



Amy E. Rogers  
Assistant General Counsel

September 27, 2004

Ms. Patricia Thomas  
Chief, Air Carrier Fitness Division  
Office of the Secretary  
Department of Transportation  
400 7<sup>th</sup> Street, S.W.  
Washington, D.C. 20590

Ms. Vanessa Wilkins  
Office of the Secretary  
Department of Transportation  
400 7<sup>th</sup> Street, S.W.  
Washington, D.C. 20590

Re: Personnel Update

Dear Ms. Wilkins and Ms. Thomas,

This letter is to inform you that SkyLink Airways, Inc. ("SkyLink") has made a change in our 119 management structure.

James C. Carlson will be joining the company as Vice President, Safety, Security and SOC effective October 4, 2004. His role will encompass the Director of Safety role under §119.65(a) of the Federal Aviation Regulations. Mr. Carlson brings a broad range of experience to SkyLink. He served as Director of Safety and Security at Gemini Air Cargo, Inc. and prior to that position supervised Dispatch Operations at Gemini and Midway Airlines, Inc. He completed the Embry Riddle Safety Program and served as the Chairman of the National Air Carrier Association Airline Safety Committee. Having an industry veteran managing these areas will be a substantial benefit to SkyLink and provide a high level of coordination with the FAA and the TSA.

Mr. Carlson has completed a DOT compliance questionnaire consistent with DOT regulatory requirements. The following information with respect to CFR 14 § 204.3 (l), (m), (o), (p), (q) should be extended to include, Mr. Carlson:

- (l) A list of all actions and outstanding judgments for more than \$5,000 against each relevant corporation, key personnel employed (or to be employed) by any relevant corporation, or person having a substantial interest in any relevant corporation, and the total amount owed by each on such judgments.**

None. The Company is recently formed. The key individuals have filed responses to a questionnaire developed in a manner consistent with the DOT regulatory requirements with respect to this question.

- (m) The number of actions and outstanding judgments of less than \$5,000 against each relevant corporation, key personnel employed (or to be employed) by any relevant corporation, or**



**person having a substantial interest in any relevant corporation, and the total amount owed by each on such judgments.**

None. The Company is recently formed. The key individuals have filed responses to a questionnaire developed in a manner consistent with the DOT regulatory requirements with respect to this question.

- (o) **A description of the current status of all pending investigations, enforcements actions, and formal complaints filed by the Department, including the FAA, involving the applicant or any relevant corporation, any personnel employed (or to be employed) by any relevant corporation in the past ten years. Such descriptions shall include the disposition or current status of each such proceeding.**

There are no pending investigations, enforcement actions or formal complaints involving the applicant or its key employees.

- (p) **A description of all unfair charges of unfair or deceptive or anti-competitive business practices, or of fraud, felony or antitrust violation, brought against any relevant corporation or person having a substantial interest in any relevant corporation, or member of the key personnel employed (or to be employed) by any relevant corporation in the past ten years. Such descriptions shall include the disposition or current status of each such proceeding.**

There have been no charges of unfair or deceptive or anti-competitive business practices, or of fraud, felony or antitrust violation, brought in the past ten years against any relevant corporation or person having a substantial interest in any relevant corporation, or member of the key personnel employed by any relevant corporation. SkyLink will update this information as additional key personnel are hired.

- (q) **A description of any aircraft accidents or incidents (as defined in the National Transportation Safety Board Regulations, 49 CFR 830.20) experienced by the applicant, its personnel, or any relevant corporation, which occurred either during the year preceding the date of application or at any time in the past and which remain under investigation by the FAA, the NTSB, or by the Company itself, including:**  
**The date of the occurrence;**  
**The type of flight;**  
**The number of passengers and crew on board and an enumeration of any injuries or fatalities;**  
**A description of any damage to the aircraft;**  
**The FAA and NTSB file numbers and the status of the investigations, including any enforcements actions initiated against the carrier or any of its personnel; and positive actions taken to prevent recurrence.**

There have been no aircraft incidents or accidents (as defined in the National Transportation Safety Board Regulations, 49 CFR 830.20) experienced by the applicant, its personnel, or any relevant corporation, which occurred either during the year preceding the date of application or at any time in the past and which remain under investigation by the FAA, the NTSB, or by the Company itself.



Mr. Carlson's CSET compliant resume is included below as is a revised Pre-Application Statement of Intent ("PASI"). Should you have any questions feel free to contact Amy Rogers or myself.

