will use the last 2 (0r 3 in the case of "00") of the Invoice number for the flight number.
Seat Config	A numeric code is assigned each potential seat configuration for the aircraft. These codes are provided by maintenance for each aircraft and are located in the Metal Box assigned to the aircraft. Pilots should indicate on the first line of the flight log the initial seat configuration. Lack of successive Seat Config Codes on the flight log indicates that the seat configuration has not been changed.
From / To	Indicate the Departure point on the top line. The second line is the Arrival point, which becomes the next departure point and so on. These should be coded by use of the Standard Department of Transportation 3-letter airport identifier. If the operation is to an airport without a 3-letter DOT code, or off Airport, use code '999' and note the location in the REMARKS section.
Taxi Out	Time of the day the aircraft starts taxing for the purpose of takeoff. This time should be recorded in 24-hour local format.
Take Off	Time of the day the aircraft becomes airborne. There is no requirement for accurate logging of this time and may be approximated. Typically, this time shall be calculated while the aircraft is in cruise flight by reference to a flight timer started at liftoff. Pilots SHALL NOT record this time during any critical phase of flight. This time should be recorded in 24-hour local format.
FLT Time	Time - IN MINUTES – This is the actual time that the aircraft was airborne during each leg. Reference the aircraft flight timer or GPS to obtain this time. At the end of each Flight Log the PIC shall assess the total FLT Time compared to the total TAC or Hobbs Time (as available) to assure accuracy for the pilot calculated Aircraft Flight Time. Note: IF using Pilot record minutes per leg the aircraft total time may only be updated after updating the aircraft time spreadsheet. Total Aircraft Time must be accurate (not rounded off each day).
BLK Time	Time - IN MINUTES – Use the aircraft timer to record the time that the aircraft first moves under its own power for the purpose of flight until it shuts down at its destination. It is acceptable to record Block out time and Block in time on a separate paper and transfer the BLK out time and the total Block time to this form at the end of the flight. This time is used for computing Piloting Time IAW with 14CFR 135.
IMC	Record any flight time was made during IMC IN HOURS AND TENTHS in this area.
Nite	If any flight time was made at night record this time IN HOURS AND TENTHS in this area.
Seats	Enter the number of passenger seats available during each leg.
Pax	Enter the number of passengers on board for each leg. NOTE: Company employees, FAA Representatives and other persons listed in 14CFR

135.85 are not considered "Passengers" for the purpose of this documentation.

Frt	Enter the pounds of Freight carried on each leg (Passenger Baggage and or Mail is not included in this figure).
Remarks	Things like Check Rides, Extra Night Currency Landings, off Airport Destination Names, O.E., non-pilot crew, etc. should be recorded here.
Ldgs	This space is recorded to assist in determining the number of landings for the aircraft.
Pay Time	If a pilot is told by the company that a certain trip pays a specific number of hours then enter that number in this column… Pay time is usually found on the Charter Invoice for Quoted Flights.

TREND MONITORING SECTION

Trend Checks are performed on all company aircraft and for both Right and Left engines on multi engine aircraft. Ideally a Trend Check (or maintenance check) should be performed on the longest leg flight of the day after temperatures have stabilized and only one time per day per aircraft. These checks are to be used by both maintenance and pilots to determine 'trends' in aircraft/engine performance. Pilots, especially when switching from one aircraft to another should check previous trends to ascertain "normal" parameters for specific engines. This action may give pre-warning to engine problems even though the indications are still within manufactures specified limits.

Starting Temp or Start Time	Should be noted for Turbine engine aircraft only. This is the Maximum ITT observed during the first start of the day **OR** time in seconds to complete the start cycle for each engine.
Torque (MP)	Indicate the Indicated Torque or Manifold Pressure.
Prop RPM	Indicate the Indicated RPM.
ITT EGT CAT	Indicate the Interstitial Turbine Temperature or Exhaust Gas Temperature for turbine engine aircraft. The Exhaust Gas Temperature for aircraft equipped with EGT or Carburetor Air Temperature for all other aircraft.
%N1 (CHT)	Indicate the Percentage of speed for the compressor section of a turbine engine or the Cylinder Head Temperature for a Piston Engine.
Fuel Flow	For Engines with Fuel Flow meter, indicate the Gallons per Hour or Pounds per hour. For other engines indicate Fuel Pressure in Pounds per Square Inch.
Oil Pressure	Indicate Oil Pressure. If the gauge isn't calibrated with numbers indicate the percentage of 'green arc'.
Oil Temp.	Indicate Oil Temperature. If the gauge isn't calibrated with numbers indicate the percentage of 'green arc'.
Electrical	Indicate the draw in amps as indicated on the amp meter. Note: Hot Propellers should be turned OFF and heaters should be turned ON while taking this reading.
OAT	Indicate the Indicated Outside Air Temperature in Degrees Celsius.

Pressure Alt.	Indicate the Pressure Altitude of the aircraft while the Trend Check was taken. Note: To obtain Pressure Altitude set the Altimeter to 29.92". **WARNING: be sure to reset Altimeter after taking reading**.
IAS	Indicate Indicated Airspeed on the Pilot's side instrument.
Suction	Indicate the reading on the Primary Suction Indicator. If there is a primary and secondary Suction indicator (as in the case of a DC-3) record the primary/secondary.
ELT	Record the date the ELT needs to have maintenance performed (ie. Battery replaced). This date is carried forward from the previous page.
Alt./Static	Record the date the Altimeter and Static System needs to have maintenance performed. This date is carried forward from the previous page.
Transponder	Record the date the Transponder needs to have maintenance performed. This date is carried forward from the previous page.
Wt & Balance	Record the date the Aircraft needs to be re-weighted. This date is carried forward from the previous page. Write N/A for single engine aircraft.
Fire Extinguisher	Note the date that the fire extinguisher(s) require next service.
VOR CK	Note: VOR Checks must be performed for IFR Operations within the preceding 30 days and found to be within limits. The pilot will carry forward the date of the last check into this box if the check was within the preceding 30 days. If the check was not performed within the preceding 30 days and IFR Flight is not planned the box may be left blank or; If IFR flight is planned a VOR Check must be accomplished and the Date, Location and Bearing indication of #1 and #2 VOR indicator noted in the spaces provided. A VOR Check may be accomplished any time and pilots are encouraged to perform such checks often to assure accuracy of the equipment. Any time a check is accomplished the Pilot is required to update the information contained in this box. IF bearing error is beyond limits it should also be noted as a Discrepancy.
Cert #	To afford compliance with the requirements permitting pilots to reconfigure seats in company aircraft the Pilot's certificate type and certificate number must be noted on this form.

The captain's signature is required on this form IF seat configuration is changed by the crew. Captain should sign the form all the time for consistency.

This form is utilized to compile the pilot's flight and duty time, as well as specific aircraft data. Accuracy and legibility on this form is of paramount importance. The company records custodian will obtain times form these forms to prepare flight and duty time summary reports for individual pilots. Any errors or omissions will be returned to the pilot for corrections as noted.

Note: The Aircraft Total Time (and therefore Engine TSO) must be accurately recorded. Use of a Hobbs Meter is an acceptable accurate method. Typically, DAT utilizes records the actual time the aircraft is airborne for each leg (flight) in minutes. Although the pilot may get a rough estimate of the aircraft total time at the end of a day only the Records

Department is able to confirm the Aircraft Total time after the actual minutes for each flight is entered into the aircraft spreadsheet so that actual minutes of flight (rounded to the nearest $1/10^{th}$ hour) can be calculated

Pilots are permitted to carry forward Aircraft Total by Estimating based on a daily flight calculation when away from home base or during a crew change during a flight day but the Records Department must verify accuracy and note any addition or rounding errors as a discrepancy if/when discovered.

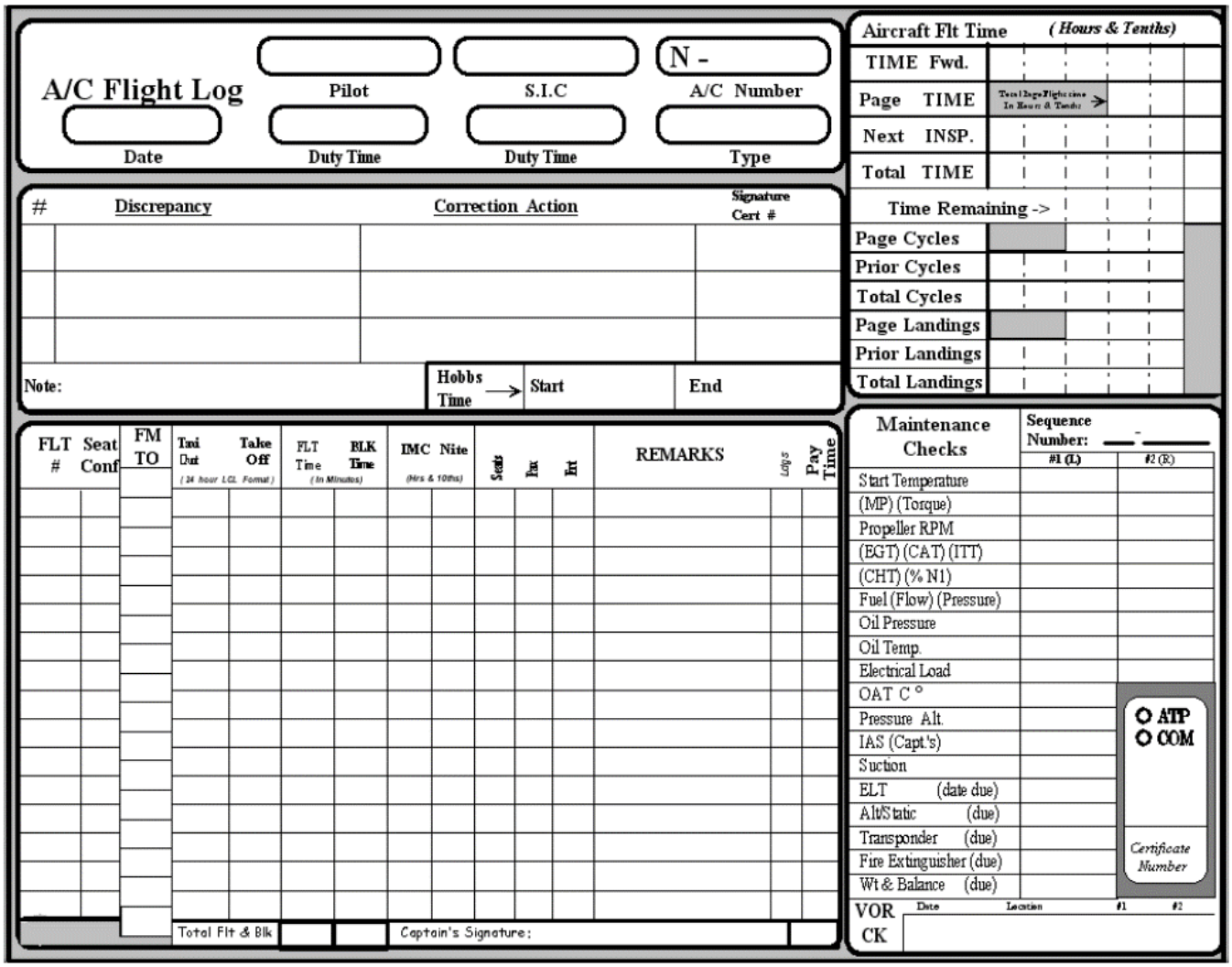
The flight log Aircraft Total Time may be corrected on the next page as follows:

Example:

Discrepancy: Pilot rounding Error on TTAC discovered during audit
Corrective Action: Corrected Aircraft Total time to: xxxxxx.x
Signature: (records person signature with Cert # J95A298L

NOTE: This form may be referred to as the DAT A/C Flight Log, the Aircraft Flight Log, the Aircraft Flight Log form, or the Flight Log. The forms are contained in bound volumes with a white copy that stays in the binder and a yellow copy that is removed from the binder after the flight day is completed.

AIRCRAFT FLIGHT LOG FORM – EXAMPLE



LOAD MANIFEST

(EXAMPLE ON PAGE U-10)

In accordance with 14CFR 135.63 (c) & (d) company pilots shall complete in duplicate a Load Manifest prior to departure for each multiengine revenue flight. This regulation requires that the following information be recorded on the load manifest for each multi engine revenue flight: (1) The number of passengers; (2) The total weight of the loaded aircraft; (3) The maximum allowable takeoff weight for that flight; (4) The center of gravity limits; (5) The center of gravity of the loaded aircraft. (6) The registration number of the aircraft or flight number; (7) the Origin and destination; and (8) the identification of crewmembers and their crew position assignments. The regulations also require that a Load Manifest be prepared in duplicate and the pilot carry a copy of the completed Manifest on board the aircraft to its destination.

A copy of the completed Load Manifest shall be maintained at the company's principal base of operations for 30 days and available to the FAA upon request. Although the regulation requires that the Load Manifest be prepared in duplicate no provision is required regarding the disposition of the duplicated copy. Each PIC operating a company multiengine aircraft shall prepare a Load Manifest for each day of flying. Flights utilizing more than one aircraft may be entered on the same daily Load Manifest form.

The person completing the Load Manifest should sign on the indicated line.

The company Load manifest is actually two manifests (top and bottom of each form). The top is the Original and the bottom is the "duplicated copy". Pilots must complete both copies and both copies will be filed for 30 days.

SPECIFIC NOTES ON PREPARATION OF THE LOAD MANIFEST.

For EACH DAY

- All entries must be legible. IF a Load Manifest is illegible the PIC is responsible to prepare a duplicated legible Load Manifest.
- Enter PIC and SIC First Initial and Last Name in the space provided.
- Enter the date in the MM/DD/YY Format.

For EACH LEG

- Enter the Flight Number or Aircraft N-Number
- Enter the 3-Ltr Origin and 3-Ltr Destination for each Leg – Use the USPO 3 Ltr Codes – Not ICAO designations. If there is a question as to the correct 3-ltr code write the destination in the remarks section.
- Enter the number of Passengers on Board. (Crewmembers, FAA, Company Employees are NOT passengers). The weights and locations of all persons on board must be included in Weight and Balance calculations
- Enter the weight of the aircraft as loaded before taxi.

- Enter the Maximum Allowable Takeoff Weight of the aircraft for that leg. This means to enter the maximum allowable weight that the aircraft can be operated at for this specific flight considering all limitations.
- Enter the Forward and Aft C.G. Limits for the specific loaded weight. Note: When the limits are the same for all weights the Limits may be printed vertically across all leg entries <see example below>
- Enter the computed C.G. of the Loaded Aircraft
- In the Remarks Section:
- Enter "NR" or "Non-Rev" for Non-Revenue legs that do not pertain to the requirements for completion of a Load Manifest. "P91RTB" is an acceptable abbreviation for the phrase "Part 91 Return to Base". Any of these notes indicate that the particular leg is being conducted under 14CFR Part 91 Flight Rules.
- Enter Non-Pilot Crewmembers names if additional qualified crewmembers are on board (i.e. current, qualified, medical crewmembers)
- Enter other comments, as PIC deems necessary.
- If information is unchanged from leg to leg (i.e. maximum allowable Takeoff weight is unchanged from previous leg) a vertical line with an arrowhead on the bottom may be used to indicate no change.
- Copy all information from top manifest to the bottom 'copy'.
- The dashed line indicates the division between the manifest and the copy of the manifest.

Dena'ina Air Taxi

LOAD MANIFEST

Date: Oct 29, 2022

PIC: Josh J.

SIC:

Flt # or N #	Origin	Dest	# Pax	Loaded Ac Weight	Max Allowed TO Weight	CG Limits	C.G.	Remarks

TSA Check O Completed Ø Not Required

Signature _____

Dena'ina Air Taxi

LOAD MANIFEST

Date: Oct 29, 2022

PIC: Josh J.

SIC:

Flt # or N #	Origin	Dest	# Pax	Loaded Ac Weight	Max Allowed TO Weight	CG Limits	C.G.	Remarks

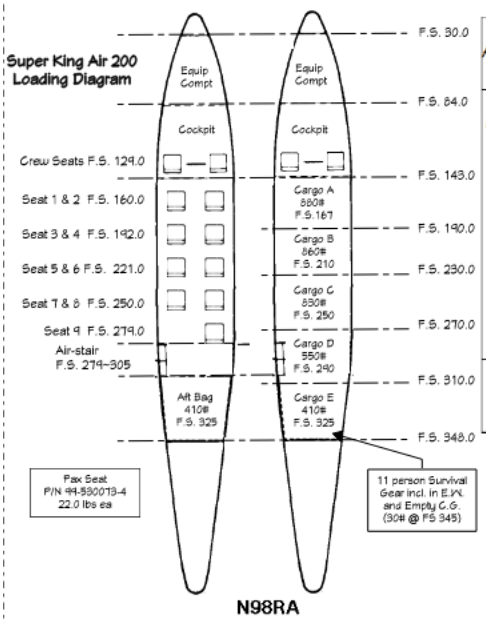
Duplicate

LOAD MANIFEST FORM

WEIGHT & BALANCE WORKSHEET

Each aircraft is provided a worksheet specific to that aircraft by Maintenance. This form is kept in the Metal Box assigned to each aircraft. Seat Configuration Designations and Empty Weight and Center of Gravity Arms are indicated for each seat configuration. Loaded Weight and Center of Gravity may be calculated by using Manufactures procedures as defined in the POH or Weight X Arm = C.G. Calculator/Computer method as defined in AC43.13, AC 61.23 and the company training program.

Dena'ina Air Taxi
Weight and Balance Worksheet
Super King Air 200 N98RA



			Weight X ARM = Moment
A/C Empty Wt (fm Config Table)			
	Pilot		129.0
Cargo	Copilot		129.0
(Max wt)	Seats 1 & 2		160.0
880 lbs	Cargo A		167.0
	Seats 3 & 4		192.0
860 lbs	Cargo B		210.0
	Seats 5 & 6		221.0
830 lbs	Cargo C		250.0
	Seats 7 & 8		250.0
	Seat 9		279.0
550 lbs	Cargo D		290.0
410 lbs	Cargo E (Aft Bag)		325.0
	Belly Pod		
	Fuel		
	TOTALS -->		

N98RA

Revision Date : n/a

Weight Date 10/01/2021

Configuration	Config #	EW	ARM
Pilot & Copilot Only	1	7,809	184.19
Seats 1&2	2	7,853	184.05
Seats 1-> 4	3	7,897	184.10
Seats 1 -> 6	4	7,941	184.30
Seats 1 -> 8	5	7,985	184.66
Seats 2,4,6,8	6	7,897	184.43
Seats 1,2,3,4,5	7	7,919	184.20
Seats 1 ->9	8	8,007	184.92
Pilot Seat Only	9	7,787	184.34

Center of Gravity Limits: Forward limit is 185.0 inches aft of datum at 12,500 pounds, with straight line variation to 181.0 inches aft of datum at 11,279 pounds. Aft Limit is 196.4 inches aft of datum at all weights.

SEE BACK OF THIS SHEET FOR WEIGHT AND BALANCE DIAGRAM

Typical Fuel Loads - Ref Company Excel WB Calculator or AFM for more information if needed

Gal	Wt @ 6.7	ARM	Gal	Wt @ 6.7	ARM
10	67.0	153.73	290	1,943.0	183.32
20	134.0	153.73	300	2,010.0	183.38
30	201.0	158.71	310	2,077.0	183.49
40	268.0	165.30	320	2,144.0	183.58
50	335.0	169.25	330	2,211.0	183.72
60	402.0	172.39	340	2,278.0	183.80
70	469.0	174.63	350	2,345.0	183.88
80	536.0	176.49	360	2,412.0	184.20
90	603.0	177.61	370	2,479.0	184.35
100	670.0	178.51	380	2,546.0	184.60
110	737.0	178.97	390	2,613.0	184.82
120	804.0	179.48	400	2,680.0	185.19
130	871.0	179.79	410	2,747.0	185.55
140	938.0	180.17	420	2,814.0	185.89
150	1,005.0	180.60	430	2,881.0	186.25
160	1,072.0	180.88	440	2,948.0	186.60
170	1,139.0	181.21	450	3,015.0	187.00
180	1,206.0	181.43	460	3,082.0	187.31
190	1,273.0	181.70	470	3,149.0	187.65
200	1,340.0	181.87	480	3,216.0	188.00
210	1,407.0	182.09	490	3,283.0	188.36
220	1,474.0	182.29	500	3,350.0	188.75
230	1,541.0	182.48	510	3,417.0	189.11
240	1,608.0	182.71	520	3,484.0	189.49
250	1,675.0	182.87	530	3,551.0	189.89
260	1,742.0	183.01	540	3,618.0	190.19
270	1,809.0	177.56	544	3,644.8	190.30
280	1,876.0	183.21			

EXAMPLE OF WEIGHT AND BALANCE WORKSHEET

DISCREPANCY FORM

The Discrepancy Form or Discrepancy Correction Form is one way to make a permanent record of any items that required repair or replacement due to malfunction or life limit. This form may only be utilized by company authorized maintenance personnel. Upon Completion the Records Manager caused it to become a part of the Aircraft's Permanent Records.

Dena'ina Air Taxi - Discrepancy Correction Form

Aircraft: Aircraft Total Time: Date:

#1	Description of Discrepancy or work reqd:			
Entered by:				
Corrective Action or Work:				
	Part # OFF	S/N OFF	Mechanic Signature:	Inspector Signature:
	Part # ON	S/N ON	Cert#	Cert #

#2	Description of Discrepancy or work reqd:			
Entered by:				
Corrective Action or Work:				
	Part # OFF	S/N OFF	Mechanic Signature:	Inspector Signature:
	Part # ON	S/N ON	Cert#	Cert #

#3	Description of Discrepancy or work reqd:			
Entered by:				
Corrective Action or Work:				
	Part # OFF	S/N OFF	Mechanic Signature:	Inspector Signature:
	Part # ON	S/N ON	Cert#	Cert #

#4	Description of Discrepancy or work reqd:			
Entered by:				
Corrective Action or Work:				
	Part # OFF	S/N OFF	Mechanic Signature:	Inspector Signature:
	Part # ON	S/N ON	Cert#	Cert #

DISCREPANCY FORM

PILOT NOTIFICATION & SHIPPER CERTIFICATION FORM

This form must be accurately completed prior to the carriage of Hazardous materials on board a company aircraft. This form is basically self-explanatory.
A copy of the pilot notification form will be faxed to DAT's 24 hour answering service BEFORE the flight departs and will be maintained by the answering service at all times while the flight is enroute (and then discarded). The pilot may also call in the information required on the form to the answering service if a fax machine is not readily available. A copy of this form must be maintained by the company for 90 days. However, we typically store individual shipping papers with this document and they are required to be maintained for 375 days.

PILOT NOTIFICATION FORM

Dena'ina Air Taxi **Pilot Notification of the Carriage of Hazardous Materials**

Emergency Contact Phone Number: (907) 751-4477

Fax Form to: 907-563-5063 *or* Call in 751-4477

Date: _____ Flight # Column #1 Inspected BY: Column #2

Column #3	Column #4	Col #5	Col #6	Col #7	Col #8	Col #9	Col #10	Col #11	Col #12	Col #13
Route of Flight	Proper Shipping Name	Hazard Class	I.D. #	PG	Net Quantity or Weight	Loc on AC	**C**argo Only or **P**ax	Inspected (Y/N)	Total # pkg	RAM

Radioactive Materials

# of packages	Overpacks	ULD's	Freight Containers	Category	Transport Index

EMPLOYEE MEMO SYSTEM

The company utilizes an Employee Memo System to provide timely notification to employees about important information without the need for an immediate update to the General Operations Manual. In order to assure that each affected employee has been notified of such important information all relevant memos are posted on line at www.tnaemp.com, Dena'ina Document Tab and are available to any employee from any internet access point. Employees should check this website at least monthly for updated memos.

Any information that is critical to safety will be personally discussed with each affected employee by the Chief Pilot (or his/her designee)

PILOT FLIGHT AND DUTY TIME RECORD

Federal Aviation Regulations require that the company and pilots of the company operate in accordance with the following flight and duty limitations. It is important that pilots understand and adhere to these regulations because the pilot is responsible to not accept a flight assignment that would violate these regulations. It is also important for the pilot to recognize that, although related, flight time and duty time are separate requirements.

DEFINITIONS:

- REST - Rest period means the period free of all responsibility for work or duty should the occasion arise. [§135.273] Thus, the FAA previously has determined that a flight crewmember on reserve was not at rest if the flight crewmember had a present responsibility for work in that the flight crewmember had to be available for the carrier to notify of a flight assignment. [64FR32176]
- "LOOK BACK" - means that the certificate holder and the flight crewmembers must be able to look back over the 24 consecutive hours preceding the scheduled completion of the flight segment and find the required scheduled rest period. [64FR32176]
- DUTY PERIOD – (or Duty Time) means the period of elapsed time between reporting for an assignment involving flight time and release from that assignment by the certificate holder. [§135.273] Once started, a Duty Period continues until the start of a rest period of 10 or more hours. Note that a Duty Period may contain more than one flight assignments and that a Flight Assignment is sometimes referred to as a Duty Assignment or simply a Flight.
- FLIGHT TIME – for a Pilot, means the time that commences when an aircraft moves under its own power for the purpose of flight and ends when the aircraft comes to rest after landing. [§1.1]

REGULATIONS:

- 14 CFR § 135.265 – is not applicable to this company.
- 14 CFR § 135.267 (a) - a pilot may not be assigned or accept any flight time that exceeds: 500 hours in any calendar quarter, 800 hours in any two consecutive calendar quarters or 1,400 hours in any calendar year.
- 14 CFR § 135.267 (f) – The company must provide a minimum of 13 rest periods of at least 24 consecutive hours each in each calendar quarter. (Average 3.25 days per month)
- 14 CFR § 135.267 (b) - [For all pilots that are not assigned a specific 14 hour duty day] During any 24 consecutive hours the total flight time of the assigned flight when added to any other commercial flying by that flight crewmember may not exceed - 8 hours for a flight crew consisting of one pilot; or 10 hours for a flight crew consisting of two pilots qualified under this Part for the operation being conducted. Note: if <u>any</u> commercial flight time is conducted as a single pilot operation, then the next 24 hours are limited to 8 flight commercial flight hours.
- 14 CFR § 135.267 (c) - if the pilot is assigned flight time during a regularly assigned duty period of which consists of 10-hour rest periods and 14-hour flight availability periods each day, the maximum of 8 hours of single pilot or 10 hours of 2-pilot fight time is permitted at any time during the flight availability period.
- All commercial flying must be counted toward flight time limitations. Only flights conducted for the company are recorded as Duty Periods. It is important for the pilot to understand that if any commercial flying is done as single pilot, then 8 hours is the maximum permitted in the 24-hour period.

NOTE: The company assigns each pilot to either Unscheduled Duty Time in accordance with §135.267 (b) or Scheduled Duty Time in accordance with §135.267 (c). Should a company pilot who is assigned Scheduled Duty Time accept a flight outside that duty time he must comply with the requirements of §135.267 (b) for the day prior and after the flight. If this should occur more than one or two times per month, the company will reassign the pilot to unscheduled duty time.

RECORDKEEPING:

The company utilizes three separate documents to record pilot's flight and/or duty times.

AIRCRAFT FLIGHT LOG.

This log is completed in accordance with the instructions in Sec U, page 2 of this manual and is signed by the Captain assigned to the flight attesting to its accuracy. It may be completed by any flight crewmember but the Captain is responsible for its accuracy. Should there be any discrepancy between the Aircraft Flight Log and any other company record concerning flight or duty time the Aircraft Flight Log takes precedence and is considered the correct record of all flight operations have occurring in that aircraft. The original (white copies) of the Aircraft Flight Logs are a permanent part of the aircraft's maintenance records and must be maintained in the company base of operations office for at least one-year post

flight date. IF the aircraft is sold the records become the property of the new owner but the company must maintain a copy of each record for at least 1 year.

THE COMPANY FLIGHT AND DUTY RECORD.

Dena'ina Air Taxi

FLIGHT & DUTY LOG

Duty Assignment per FAR 135.267 (b) <unscheduled> OR (c) <regularly assigned hours>

This pilot was assigned **UNSCHEDULED** this month

Name: Jon Stever Month/Year: **August, 2004**

Date	Flight Hours	Duty On	Duty Off	Duty Hours	Remarks
1	SDO				Pilots Day Off
2	SDO				Pilots Day Off
3	SDO				Pilots Day Off
4	3.0	630	1400		
5	9.1	12 00	0 30		
6	SDO				Pilots Day Off
7	4.5	800	1500		
8	2.7	900	1400		
9	SDO				Pilots Day Off
10	3.1	730	1300		
11	9.2	300	1530		2 pilot flight
12	4.6	715	1730		
13	3.3	630	1330		
14	SDO				Pilots Day Off
15	SDO				Pilots Day Off
16	SDO				Pilots Day Off
17	3.2	630	1500		
18	3.2	630	1500		
19	4.3	630	1600		
20	3.2	630	1500		
21	SDO				Pilots Day Off
22	2.9	900	1330		
23	3.2	1630	2100		
24	1.7	730	1400		
25	4.7	600	1300		
26	5.3	630	1730		
27	6.7	830	2000		
28	SDO				Pilots Day Off
29	5.3	930	2200		
30	SDO				Pilots Day Off
31	3.2	630	1400		
Total	86.4				

86.4	Flight Hours - Month	11	Days off - Month
171.8	FlightHours - Quarter	20	Days off - Quarter
509.9	Flight Hours - Year	200	Days off - Year
186.3	Hr Last Quarter		

No certificate holder may assign any flight crewmember, and no flight crewmember may accept an assignment, for flight time as a member of a one or two pilot crew if that crewmember's total flight time in all commercial flying will exceed:

(1) 500 hours in any calendar quarter.

(2) 800 hours in any two consecutive calendar quarters.

(3) 1,400 hours in any calendar year.

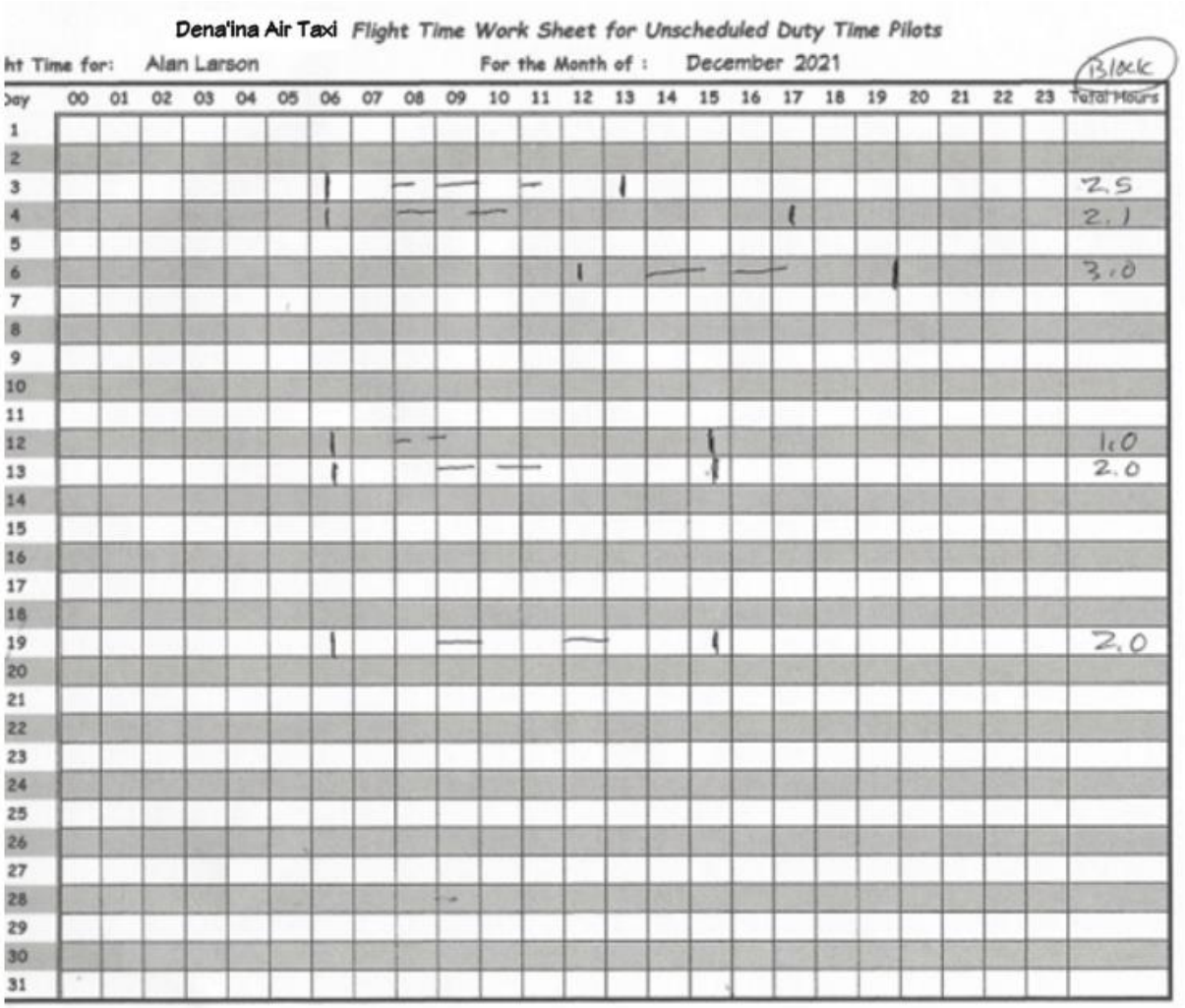
The flight and duty record required by §135.63(a) (4) (vii) is maintained by the Records Manager in a bound volume containing a record for each pilot for each of the previous 12 calendar months. Even though the regulations specifically require only "*The pilot's flight time in sufficient detail to determine compliance with the flight time limitations of this part.*", our records keeping entails both flight and duty times to show compliance with §135.267 (b), (c) and (d) for FAA auditing purposes. The individual monthly forms also show totals for time and 24 hr. periods without flight assignment that have accrued during the calendar year for checking compliance with §135.267 (a) and (f). This record is created by the company by directly compiling the information contained on the individual Aircraft Flight Logs. Should there be any discrepancy between this record and the Aircraft Flight Log the Aircraft Flight Log is considered accurate. Each pilot is given a copy of the completed previous month for his records and to assure that the quarterly and annual flight time limitations are maintained. At the end of each month, any pilot that does any other commercial flying (in addition to company flying) must supply his additional flight time to the Records Manager for inclusion in the monthly totals.

LOOK BACK RECORD

Since the Company Flight and Duty Record is not in sufficient detail to show when a pilot is airborne, we utilize a 3rd document to facilitate FAA auditing. This document is called a "Look Back Record" and must be completed by each pilot assigned as an "Unscheduled one and two pilot crew" member. A single page for each month for each pilot will be kept in the Chief Pilot's Office. It is the responsibility of each pilot to complete his or her Look

Back Record at the completion of each day's flying. Each sheet must be maintained in the binder for at least 12 months. Example:

Instructions for completing Look Back Record:



Dena'ina Air Taxi *Flight Time Work Sheet for Unscheduled Duty Time Pilots*

ht Time for: Alan Larson For the Month of : December 2021

Block

Day	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total Hours
1																									
2																									
3																									2.5
4																									2.1
5																									
6																									3.0
7																									
8																									
9																									
10																									
11																									
12																									1.0
13																									2.0
14																									
15																									
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17																									
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24																									
25																									
26																									
27																									
28																									
29																									
30																									
31																									

The pilot completes those areas for his name and month for each log. The day of the month is listed on the left-hand column. The center of each block represents the middle (i.e. 30 minutes past the hour) of the hour as designated in the top row. Vertical lines indicate start and end of duty time and horizontal lines represent block times. The pilot should attempt to be as accurate as possible to approximate the tine that the aircraft blocks out on a flight and connect a line to the time it blocks in. This should be done for each leg of each flight for the day. Since this record is simply to attract attention to any potential violations of the flight time permitted during each consecutive 24-hour period, for the sake of simplicity the pilot may simply draw a line from the block out time on the first leg to the block in time on the last leg on days where it is obvious that 8 in 24 (or 10 in 24 for 2 pilot crews) has not been exceeded.

Should there be any discrepancy between this record and the Aircraft Flight Log or the Flight and Duty Record the Aircraft Flight Log is considered accurate.

CHARTER LOADING WORKSHEETS

To facilitate the orderly tracking of persons and items presented for charter flights and to provide the customer with an accurate record of what was transported on each charter flight DAT utilizes two different Charter Loading Worksheets. A copy of the form will be carried on the flight and submitted to Records at the termination of the flight for including with the customer billing invoice. These forms are tools for the company and **not** a required document that must be on board the aircraft, however, pilots should make every effort to neatly complete them so as to pass on a professional look to our customers.

PASSENGER WORKSHEET

The Passenger Loading Worksheet is utilized when a group of passengers are presented for a flight. The form typically would be filled out by an agent or lodge manager but the pilot may be required to complete the form at remote locations. It is basically a 'fill in the blank' form, that when done on a computer, automatically performs calculations. Only passengers who are actually to board the aircraft should be listed on the form. A line thru a passenger's name indicates a passenger that was scheduled but NOT transported. Passenger, baggage and freight weights shall be determined as described in Section B of this manual and recorded in the proper locations. All passenger bags should be weighed and recorded on the same line as the passenger's name. Should baggage be bumped to a different aircraft or left behind utilize the "Bags Bumped" box to record a negative number representing the total weight of the checked in baggage that was not loaded on the aircraft. The "TSA Ck by" should contain the initials of the person performing the ID check if required. On occasion when the passenger has a large quantity of "extra stuff" like cases of alcohol, groceries, etc., it is appropriate to record this on a separate line as Freight so as to differentiate it from baggage. The reason for this is that often times the lodge owners utilize our outbound forms to generate an inbound form and these type items are usually only "1 way". When flying to a lodge the agent should provide 2 copies of the form so that one can be left with the lodge and the other kept in the Metal Box and returned to Records. (Example of this form on next page).

FREIGHT WORKSHEET

The Freight Loading Worksheet is utilized when passenger check in is not required and multiple types of freight are presented for charter; often times at different times and/or locations. Like the Passenger Worksheet, it is to be carried on the flight and returned to Records to be forwarded to the customer with the billing Invoice. This form has sections for items presented for the flight and for items actually loaded on the flight. As in the example on page 21, not all items that are presented for the flight may be actually boarded. You can see that the 40 lb pallets that were presented were not actually loaded. This form should be prepared in sufficient detail so that anyone reviewing the form would be able to answer a question such as, "*Did the bundle of shovels get on the flight?*". This form is utilized when loading to record where freight was

located on the aircraft to facilitate weight and center of gravity calculations by the flight crew. Again, the pilot will typically have to complete the entire form for Freight Backhaul loads… and both forms returned to Records.

Passenger
Charter Worksheet

Sunday, October 16, 2022	<-- Date
N98RA	<-- A/C
4:30 PM	<-- Time

Flight Departs From: ANC TO: DUT

	Passenger Name	Body Weight	# Bags	Bag Wt	Comment (airline dept time/hote	TSA Ck by
1	Keith Johnson	190	1	25		sa
2	Eung To La	165	1	35		bj
3	Dama Wilson Huntley	160	2	40		bj
4	Jose Raul Diaz	205	1	15		bj
5	Weljen R Hadraki	185	0	0	No bags - lost by airline enroute	bj
6	Randolph Fabilliar Figueroa	210	2	30		sa
7	Gilberto Aure Perera	200	1	30		bj
8	Ljezl G Tomines	175	2	35		bj
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
	Total Passenger Weight -->	1,470		210	<-- Total Baggage Weight	
				+		
				1,470	<-- Total Passenger Weight	

	Freight Description	Weight
1	Comat	20
2	Pax #4 Canned goods	115
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
	Total Freight Weight -->	135

+		
135	<-- Total Freight Weight	
=		
1,605	<-- TOTAL PAYLOAD	

NOTES:

Confirm payload limit for each trip with PIC.

EXAMPLE OF PASSENGER LOADING WORKSHEET

Cargo Charter Worksheet

		Thu Feb-25	<-- Date
		3114G	<-- A/C
	Majaev Enterprises	1:30 PM	<-- Time
Customer :	Anton Majaev 229-4525	4019	<-- Flt #
Flight Departs From :	ANC TO: --> EII		

Freight Description	Pallet #	Weight	TSA Check	Weight Loaded	AREA
2 Wooden Crates & tsquare		93	n/r	93	A
4 bundles of scaffloding		122	n/r	122	A
4 large totes		251	n/r	251	A
1 small tote		33	n/r	33	Nose
Stack of Buckets		31	n/r	31	Nose
Box of ORM-D		22	n/r	22	A
Total from OFFICE 552 #s					
pallet sheet rock Mud	1	1,366	n/r	1,326	B
pallet plastic sheeting	2	428	n/r	388	Aft
pallet Texture	3	1,369	n/r	1,329	C
3 long bxs corners/flashing		62	n/r	62	C
LESS pallets		-120			
Total from WAREHOUSE = 3,105 #s					
		3,657		3,657	
		Stuff available		Total Loaded Weight	

EXAMPLE OF FREIGHT LOADING WORKSHEET

INTERNAL HAZARD OR SAFETY REPORT FORM

Everyone can help identify and prevent Hazards and Safety issues in the work place. IF any employee notices a potential issue, please complete this form and Safety Management Mail Box located in the Hanger office. When submitted, these forms will be reviewed by the General Manager, Director of Operations, Director of Maintenance, CASS Manager, Chief Inspector and the Chief Pilot to determine corrective action to help prevent accidents and injuries at the work place.

This is an internal anonymous safety reporting procedure that fosters an environment of safety. There is absolutely no potential for retribution for any employee filing the report. There is no requirement to put your name on the report but if you elect to it will be confidential.

During the quarterly CASS meetings this and any other reports will be discussed and corrective actions be reviewed. All employees are welcome to attend a CASS meeting and bring Hazard or Safety issues to the committee even if a report has not been submitted.

Complete the section that describes the situation. If you like you can offer a solution. Do include the date of the occurrence described.

Dena'ina Air Taxi

Hazard or Safety Issue Notification Report

I noticed (or someone told me about) a potential Hazardous situation or potential Safety issue

Event or Situations:

Suggestion for correction:

Date of observance: _____ Submitted by: (not required) _____

(this form is available in the GOM or in the maintenance office)

COMPANY FLIGHT PLAN FORM AND INSTRUCTIONS

Whenever a company aircraft is on a revenue flight and is NOT on a FAA Flight Plan (VFR or IFR) the flight following department must have at least all of the information required by an FAA VFR Flight Plan available and being monitored at all times in the Flight Following Office.

Information is to be provided by the Pilot before departure on the first flight of the day but may be updated as required during the duty day. It is the responsibility of the Flight Following personnel to complete, update and monitor this information at all times whenever any company aircraft is preforming revenue operations without an FAA flight plan in place. Use of a company flight plan is encouraged for Part 91 operations but not required.

Any time Flight Following personnel detect any unusual or abnormal flow to the digital flight tracking of a company flight that isn't in accordance with FAA or Company Flight Plans a manager listed as having Operational Control on Page A-2 of this document must be notified asap.

Information about a specific company flight plan may be deleted (or overwritten for the next planed flight of that aircraft) at the completion of the flight.

The information may be contained on a white board, digital overlay on the flight following monitor, a separate monitor, or simply a paper on a clipboard. The information on the form must be complete but may be modified to accommodate different aircraft and media applications and changes to flight routing during the duty day.

Aircraft	Flt Rules	Aircraft Type	True Airspeed in Knots	Departure Point	Depart Time **Scheduled** (Lcl)	Depart Time **Actual** (Lcl)	Route of Flight (#persons/leg)	Final Destination	Sced. Arrival Time (lcl)	Fuel on Board (Hrs & 1/10th)	Pilot's Name	Aircraft Color	Aircraft
N28TN	VFR	DC-3S	175	PANC				PANC				Red	N28TN
N30TN	VFR	DC-3S	175	PANC				PANC				Red/White/Blue	N30TN
N39TN	VFR	BE-99	195									White	N39TN
N404CK	VFR	B18-T	205									White	N404CK
N782C	VFR	SA227-AC	245	PANC				PANC				White/Blue	N782C
N3114G	VFR	SA227-AC	245	PANC				PANC				White/Green	N3114G
N75TN	VFR	SA227-AC	245	PANC				PANC				White	N75TN
N301PT	VFR	B-200	250									White	N301PT
N924AC	VFR	B-200	250									White	N924AC
N98RA	VFR	B-200	250									Purple	N98RA
N555FS	VFR	PA-32	175	MRI				MRI				Blue	N555FS
					example of routing ->		IGG(3), JZZ (2), ILI (2), ANC (2)						

Example of the Company Flight Plan Log

No matter which type of media is utilized for the display the following column numbers contain:

1. List of all company aircraft
2. This column will always indicate VFR flight rules
3. The Aircraft Type as utilized on an FAA flight Plan
4. The normal True Airspeed of the aircraft type in Knots
5. The 3 or 4 letter Identifier of the departure airport.
6. Estimated time of Departure in Local Time.

7. Flight Follower will enter the actual time of Departure in this column.
8. The routing of the flight including each stop along the route. Note the total number of persons on the aircraft in parentheses on that leg as in the example line on the form above.
9. Enter the final Destination. Note: The pilot MAY at any point elect to file/fly an FAA Flight Plan in which case Flight Following should be notified to terminate the Company Flight Plan.
10. Enter the planned Arrival Time at the Final Destination. This should be modified by Flight Following personnel any time an update is received from the flight crew.
11. Fuel on board the aircraft at the Departure Point in column 5.
12. Pilot's Name – since all pilots are company employees it's not necessary to include the pilot's phone number in this column
13. Aircraft Color – prefilled in for each company aircraft
14. Same as column 1

Note: The pilot must confirm that Flight Following have received and entered the required information before departing on Company Flight Plan for revenue flight operation