Sincerely,

        /s/          
Amy E. Rogers



**James C. Carlson**

Objective: Vice President, Safety, Security and Systems Operation Control of SkyLink Airways

Mr. Carlson meets the requirements of FAR §119.65(a)(1) to serve as Director of Safety:

- He holds Aircraft Dispatch License # 434883116;
- He holds Commercial Aircraft Pilots License # 2010436;
- He has over eighteen years in various supervisory positions in several part 121 carriers that include Gemini Air Cargo and Midway Airlines;
- He has three years experience as the Director of Safety at Gemini Air Cargo, a part 121 carrier;
- He has received a Certificate of Management in Aviation Safety from Embry Riddle University;
- He has attended aviation safety and security courses and seminars including the TSA Security Summit, Air Cargo Implementation Plan (ACIP), Airline Pilots Association, Aircraft Accident Investigation Course and the Cargo Strategic Action Plan (CSAP);
- He has satisfactorily completed the System Safety Course provided by the FAA Academy;

**EMPLOYMENT**

**Gemini Air Cargo** **October 2001-Present**

**Director of Safety, Security & Internal Evaluations**

- FAA and TSA approved official for Certificate holder.
- Responsible for Company Safety programs. Responsibilities include flight, maintenance and ground safety practices, procedures and programs.
- Established and maintained company wide FAA and other federal compliance programs.
- Developed and implemented post September 11th cargo aviation security programs.

**Gemini Air Cargo** **June 1999-October 2001**

**Director of Operations Control**

- Responsible for Aircraft Dispatch, Crew Scheduling, and Corporate Travel departments.
- Responsible for day-to-day operations planning.
- Supervise 3 Managers, 12 Dispatchers, 6 Operations Supervisors, 9 crew schedulers, 10 Travel agents and 1 Fleet Planner.
- Managed \$10 million departmental budget
- Responsible for System Control decisions for 12 DC10-30F's and 4 MD-11F's operating in the United States and throughout the world.
- Member of the MD-11F FAA certification team for Gemini Air Cargo.

**MIDWAY AIRLINES, DURHAM, NORTH CAROLINA** **1994-1999**

**Manager of Flight Control**

- Supervised eleven dispatchers and four flight followers.
- Responsible for dispatch of A320, F100 and Canadiar RJ aircraft using American Airlines Flight Operation System (FOS), Kavouras weather and Alden weather graphics.
- Liaison with Air Traffic Control regarding traffic management programs, and route verification.
- Assisted in the certification of Midway as an FAA Part 121 carrier.
- Dispatcher
- Air Transportation Supervisor
- Ground Security Coordinator



**Jet Express Inc. LOUISA, VIRGINIA (Jet Express became Midway Airlines) 1989-1994**

**Manager of Operations**

- Responsible for FAR 135 Flight following department.
- Line pilot for US Airways Express commuter. 1800 hours total time with 1000 hours in US Airways Operation.
- Station Manager for largest station in Jet Express system.
- Ramp Manager.

**C&C Enterprises, Louisa Virginia 1978-1989**

**Owner**

- Designed, built and managed a large family agricultural business with annual revenues of \$500,000.

**EDUCATION**

**Virginia Polytechnic Institute and State University - Bachelor of Science 1978**  
**Emery Riddle University – Certificate of Management in Aviation Safety**

**LICENCES**

**Federal Aviation Administration:**  
**Aircraft Dispatch License # 434883116**  
**Commercial Aircraft Pilots License # 2010436**



**PREAPPLICATION STATEMENT OF INTENT**

US Department of Transportation  
**Federal Aviation Administration**

**PART 1: GENERAL**

**Section 1A. To Be Completed By All Applicants**

**1. Name and mailing address of company**

SkyLink Airways, Inc.  
44965 Aviation Drive, Suite 260  
Dulles, Virginia 20166

**2. Address of principal base of operations:**

Dulles International Airport  
44965 Aviation Drive, Suite 260  
Dulles, Virginia 20166

**3. Address of principal maintenance base:**

Cargo Building 107  
The Elm Road Cargo Facility  
Baltimore Washington International Airport  
Baltimore, Maryland

**4. Proposed Start-up date**

**January 15, 2005**

**5. Requested three-letter company identifier in order of preference:**

**1. SKY                                      2. LNK                                      3. SLI**

**6. Management Personnel Required by 14 CFR**

<i>Name (Last, First, Middle)</i>	<b>Title</b>	<b>Airman Certificate/License Number</b>	<b>Telephone Number</b>
Marks, Joshua Benegal	President	279-2933	571-246-5789
Carlson, Kenneth T.	Chief Executive Officer		
Kosik, Thomas A.	VP and Director of Ops	175-1213	571-246-5559
Saunders, Stanley	Chief Pilot	230-82-3476	571-246-5572
Stoddart, Charles F.	Director of Quality Assurance	195-9441 (A&P)	571-246-5148 540-722-9710
Jefferson, Michael	VP and Director of Maintenance	263-5870 (A&P) 2010436 (Airman's Certificate)	571-246-5536
Carlson, James C.	VP Safety, Security and SOC	434883116 (Airman's Certificate - Dispatch)	571-246-5864

**7. Other Key Management Personnel, as applicable** - In addition to the required management positions, we request that you identify other key personnel, such as: Director of In-Flight, Director of Quality Control, Director of Quality Assurance, Director of Training, Dispatch Manager, Manager of Maintenance Control, Director of Stations, Director/Manager of Technical Publications (Ops, Mx)

<i>Name (Last, First, Middle)</i>	<b>Title</b>	<b>Airman Certificate Number</b>	<b>Telephone Number</b>
Douglass, Mary	Director of In-Flight		571-246-5863
Drewinsky, Yvan	Director of Ground Operations		571-246-5777
Brown, Timothy	Director of Training	2380421	571-246-5698



**Section 1B. To Be Completed By Air Operators**

**8. Proposed Type of Operation: (Check as many as applicable)**

- |   |  |  |   |
|---|--|--|---|
| <input checked="" type="checkbox"/> Air Carrier Certificate | <input checked="" type="checkbox"/> Part 121     | <input checked="" type="checkbox"/> Domestic | <input type="checkbox"/> Cargo Only                       |
| <input type="checkbox"/> Operating Certificate              | <input type="checkbox"/> Part 125                | <input type="checkbox"/> Supplemental        | <input checked="" type="checkbox"/> Passenger and Cargo   |
|   | <input type="checkbox"/> Part 135                | <input checked="" type="checkbox"/> Flag     | <input type="checkbox"/> Single Pilot Operator            |
|   | <input type="checkbox"/> Basic Part 135 Operator |  | <input type="checkbox"/> Single Pilot in Command Operator |

Indicate applicable issues affecting new application or requests for amendment(s) to current operations.

Special issues:  ETOPS     RVSM     Extended Over Water     MNPS     RNP  
 Other: (List)

---

Dangerous Goods:  Carry     Not Carry

Maintenance performed by:  Applicant     Contractor

Operations training by:  Applicant     Contractor

Type of Ownership:  Corporate     Partnership     Fractional     Sole Proprietor

Citizenship of Owner: United States

Applicant Point Of Contact: (Last, First, Middle) Kutzke, William A.

Telephone Number: (Include Area Code) (571) 246-5574

Date DOT OST contacted: February 20, 2004

Proposed Major Routes or Geographic area of operations: Transatlantic, Transpacific, South America, Caribbean, Canada

**Section 1C. To Be Completed by Air Agencies**

**9. Proposed type of agency and rating(s)**

- |  |   |
|--|---|
| <input type="checkbox"/> Part 145 Repair Station   | <input type="checkbox"/> Part 147 Maintenance Technician School |
| <input type="checkbox"/> Domestic  | <input type="checkbox"/> Airframe                               |
| <input type="checkbox"/> Foreign <input type="checkbox"/> New <input type="checkbox"/> Renewal | <input type="checkbox"/> Powerplant                             |
| <input type="checkbox"/> Satellite   | <input type="checkbox"/> Both                                   |
| <input type="checkbox"/> Airframe <input type="checkbox"/> Instrument                          | <input type="checkbox"/> Part 149 Parachute Loft                |
| <input type="checkbox"/> Powerplant <input type="checkbox"/> Accessory                         |   |
| <input type="checkbox"/> Propeller <input type="checkbox"/> Specialized Service                |   |
| <input type="checkbox"/> Radio   |   |

**Section 1D. To Be Completed By Air Operators**

**10. Specific aircraft, installed engine and/or propeller make and model must be identified to determine the appropriate regulatory requirements.**

(If there is more than one aircraft, include information for each aircraft on additional sheets)

Aircraft Make:	Model:	Series:	Serial Number:	Line Number:
767	238ER		23306	125
767	238ER		23896	183
767	238ER		23402	133

Owner: SkyLink Airways, Inc. effective on the date of the start of operations    Lessor: West Dover LLC effective until the date of the start of operations

Engine Make: Pratt & Whitney	Model: JT9D-7R4E	Series:
---------------------------------	---------------------	---------

Propeller Make:	Model:	Series:
-----------------	--------	---------

Number of Passenger Seats or Cargo Payload Capacity: 205 Passengers



**Section 1E. To Be Completed By All Applicants**

11. Additional information that provides a better understanding of the proposed operation or business (*attach additional sheets if necessary*)

See Exhibits.

SkyLink plans to operate low-fare, low-cost international scheduled air transportation in high volume markets between the United States and foreign countries. SkyLink intends to operate Boeing or Airbus widebody aircraft.

12. The statements and information contained on this form indicate intent to apply for FAA certification.

Signature: /s/	<b>Name and Title:</b> <i>(Please Print)</i> Joshua Marks, President	Date: September 23, 2004
-------------------	---	-----------------------------

**SECTION 2 TO BE COMPLETED BY FAA DISTRICT OFFICE**

Received by (District Office)	Date Forwarded to Regional Office
Date	For: <input type="checkbox"/> Action <input type="checkbox"/> Information Only

Remarks:

**SECTION 3 TO BE COMPLETED BY REGIONAL DISTRICT OFFICE**

Received by (Regional Office)	Date	Pre-certification Number:	Date
District Office Assigned Responsibility:	Date	Forwarded to CSET Office ( <i>if req</i> )	Date
Forwarded to District Office:	Date	Coordinated with AFS-620	Date

Remarks:

**Section 4 TO BE COMPLETED BY CERTIFICATION STANDARDIZATION AND EVALUATION TEAM (CSET) OFFICE (AS REQUIRED)**

Received by CSET	Date	Coordinated with District Office	Date
------------------	------	----------------------------------	------

Remarks: