



Meeting Minutes

17 September 2024, 6:30 PM – OFC Hangar NW B10 - Oxford, CT & Zoom

Attendees

Directors (7): Michael Aarons*, Eric Atkins, Joseph McCormick, Jillian Porter, Francis Pullaro, Curt Robinson*, Sheldon Wermes

Members (25): Dan Berk, Phil Caporusso, Ed Chromczak**, Peter Dawson*, Ross Detwiler*, Luke Egan, Phil Furmato, Danny Gannon, Josh LaFave, Nathan LaMadeleine, Justin Leach, Stephanie Kiley, Jay Monahan, Jay Monahan, Aaron Okarmus, Scott Price, Bruce Richardson, Burt Stevens**, Chris Sutherland, Scott Tarlow, Mike Tedesco, Rob Telep, Wayne Tremallo, Josh Whiteley, Jay Zou

*Directors and Members are Regular Members unless otherwise noted as *Associate, **Emeritus Associate, or ***Medical Associate.*

Note: This meeting was also made available via Zoom, as arranged by Francis Pullaro.

General Business

The Meeting was called to order at 6:35 p.m. by President Francis Pullaro. As this is an odd month, this was considered a Member Meeting. This meeting was hybrid and available both in-person and via Zoom. A Quorum of Directors (1/2 of Directors) was present. A Quorum of Members (1/3 of Regular Members) was present. (7 of 9 Directors, and 26 of 75 Regular Members were present.)

Safety Meeting Status

This Monthly Meeting does not qualify toward members' requirement of two Safety Meetings per year.

Updates below from the Safety Committee will outline how each month's meetings can become a safety meeting with extra participation. As such, the minutes will no longer include a designation of a meeting being considered for Safety Meeting status, as it will now be based on participation by individual members after the meeting.

Meeting Minutes

Minutes from the July 16th meeting, as well as the Special meeting on 9/3 were approved.

Monthly Reports

Refer to Club officers' monthly reports ([attached](#)). President Francis Pullaro invited officers to expand on their published reports. Brief discussion followed. Membership has now hit the 75-member cap. Francis outlined a potential for a 6th airplane via leaseback. A general reminder was made for ACH policy compliance.

Member Scheduling Request

Danny Gannon requested a special airplane scheduling exemption in order to participate in a 10-day intensive IFR training course. The airplane will be block reserved for each day, but released for times when it is not in use so that other members may fly it. There were no objections to this request.

Safety Committee Updates

Safety Committee Member Danny Gannon presented the membership with a trial video for the upcoming safety program that will be integrated into each monthly meeting. A portion of the video that outlines the scenario will be shown to the entire group at the beginning of the meeting. After the official Club meeting is adjourned, there will be a discussion of the video and the scenario contained within, and the remainder of the video will be shown.

Members who elect to stay and participate in this optional discussion will be granted a Safety Meeting for each time they participate. Scenarios will include both VFR and IFR related content to appeal to a broad range of pilots.

The video that was shown this week is available here: [VFR Challenge: Getting Down in the UP](#)

Safety Officer Mike Aarons outlined the Club's proposed Emergency Response Plan (ERP) ([attached](#)). The goals of this plan are to pull resources together in a structured and organized manner in order to respond to emergencies and get the Club running again with the least amount of impact. The ERP outlines the responsibilities of Officers as well as duties and checklists that need to be run. Upcoming activities related to the ERP will include a walkthrough with Officers as well as a full drill this winter.

Long Range Planning Voting Item

Vice President Sheldon Wermes gave final recommendation of fleet upgrades ([attached](#)). The list of recommendations is the final product of the hard work done by the LRP, Maintenance, and Finance Committees and represents a comprehensive plan to keep our fleet safe, modern, and flying. The proposal includes an increase in the hourly rate of 2.5% for all airplanes over a 3-year period in order to reduce the amount of debt that is taken on to support this project and keep some liquid funds on hand for emergencies. The proposal also includes a \$3000 marketing budget in order to build and maintain a large wait-list for Club membership.

A motion was made: *To adopt the joint recommendations of the Finance Committee and Long Range Planning Committee, developed in consultation with the Maintenance Team, for aircraft repairs and upgrades, rate increases, and club marketing expenditures as presented at the September 17th, 2024 monthly meeting.*

The motion was made by Dan Berk and seconded by Wayne Tremallo.

Discussion followed, as well as a question about the amount of capital being invested into N98819. President Francis Pullaro reminded the group that the upgrades for 819 have been previously approved by a Membership vote, and the figures for that upgrade are being included as part of numbers for the overall long-range plan for consistency and transparency.

The motion was put to a vote and approved unanimously.

New Business

Francis solicited artisanship / craftsmanship within the Club that could be applied to our fleet, such as an internal effort to improve the upholstery in our airplanes (outside of the above approved project).

No additional business was discussed.

The Meeting was adjourned at 8:01 p.m.

Meeting Minutes submitted by Joe McCormick, Secretary

OFC Fleet Repairs, Upgrades and Enhancements Plan

Recommendations to Sustain and Enhance OFC fleet

Collaborative Effort of the OFC Finance, Mx and LRP Committees

Scope of Recommendations

1. Basic Repairs & Capital Improvements List
2. Budget & Timing
3. Source of Funding
4. Recommendations

Challenges

1. How to satisfy member desire for well-maintained, good looking aircraft with modern avionics? (where to spend?)
2. How to fund improvements?
 - i. LRP and Mx Contingency Funds cover small repairs and accessories, but not 5 digit investments.
 - ii. One major mechanical event can wipe out reserves
 - iii. Costs go up, never down
3. How to efficiently schedule work?
4. How to sustain and/or grow membership to counter attrition/lost revenues?

Mx Captains Wish list- Basic & Capital Items

N3443X

New carpet
Replace interior side panels to match new seats
Replace seals on floor vents (leak)
Remove vacuums system /cleans panel, less weight.
Re-Weigh the aircraft for accurate W&B
Install Rosen visors
Replace wingtip nav/strobes w LED
Replace beacon w LED
Replace windshield-has crazing
Repair back light on tachometer
Sure Fire Magnetos
Paint

N8261H

LED Position and Strobe lights
Knot to you wing root fairings
New one piece front window
Paint
Sure Fire Magnetos
Re-Weigh aircraft for accurate W&B

N98819

Re-seal windows where necessary
Landing light upgrade to LED
Repair/replace whiskey compass light
Sure Fire Magneto
New Avionics approved in 2023 plus Other Items:
GI-275 (2), GFC 500, GTN650xi, GMA 350c, GNS 430 to #2
Insight G2 Engine Monitor, USB charging port
eliminate vacuum instruments but keep six-pack
re-weigh aircraft for new W&B

N735GC

LED Beacon
STEC 3100 Autopilot? [future planning]
New carpets
Removal of overhead spot light
New seat covers (4)
New windscreen
oil pan heater
Paint
New Seat Belts

Budget

	Mx Fund	LRP + Mx 911 Funds					Totals
		Basic Repairs	Capital Items	Strobes	Seats	Paint	
N3443X							
<i>Subtotal 34X</i>	\$1,695	\$6,975	\$2,950	\$0	\$20,575	\$0	\$32,195
N8261H							
<i>Subtotal 61H</i>	\$0	\$5,481	\$2,050	\$0	\$20,575	\$0	\$28,106
N735GC							
<i>Subtotal 5GC</i>	\$568	\$6,456	\$1,036	\$7,000	\$20,575	**11000	\$35,635
N98819							
<i>Subtotal 819</i>	\$1,000	\$3,000	\$500	\$0	\$0	\$64,500	\$69,000
Grand Total Expenses	\$3,263	\$21,912	\$6,536	\$7,000	\$61,725	\$75,500	\$175,936

** \$11K for Optional Auto Pilot

Cost & Funding Sources

Timeline Sept 2025- April 2027

Description	MX 911 Fund	LRP Fund	Fund Balances
Opening Balances	\$16,985.69	\$36,559.19	\$ 53,544.88
MX Fund Monthly Contributions thru 2027		\$62,000.00	\$62,000.00
5GC Old Loan payment to LRP thru 2027		\$11,836.00	\$11,836.00
Upgrades Amounts to LRP (est monthly) thru 2027		\$4,650.00	\$4,650.00
New Member Initiation Fee (9x @ \$1,500)		\$13,500.00	\$13,500.00
New Member Loan for 819 Avionics (\$30k)		\$30,000.00	\$30,000.00
<i>Subtotal Revenues</i>	\$16,985.69	\$158,545.19	\$175,530.88
Wish List Expense Totals			(\$175,935.73)
Net (+-)			(\$404.85)
+ Rate Increase over 3 years			\$31,313.59
Net to Replenish Funds / Retire Loans			\$30,908.74

Funding- Keeping Economic Pace

2½% A/C Rate Increase Over 3 Years To Replenish Reserves & Retire Loans

	Current			Future: 2.5% Per Year Rate Increases					
	Annual Hrs.	\$/hour	Annual \$	2025	2026	2027	2025	2026	2027
34x	354	\$150	\$53,100	\$54,428	\$55,788	\$57,183	\$154	\$158	\$162
819	327	\$142	\$46,434	\$47,595	\$48,785	\$50,004	\$146	\$149	\$153
61H	379	\$150	\$56,850	\$58,271	\$59,728	\$61,221	\$154	\$158	\$162
5GC	233	\$210	\$48,930	\$50,153	\$51,407	\$52,692	\$215	\$221	\$226
	1,293		\$205,314	\$210,447	\$215,708	\$221,101			Per Hour
Cumulative Gain				\$5,133	\$15,527	\$31,314			

Recommended Next Steps

Approve:

- LRP Repairs & Upgrades Plan.
- 2 ½% Rate Increases Over Next 3 Years To Keep Fleet In Top Condition + Keep Pace With Inflation.
- \$3K Marketing Budget:
 - Build A Waitlist To Sustain Dues Revenue
 - Have Option To Take Membership To Next Level

Exhibit #1 Repairs and Upgrades Itemization

Mx Fund	LRP + Mx 911 Funds					Totals	
	Basic Repairs	Capital Items	Strobes	Seats	Paint	Avionics	
N3443X							
New carpet		\$1,700					
Replace interior side panels to match new		\$2,100					
Replace seals on floor vents (leak)		\$400					
Remove vacuums system	\$1,000						
Re-Weigh the aircraft for	\$600						
Install Rosen visors		\$725					
Replace wingtip nav/strobes w LED			\$1,850				
Replace beacon w LED				\$1,100			
Replace windshield-has crazing		\$2,050					
Repair back light on tach	\$95						
Paint					\$20,575		
<i>Subtotal 34X</i>	<i>\$1,695</i>	<i>\$6,975</i>	<i>\$2,950</i>	<i>\$0</i>	<i>\$20,575</i>	<i>\$0</i>	
						<i>\$32,195</i>	
N8261H							
LED Position and Strobe lights			\$2,050				
*** Knot to you wing root fairings		\$431					
New one piece front window		\$2,050					
Sure Fire Magnetics		\$3,000					
Paint					\$20,575		
<i>Subtotal 61H</i>	<i>\$0</i>	<i>\$5,481</i>	<i>\$2,050</i>	<i>\$0</i>	<i>\$20,575</i>	<i>\$0</i>	
						<i>\$28,106</i>	
N735GC							
LED Beacon			\$1,036				
New Seat Belts		\$2,500	\$0				
STEC 3100 Autopilot						\$11,000	
New carpets		\$1,510					
Removal of overhead spc	\$110						
** New seat covers (4)				\$7,000			
New windscreens		\$2,446					
oil pan heater	\$458						
Paint					\$20,575		
<i>Subtotal 5GC **</i>	<i>\$568</i>	<i>\$6,456</i>	<i>\$1,036</i>	<i>\$7,000</i>	<i>\$20,575</i>	<i>\$11,000</i>	
						<i>\$46,635</i>	
N98819							
DJ requested re-seal wind	\$1,000						
Nav2 doesn't work, no soil	already budgeted						
Com2 Nav 2 radio display	already budgeted						
Landing light upgrade to LED		\$500					
light in the whiskey compa	\$0						
Paint					\$0		
Sure Fire Magnetics		\$3,000					
Avionics Upgrade w/ Engine Monitor						\$64,500	
<i>Subtotal 819</i>	<i>\$1,000</i>	<i>\$3,000</i>	<i>\$500</i>	<i>\$0</i>	<i>\$0</i>	<i>\$64,500</i>	
						<i>\$69,000</i>	
Grand Total Expenses	\$3,263	\$21,912	\$6,536	\$7,000	\$61,725	\$75,500	\$175,936
Schedule	ASAP	ASAP, Q1 2026	Q1 2026	Q3 2026	Q3 2025, 26, 27	Q1 2025, 26	33 Months

Exhibit 2- CASH FLOWS + TIMING

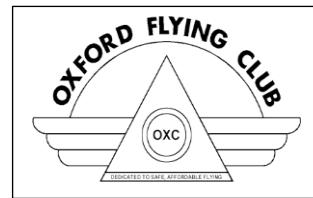
9/17/2024

Date	Description	MX Income/Expense	LRP Income/Expense	MX Contingency Fund Balance	LRP Fund Balance
Aug-24	Opening Balances			\$16,985.69	\$36,559.19
Sep-24	Basic Repairs + Capital Improvements	\$0.00	(\$25,174.73)	\$16,985.69	\$11,384.46
Sep-24	MX Fund Monthly Contribution	\$2,000.00		\$18,985.69	\$11,384.46
Sep-24	5GC Old Loan payment to LRP		\$915.64	\$18,985.69	\$12,300.10
Sep-24	Upgrades Amount to LRP (est monthly)		\$150.00	\$18,985.69	\$12,450.10
Sep-24	New Member Initiation Fee (3x @ \$1,500)		\$4,500.00	\$18,985.69	\$16,950.10
Oct-24	MX Fund Monthly Contribution	\$2,000.00		\$20,985.69	\$16,950.10
Oct-24	5GC Old Loan payment to LRP		\$915.64	\$20,985.69	\$17,865.74
Oct-24	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$18,015.74
Oct-24	New Member Initiation Fee (xx new members)		\$0.00	\$20,985.69	\$18,015.74
Nov-24	MX Fund Monthly Contribution		\$2,000.00	\$20,985.69	\$20,015.74
Nov-24	5GC Old Loan payment to LRP		\$915.64	\$20,985.69	\$20,931.38
Nov-24	Surefire Mags 819		(\$3,000.00)	\$20,985.69	\$17,931.38
Nov-24	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$21,081.38
Nov-24	New Member Loan for 819 Avionics (\$20k)		\$30,000.00	\$20,985.69	\$51,081.38
Nov-24	New Member Initiation Fee (xx new members)			\$20,985.69	\$51,081.38
Dec-24	Avionics Upgrade for 819 w. Engine Monitor		(\$64,500.00)	\$20,985.69	(\$13,418.62)
Dec-24	MX Fund Monthly Contribution	\$0.00	\$2,000.00	\$20,985.69	(\$11,418.62)
Dec-24	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	(\$11,094.01)
Dec-24	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	(\$10,944.01)
Dec-24	New Member Initiation Fee (xx new members)			\$20,985.69	(\$10,944.01)
Jan-25	MX Fund Monthly Contribution	\$0.00	\$2,000.00	\$20,985.69	(\$8,944.01)
Jan-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	(\$8,619.40)
Jan-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	(\$8,469.40)
Jan-25	New Member Initiation Fee (xx new members)			\$20,985.69	(\$8,469.40)
Feb-25	MX Fund Monthly Contribution	\$0.00	\$2,000.00	\$20,985.69	(\$6,469.40)
Feb-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	(\$6,144.79)
Feb-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	(\$5,994.79)
Feb-25	New Member Initiation Fee (xx new members)			\$20,985.69	(\$5,994.79)
Mar-25	MX Fund Monthly Contribution	\$0.00	\$2,000.00	\$20,985.69	(\$3,994.79)
Mar-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	(\$3,670.18)
Mar-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	(\$3,520.18)
Mar-25	New Member Initiation Fee (xx new members)		(\$4,500.00)	\$20,985.69	\$979.82
Apr-25	MX Fund Monthly Contribution	\$0.00	\$2,000.00	\$20,985.69	\$2,979.82
Apr-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$3,304.43
Apr-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$3,454.43
Apr-25	New Member Initiation Fee (xx new members)			\$20,985.69	\$3,454.43
May-25	MX Fund Monthly Contribution	\$0.00	\$2,000.00	\$20,985.69	\$5,454.43
May-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$5,779.04
May-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$5,929.04
May-25	New Member Initiation Fee (xx new members)			\$20,985.69	\$5,929.04
Jun-25	MX Fund Monthly Contribution	\$0.00	\$2,000.00	\$20,985.69	\$7,929.04
Jun-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$8,253.65
Jun-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$8,403.65
Jun-25	New Member Initiation Fee (xx new members)			\$20,985.69	\$8,403.65
Jul-25	MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$10,403.65
Jul-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$10,728.26
Jul-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$10,878.26
Jul-25	New Member Initiation Fee (xx new members)			\$20,985.69	\$10,878.26
Aug-25	MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$12,878.26
Aug-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$13,202.87
Aug-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$13,352.87
Aug-25	New Member Initiation Fee (xx new members)			\$20,985.69	\$13,352.87
Sep-25	MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$15,352.87
Sep-25	5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$15,677.48
Sep-25	Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$15,827.48

Sep-25 New Member Initiation Fee (xx new members)			\$20,985.69	\$15,827.48
Oct-25 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$17,827.48
Oct-25 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$18,152.09
Oct-25 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$18,302.09
Oct-25 New Member Initiation Fee (xx new members)			\$20,985.69	\$18,302.09
Oct-25 Aircraft Paint - 61H		(\$20,575.00)	\$20,985.69	(\$2,272.91)
Nov-25 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	(\$272.91)
Nov-25 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$51.70
Nov-25 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$201.70
Nov-25 New Member Initiation Fee (xx new members)			\$20,985.69	\$201.70
Dec-25 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$2,201.70
Dec-25 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$2,526.31
Dec-25 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$2,676.31
Dec-25 New Member Initiation Fee (xx new members)			\$20,985.69	\$2,676.31
Jan-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$4,676.31
Jan-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$5,000.92
Jan-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$5,150.92
Jan-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$5,150.92
Jan-26 Sure Fire Mags 61H		(\$3,000.00)	\$20,985.69	\$2,150.92
Feb-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$7,150.92
Feb-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$7,475.53
Feb-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$7,625.53
Feb-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$7,625.53
Mar-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$9,625.53
Mar-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$9,950.14
Mar-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$10,100.14
Mar-26 New Member Initiation Fee (xx new members)		\$4,500.00	\$20,985.69	\$14,600.14
Mar-26 Aircraft Seats (5CC ONLY)		\$7,000.00	\$20,985.69	\$21,600.14
Apr-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$23,600.14
Apr-26 5GC Old Loan payment to LRP		\$521.62	\$20,985.69	\$24,121.76
Apr-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$24,271.76
Apr-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$24,271.76
May-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$26,271.76
May-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$26,596.37
May-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$26,746.37
May-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$26,746.37
Jun-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$28,746.37
Jun-26 5GC Old Loan payment to LRP		\$521.62	\$20,985.69	\$29,267.99
Jun-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$29,417.99
Jun-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$29,417.99
Jul-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$31,417.99
Jul-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$31,742.60
Jul-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$31,892.60
Jul-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$31,892.60
Aug-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$33,892.60
Aug-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$34,217.21
Aug-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$34,367.21
Aug-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$34,367.21
Sep-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$36,367.21
Sep-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$36,691.82
Sep-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$36,841.82
Sep-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$36,841.82
Oct-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$38,841.82
Oct-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$39,166.43
Oct-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$39,316.43
Oct-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$39,316.43
Oct-26 Aircraft Paint - 34X		(\$20,575.00)	\$20,985.69	\$18,741.43

Nov-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$20,741.43
Nov-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$21,066.04
Nov-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$21,216.04
Nov-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$21,216.04
Dec-26 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$23,216.04
Dec-26 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$23,540.65
Dec-26 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$23,690.65
Dec-26 New Member Initiation Fee (xx new members)			\$20,985.69	\$23,690.65
Jan-27 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$25,690.65
Jan-27 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$26,015.26
Jan-27 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$26,165.26
Jan-27 New Member Initiation Fee (xx new members)			\$20,985.69	\$26,165.26
Feb-27 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$28,165.26
Feb-27 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$28,489.87
Feb-27 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$28,639.87
Feb-27 New Member Initiation Fee (xx new members)			\$20,985.69	\$28,639.87
Mar-27 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$30,639.87
Mar-27 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$30,964.48
Mar-27 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$31,114.48
Mar-27 New Member Initiation Fee (xx new members)		\$4,500.00	\$20,985.69	\$35,614.48
Apr-27 MX Fund Monthly Contribution (Suspend if \$20k to	\$0.00	\$2,000.00	\$20,985.69	\$37,614.48
Apr-27 5GC Old Loan payment to LRP		\$324.61	\$20,985.69	\$37,939.09
Apr-27 Upgrades Amount to LRP (est monthly)		\$150.00	\$20,985.69	\$38,089.09
Apr-27 New Member Initiation Fee (xx new members)			\$20,985.69	\$38,089.09
Apr-27 Aircraft Paint - 65GC		(\$20,575.00)	\$20,985.69	\$17,514.09
Apr-27 STEC 31000 Autopilot 5GC		(\$11,000.00)	\$20,985.69	\$6,514.09

Emergency Response Plan



OXFORD FLYING CLUB

EMERGENCY RESPONSE PLAN

Emergency Response Plan

SUMMARY OF CHANGES

Table 1. Summary of the main characteristics of the three groups of patients.

Emergency Response Plan

LIST OF EFFECTIVE PAGES

Emergency Response Plan

Emergency Response Plan

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General

(In an emergency go to Page 2 for Initial Emergency Notification and Response!)

What is the Emergency Response Plan?

This Emergency Response Plan is designed to serve as a planning document upon which Oxford Flying Club can act. It is the first of an essential three step process for emergency response preparedness, which includes:

- 1. Emergency Response Plan**
- 2. Emergency Response Training**
- 3. Emergency Response Exercises and Simulations**

This Plan provides guidance to Oxford Flying Club Members for aircraft-related events.

To a great extent, this plan focuses on the two aspects of an emergency response over which Oxford Flying Club has the most control: taking care of people and managing communications. Oxford Flying Club intends to be able to respond effectively to even the most difficult emergency; however, this document cannot anticipate every possible situation. It is designed to prepare Oxford Flying Club for a wide range of circumstances.

Emergencies covered by this plan may include:

- Overdue or missing aircraft
- Aircraft accident or incident
- Injury to Club Members
- Injury to passengers
- Injury to third parties
- Terrorist act or threat
- Hijacking

Initial Notification and Response

Activation

This emergency response plan should be initiated by any Club Member who becomes aware of one or more of the following:

- Aircraft overdue
- Missing aircraft
- Aircraft accident or incident
- Injury to Club Members, passengers, ramp personnel or maintenance personnel
- Substantial damage to aircraft or property
- Threat or attempted threat against an aircraft or person
- Other situation in which there has been an immediate time-sensitive compromise of safe operations
- Terrorist act or threat

If you receive a call or become aware of any of the above, complete the **Emergency Response Activation Form, OFC1006 found in Appendix F** of this document, which will provide enough information to call the Club President or other Board Members of the Emergency Response Team.

If a bomb threat is received complete the **Bomb/Terrorist Threat Form, OFC1017 found in Appendix F** of this document instead of the Emergency Response Activation Form.

The President will then determine if the Emergency Operations Response Team should be activated.

If the situation is ongoing, and emergency services are needed, the priority should be placed on getting help to Club Members or passengers and then completing the Emergency Response Activation Form, OFC1006 and proceeding with this process. It is very important that the information compiled on the Emergency Response Activation Form include follow-up telephone numbers. The information must be as accurate as possible and void of assumptions. In addition, there may be legal liability associated with improper, or premature, statements.

Initial Notification and Response (Continued)

Emergency Response Team Makeup and Activation

In the event the Emergency Response Plan needs, or might need, to be activated, the first person to recognize this must contact someone on the list below, going in order until they can reach someone. Contact information for each position is located on pages 6 through Initial of this chapter.

1. President
2. Vice President
3. Safety Officer/ Committee Backup
4. Treasurer
5. Maintenance Officer
6. Secretary
7. Activities Chairman
8. IT Director
9. Immediate Past President

Once a Club Member of the list above is contacted, it is that person's responsibility to determine if an Emergency Response Activation is warranted and if so which Club Members of the Emergency Response Team must be activated.

Any time the Emergency Response Team is activated the Club President will assign at least one person to oversee Oxford Flying Club's ongoing operations. This person will not participate in Emergency Response Team Activities.

All personnel in positions identified are listed in the Club organizational chart included in Appendix A. Emergency Response Team Members are identified by red highlighting of their position.

Initial Notification and Response (Cont'd)

Club President / Vice President

The Club President coordinates and directs all Club emergency activities. The Club President decides whether to treat a given situation as an emergency and is responsible for activating the appropriate Club Members of the Emergency Operations Response Team. When an event occurs, the Club President must be notified immediately to ensure that Oxford Flying Club's Emergency Response Plan is activated.

NOTE: If The primary and backup Club President can't be reached, control of the Emergency Operations Response Team will go to the Vice President, then Safety officer,

The Club President is responsible for ensuring compliance with all applicable Club, FAA and NTSB guidelines, policies, and regulations. This includes protecting lives and property at the event site and securing all relevant documents. For a detailed list of duties, refer to the **Club President ERP Checklist, OFC1008 (Appendix F)**.

The Club President shall consider the guidance provided by the **ERP Master Checklist/Process Flow Summary, OFC1011 (Appendix F)**.

Emergency Flight Operations/Safety Officer / Committee Backup Member

The Safety Officer as the source of flight operations information for Oxford Flying Club as well as acting as Oxford Flying Club's liaison with the NTSB and FAA. He ensures that available pilot logs and training records (if applicable), that will be required by the FAA and NTSB, are secured. He also ensures that the aircraft manufacturer and other key vendors possibly impacted by the event are notified.

The Safety Officer reports to the Club President. For a detailed list of duties, refer to the **Safety Officer ERP Checklist, OFC1010 (Appendix F)**.

Initial Notification and Response (Cont'd)

Maintenance Officer

The Maintenance Officer acts as a source of maintenance and technical information for Oxford Flying Club. He/she ensures that all applicable aircraft maintenance records that will be required by the FAA and NTSB are secured. He/she provides assistance as necessary to the Safety Officer.

The Maintenance Officer reports to the Club President. For a detailed list of duties, refer to the **Maintenance Officer ERP Checklist, OFC1012 (Appendix F)**.

Emergency Family Liaison(s)

The Emergency Family Liaison is responsible for coordination and oversight of the notification of the next of kin of passengers and crew involved in the event. The Emergency Family Liaison(s) are also the primary contact for each next of kin family.

The Emergency Family Liaison reports to the Club President. For a detailed list of duties, refer to the **Emergency Family Liaison ERP Checklist, ERP1015 (Appendix F)**.

Emergency On-Site Representative

The On-Site Representative Coordinates Club emergency activities at the event location with external organization representatives, such as NTSB and FAA investigators.

The On-Site Representative reports to the Club President. For a detailed list of duties, refer to the **On-Site Representative ERP Checklist, OFC1016 (Appendix F)**.

Initial Notification and Response (Cont'd)

Emergency Response Plan

Emergency Public Relations Representative

The Public Relations Representative ensures that all oral and published reports on any emergency situation are factual and represent Oxford Flying Club's position fairly and completely. He handles all media inquiries and distributes all information about an event. He advises Club Board on public and private communications regarding the event.

The Public Relations Representative will develop a communications strategy and plan that ensures Oxford Flying Club and the public are briefed frequently on the latest event developments. This will help to reduce the level of anxiety and minimize rumors. The Public Relations Representative should prepare specific communication methods and model scripts for your Club and organization that ensure smooth information flow in preparation for the eventuality of an emergency.

The Public Relations Representative reports to the Club President. For a detailed list of duties, refer to the **Public Relations Representative ERP Checklist, OFC1013 (Appendix F)**.

Emergency Risk Management Representative

The Risk Management Representative's duties include issues that relate to coordinating the movement, storage, and release of the wreckage, as well as working with the insurance representative on settlement issues and disposition of the wreckage.

He may also serve as EPA coordinator providing technical and logistical assistance to all personnel involved in the cleanup of toxic spills (i.e., aircraft fuel, hydraulic fluid, battery acid, etc.) and the disposal of hazardous materials. This function acts as a liaison with state and federal EPA investigation and action teams. It is important to keep the Club President and Legal Representative informed of all EPA related issues including EPA action throughout post event cleanup.

The Risk Management Representative reports to the Club President. For detailed list of duties, refer to the Risk Management Representative ERP Checklist, OFC1014. (**Appendix F**).

Emergency Response Plan

Emergency Legal Representative

The Legal Representative provides legal assistance to all Club personnel involved in handling an aircraft event. The Emergency Operations Response Team must be able to contact the Legal Representative at all times for the duration of the emergency to facilitate timely legal assistance within Oxford Flying Club, as well as inquiries from outside counsel. The Legal Representative should provide direct and immediate support for the surviving Club Members during their interviews with the NTSB and the FAA. He should also be available to advise the Public Relations Representative. The Legal Representative may wish to contact support counsel familiar with NTSB protocols as well as FAA, OSHA and EPA investigation and enforcement actions.

The Legal Representative reports to the Club President.

Club President Administrative Assistant

The Club President Administrative Assistant should be tasked to summon the Emergency Operations Response Team to the emergency operations center. The Club President Administrative Assistant should also maintain a diary or log of the emergency response events.

The Club President Administrative Assistant assists the Club President in ensuring that all event-related tasks are completed promptly and effectively. The Club President Administrative Assistant coordinates the activities of the Safety Officer, Maintenance Officer, Emergency Family Liaison and On-Site Team Leader. The Club President Administrative Assistant should maintain a log indicating the location of each Club Member of the Emergency Operations Response Team and other key people to allow for immediate contact.

The Club President Administrative Assistant reports to the Club President. For a detailed list of duties, refer to the **Club President Administrative Assistant ERP Checklist, OFC1009 (Appendix F)**.

Overdue Aircraft

If an aircraft is reported to be overdue, the Emergency Response Team should begin the process of locating that aircraft. If the aircraft shows through satellite tracking or a commercial source such as Flight Aware that it has not arrived, the Emergency Response Team may update the ETA based on that information. An aircraft's ETA may also be updated based on radio communication, monitoring ATC communications or based on an update from another Oxford Flying Club aircraft. An aircraft may NOT be marked as arrived based on any of these sources.

The following are acceptable ways to confirm an aircraft has safely arrived:

- a. Confirmation with the Club Member of that flight
- b. Confirmation with another Club Member confirming the aircraft has arrived on the ramp
- c. Confirmation from the destination FBO or handler that the aircraft is on the ramp
- d. Confirmation from an Air Traffic Control Tower that the aircraft has arrived
- e. Confirmation from Airport Operations or another official source such as airport or local police that the aircraft has arrived on the ramp
- f. Confirmation on a webcam that an aircraft has arrived on the ramp

If an aircraft is 30 minutes overdue, the Emergency Response Plan shall be activated. Refer to Page 2.

A missing or overdue aircraft is a serious situation. Club Members and Passengers onboard that aircraft may have been involved in an accident and may be in need of help. The Emergency Response Team will locate the aircraft as expeditiously as possible. All means listed above to confirm arrival and update the ETA of the aircraft will be re-contacted. When deemed appropriate by the Club President, the appropriate Search and Rescue organization will be notified and an official search initiated.

For transition to normal operations refer to Page 21

Aircraft Accident or Incident

As soon as Oxford Flying Club becomes aware that an accident or incident involving one of its aircraft has occurred, the Club President will be notified and the Emergency Response Plan activated (refer to page 2).

It is natural for everyone to want to help in an emergency. As with every emergency, the Club President will designate which Club Members will be involved in the Club's response.

The responsibilities of each Emergency Response Team Club Member are defined in their individual checklists found in Appendix F.

The most immediate activities following an accident or incident are:

1. Ensure the safety of the crew and passengers
2. Find a place for the crew to get away from media and other interested parties
3. Disseminate the appropriate statement (Refer to Appendix E) to all personnel that are answering phones.

The depth of the response and the necessary steps will be based on the severity of the accident/incident and on the content of each individual's checklist. It is the responsibility of each individual to complete their checklist. Each individual must provide a written list of any steps from their checklist that they are skipping based on the situation.

For transition to normal operations refer to Page 10

Emergency Response Plan

Injury or Death of Club Member

In the event of an injury to a club member, guest or passenger, emergency services shall be called immediately. Personnel on scene shall attempt to provide first aid and comfort to the individual. Follow up will be pursued by family liaison to ensure proper care is provided for the individual. Legal representative shall be advised immediately to ensure proper insurance notifications etc. are made.

In the event of the death of a club member, guest or passenger. Appropriate emergency services shall be notified right away. A full ERP response will be required in this case. Follow all checklists in the appendix.

Transition to Normal Ops

If the ERP was activated due to damage to the Club hangar, the Emergency Response Team will determine if the hangar is safe and accessible for Club Members to return. If it is determined that the hangar or tiedowns are not safe, an alternate area will be identified and used until such time the original hanger or tiedowns can accept normal operations.

If the ERP was activated due to an airplane accident or incident the Emergency Response Team will determine if a safety stand-down is warranted and have a safety risk assessment of the event performed in accordance with the SMS Chapter 3 Safety Risk Assessment prior to resumption of normal operations.

It is the responsibility of the Club President to conduct shutdown of the ERP and return to normal operation. As soon as practical, the Club President or his Administrative Assistant shall notify the following of the Oxford Flying Club's return to normal operations:

- (1) Each Member of the emergency response team,
- (2) All Board of Directors
- (3) All Safety Committee Club Members

Following the return to normal operations the President will schedule a review of the events with the emergency response team. The Club President Administrative Assistant will gather all records and relevant information prior to the review.

The Safety Committee will conduct an ad hoc meeting as soon as practical following the event to discuss any applicable safety actions items that may need to be addressed

Emergency Response Plan

Appendix A – Airport Emergency Contact Information / ERP Club Personnel Org Chart

Waterbury-Oxford Airport (KOXC)

Tower and Local Approach – (203) 267-4491

Airport Operations – (203) 264-8010 / (860) 818-5848

Airport Police – Call local police

Airport Fire/Rescue – Call 911

Local Police – (203) 888-4353

Local Fire/Rescue – 911

Note: The Club should continue to develop a list of often used airports.

(Space Reserved for Club Org Chart)

Emergency Response Plan

Appendix B – Notifying Next of Kin

Urgent Note: The Club should develop a list of “Emergency Contact Information” for Club Members.

Emergency Family Liaison Coordinator

Responsible for coordinating all activities related to notifying the next of kin of Club Member or their passengers in cases of injury or death. Also oversees all ongoing next of kin support activities.

Emergency Family Liaison

The Emergency Family Liaison is Oxford Flying Club’s primary contact with the family during the remainder of the response and support period. In addition, may act as a liaison (with the Emergency Family Liaison Coordinator) between the next of kin and Oxford Flying Club, the hospital, coroner, and the mortuary. The Emergency Family Liaison must also be properly trained in order to be able to effectively perform their important and difficult tasks. Consult with a mental health professional who has a specialization in crisis intervention to determine where to seek liaison training.

Tasks may include:

- Requesting additional identification information for the coroner.
- Arranging for the next of kin to fly to the scene.
- Requesting the name of preferred mortuary.
- Keeping the next of kin posted on the location and condition of an injured passenger.
- Keeping the next of kin posted on when and where the NTSB briefings are to be held.
- Numerous support activities of a non-personal nature.

Preparing for the Notification Process

CAUTION

This discussion focuses on the procedures for notifying the next of kin in an emergency. For information about the psychological impact and influences of emergency trauma, contact a competent mental health services provider.

As soon as the Emergency Family Liaison Coordinator has verified the Member/passenger affected, Oxford Flying Club must facilitate timely notification of the next of kin. This notification must be attempted before the release of the Member/passenger affected to the media. If at all possible, notify all next of kin in person. If time is of the essence, it may be most appropriate to notify the next of kin by telephone.

Emergency Response Plan

Selecting Notifiers and Emergency Family Liaisons

Depending on the extent of the event, the Emergency Family Liaison Coordinator may need to call on qualified and pre-trained volunteers to serve as Notifiers and Emergency Family Liaisons. The Emergency Family Liaison Coordinator should prepare in advance a pool of candidates from which to select and train individuals. When creating the pool, ask for volunteers; avoid assigning individuals as potential Notifiers against their will. Look for individuals with the emotional maturity to handle a difficult assignment. The ideal candidate will be calm, perceptive, and caring. The Emergency Family Liaison Coordinator may want to prepare a sample script for Notifiers to use.

Locating the Next of Kin

Two primary sources for next of kin information will provide most of the contacts that are needed, namely, the *passenger/crew manifest* and the Emergency Family Liaison Coordinator in the Emergency Operations Center. The passenger/crew manifest from the Club President Administrative Assistant should have *all* available telephone numbers or other contacts for each passenger and Member.

The public will begin calling Oxford Flying Club immediately after the event. The Operations Center operators should record the caller's name, telephone number, the name of the passenger they are calling about, and the caller's relationship. This information must be confirmed prior to the appropriate authority returning the call.

For some passengers, you may have no contact information. In these cases, some detective work may be necessary. First, contact the telephone Club operator supervisor in the residence city for assistance. If necessary, also contact the police in the residence city.

CAUTION

When accepting calls at any time from someone claiming to be next of kin, exercise caution to ensure that the individual is actually a legitimate relative. Request that the calling party quote the passenger's telephone number or take the caller's phone number and call back after verifying their identity.

Notifying the Next of Kin

The Emergency Family Liaison Coordinator should begin the notification process upon the approval of the Club President or Coordinator.

Emergency Response Plan

The Emergency Family Liaison Coordinator should strongly emphasize to the Notifiers the importance of making the situation as easy as possible on the next of kin. The next of kin should be treated with courtesy, sympathy, and understanding. Though they may be in an anxious and emotional state of mind, the next of kin must feel that they are receiving personal and careful attention.

Try to make contact with one next of kin in the following priority:

- Spouse or legal significant other
- Father, Mother
- Adult son, adult daughter
- Adult brother, adult sister
- Grandfather, Grandmother
- Uncle, Aunt
- Other adult relative
- It is not recommended that “minor children” be the recipients of initial notification.

Unless speed of notification is of the essence (i.e., the victim’s survival is not certain), always try to notify the next of kin in person. If possible, request that a member of the clergy, the Red Cross, or a law enforcement officer accompany you. In any case, personal notification should be comprised of a team of two people. Keep in mind that the emotional reactions can vary from disbelief to overt hostility.

When you make contact, explain that a Club aircraft has been involved in an event, and that their relative has been injured or did not survive. Provide only factual information that has been verified. If it is not possible to determine the condition of a passenger/Club Member, explain why to the next of kin. Tell the next of kin that they will be informed of all developments about their relative.

In closing, tell the next of kin about the Emergency Family Liaison. Make arrangements for the Emergency Family Liaison to contact the family. Verify that you have the appropriate phone numbers. If the family decides to

Emergency Response Plan

temporarily relocate, be sure you have that number as well and make sure you leave them with contact numbers for yourself, their Family Liaison (if known) and other important resources.

After the Initial Contact

You will need to assign a Family Liaison to each family. The Family Liaison will be the primary support contact for each next of kin family. Human Resources, Risk Management, and the Legal Department should assist in the selection of Liaisons. Inform the Liaisons of the limits of the commitments that Oxford Flying Club is willing to make to the next of kin. The Emergency Family Liaisons have an important supportive role that may last up to several weeks. They are vulnerable to taking on the family stressors and should be trained before assuming

this difficult assignment. They should also receive psychological support during and after their tenure as Emergency Family Liaisons.

The Emergency Family Liaison Coordinator or the Emergency Family Liaison should call the family on a regular basis to relay new information, and to determine if there is anything Oxford Flying Club can do. The Emergency Family Liaison Coordinator and Emergency Family Liaison should use their judgment to determine how often to call the next of kin. Once the Liaison has developed a relationship, it will be easier to sense how often the family should be called. Typically, you will want to contact the next of kin at least once a day during the first few days to continue to address their needs.

If there is a Deceased Club Member/Passenger

If directed by the Emergency Family Liaison Coordinator, the Emergency Family Liaison may inform the family that Oxford Flying Club would, if so requested, handle the details of delivering the deceased to their mortuary of choice. Point out that Oxford Flying Club already has people at the scene who are ready to make arrangements, and that it may be an unnecessary burden for the family to assume this responsibility.

The mortuary caring for the deceased must know where the family wants to send their loved one. The Emergency Family Liaison may be asked to forward the name of the family's mortuary. The family will need to arrange for a funeral service with their mortuary.

The Family Liaison must obtain permission from the family for the Coroner to release the deceased to Oxford Flying Club. Ask the family to contact the Coroner as soon as possible.

Emergency Response Plan

Do not make decisions for family Club Members. You may help them to understand the trauma that can accompany a visit to an event scene. If they want to go to the scene, the Emergency Operations Coordinator may be asked to coordinate travel arrangements, including hotel and airport transfers. The Emergency Operations Coordinator may work with the Emergency Family Liaison Coordinator and the Emergency Family Liaison to ensure that all traveling next of kin have reservations, are met at the airport, and are transported to their accommodations.

If there is an Injured Club Member/passenger

If a Club Member/passenger is hospitalized, Oxford Flying Club should arrange transportation of the immediate family to the scene, if they so desire. The Emergency Operations Coordinator may coordinate all travel arrangements with the Emergency Family Liaison Coordinator and the Emergency Family Liaison.

Family and Club medical consultants may recommend the relocation of injured survivors. It is not recommended that Club aircraft and crews be used to transport injured survivors. Aero medical transportation is a very specialized arena that can create substantial liability risks for Oxford Flying Club. There are numerous aero medical operators properly trained and equipped to perform these delicate and complex duties. It is typical for corporate insurance to cover such transportation costs.

Retrieving the Victim's Personal Effects

Frequently, the passenger and/or Club Member will have left their car in an airport parking lot. The Emergency Family Liaison should try to determine the car's location, make, and license number. Oxford Flying Club can provide storage for the car until the family can pick it up.

The family must also claim any baggage, carry-on items, and other personal effects. When the details are known, inform the next of kin on how to claim these items.

Appendix C – Working with the Media

There are several proactive steps Oxford Flying Club can take once an event has occurred. One of the most important areas of emergency response is the way Oxford Flying Club communicates with its audiences. These interactions can have an immediate and long-term effect on the survivors, next of kin, and Club.

All media inquiries will be directed to the Public Relations Representative. No Oxford Flying Club Member may make any statements to the media with explicit permission from the Public Relations Representative.

The Public Relations Representative will coordinate Oxford Flying Club's media response with the President, COO and Oxford Flying Club's Press Relations Club. If the flight in question was contracted by a broker or travel agency, any statements to the media should be coordinated with that entity as well.

Managing Communications

The primary goals of Public Relations are to maintain the public trust and to support Oxford Flying Club's reputation as a caring and professional organization. You will best achieve these goals using a communications process that creates a seamless flow of information that is without delay, confusion, conflict, or misinformation. This means in a crisis situation, you must:

- Develop and maintain reliable sources of information. You need to know who can provide accurate information about all aspects of an event. Identify the sources before an event occurs, then contact them regularly during a crisis situation.
- Identify all important audiences and keep them fully informed. These audiences will include the news media, Club members, key government entities, and the general public.
- Inspire confidence in the news media by being available, prepared, cooperative, and accurate. The media is a primary point of attention during a crisis, and may be the most effective way to relay information to the public. Avoid alienating or misleading them.
- Review and pre-script responses to common questions.

Emergency Response Plan

The News Media are Driven by Deadlines

Journalists measure their success and receive their rewards by breaking news stories and satisfying the demands of editors. Some guidelines to manage the news media effectively are:

- Never treat reporters like friends. Respect them as professionals, but do not allow yourself to drop your guard. Do not talk off the record without considering the consequences of that information appearing in a news report.
- Reporters do not have a responsibility to verify the accuracy of a statement if they have a name to attribute to the statement.
- Most reporters do not understand aviation or aviation terminology. Use simple, direct language to talk about an event. Any information shared with a reporter must be simple and concise. Discuss complex technical subjects in layman's language.
- Never speculate about an event. Initial descriptions of events are often incorrect or incomplete. Be wary of the tendency of reporters to place blame for an event.

Holding a News Conference

Select a local room to hold a news conference before the need arises. Qualities of an ideal news conference room include:

- A podium
- No Club logo
- An audio system
- Good lighting
- An easel or bulletin board for supporting information
- Easy access to telephones, rest rooms, and food service
- Located conveniently for the press
- Suitable for television coverage
- Separate from Oxford Flying Club's hanger or tie downs to prevent wandering reporters

Emergency Response Plan

Preparing for a Media Interview

Once you decide to grant an interview, you must prepare to face the reporter. The following guidelines will help you to make the best possible presentations:

Know your subject. Before an interview, outline on paper what you want to say and don't want to say. Stick to the outline. Anticipate and rehearse your responses to expected questions. If you bring notes to the interview, protect them carefully; reporters are adept at reading upside down. Do not put your notes down, you could lose them.

Focus on the audience. Understand whom you are talking to. Address their information needs, but deliver the message you want to convey. You must translate the details of the event into a message your audience can understand. Keep the interview simple. One major point is best. Do not exceed two.

Structure your interview. Open your statement with your key point. Keep your answers short. For the electronic media, 10 seconds is perfect - for print, about 30-40 seconds.

Control the interview. Get to know the reporter. Prior to the interview, have the reporter explain the overall story. Ask the reporter to give you examples of the questions He will ask. Take your time when responding to questions, and don't speculate. Don't be afraid to say, "I don't know". Don't let the reporter put words into your answers. Repeat your point if you feel the reporter did not understand. Don't get careless; always stick to your game plan.

Prepare for an ambush. Don't show emotion when ambush questions appear in the interview. Stay pleasant and cooperative in appearance. Provide the best answer you can, or explain that you will need time to research an answer. Remember that a reporter may use anything you say. Ignore promises to keep your remarks "off-the-record".

Be conscious of appearances. Remember that the reporter will make a decision about how to approach the interview based on first impressions. When you meet, act positive and confident; make direct and consistent eye contact, and watch your body language. Don't get tense. Remember to relax your facial and neck muscles. Use gestures, but keep them controlled and use them in moderation. Avoid wearing trendy colors and jewelry.

Control the surroundings. Make the news media come to you. If you pick the surroundings, you have greater control and can enhance and protect your appearance of confidence and honesty. Keep your voice pleasant and calm, and use it as a tool to make your point. Avoid looking directly at the camera, and don't allow yourself to be positioned facing directly into sun. Stand where you feel comfortable.

Avoid pitfalls. The electronic press loves to catch signs of nervousness or uncertainty. Don't drop your eyes and don't grasp your hands or the arms of the chair. Keep your hands away from your face and don't play with your glasses. The best seated-position is to lean forward comfortably, not on the edge of the chair, but about halfway back. Rest your arms in a natural position on the arms of the chair and place one hand partly over the other but not touching your body. Avoid putting your hands in your lap. If at a desk or a table, rest your arms comfortably from the elbows forward

Emergency Response Plan

on the surface, and rest one hand comfortably over the other in a relaxed manner. If your legs show, cross your legs at the ankles (not touching) with knees bent and slightly apart, or keep your knees bent and slightly apart with one foot to the side and a few inches behind the other. When standing, keep one arm in front and one at the side, but not tight against the body. Hold the arm in front with the elbow bent slightly and the hand near the center of the body just above the waist level. This will usually be your hand for gestures.

Don't bluff. When you agree to give an interview, be prepared to provide answers. Don't try to bluff or deceive the reporter. The reporter is an expert who will normally see through such efforts. Even if you fool the reporter, you have to get by the editor who reached that position after long years of reporting. They control what actually airs or gets printed, and they thrive on exposing falsehood.

Emergency Response Plan

Appendix D – Family Assistance Plan

1. In the event of an aircraft accident involving passengers, Oxford Flying Club will provide a telephone number to media outlets along with a brief explanation that Oxford Flying Club is ready to assist family of Club Members and passengers involved in this accident. The calls will be forwarded to a designated area that will be staffed to handle the calls from the families of the Members and passengers.
2. Initial notification to the families of the Members and passengers will be accomplished before any public release of such information. The notification may be accomplished by the NTSB or designated independent organization and will be initiated as soon as the verification of the Member and passenger being on board is complete. If practical, the NTSB or designated organization will make these initial notifications in person.
3. Oxford Flying Club will provide to the Emergency Family Liaison and to the NTSB or designated organization, a list of the names of the passengers aboard the aircraft and will update the list as necessary
4. Oxford Flying Club will consult with the families of the passengers concerning the disposition of all remains and personal effects of the passenger that are within Oxford Flying Club's or it's agent's control.
5. Oxford Flying Club or its agent will return any possession of a passenger to the family if so requested unless the possession is needed for accident or criminal investigation.
6. Oxford Flying Club or its agent will retain all unclaimed possessions of passengers for 18 months.
7. Oxford Flying Club will consult with the family of passengers before having any monument constructed or inscribed.
8. Oxford Flying Club will handle all accident victims with the same treatment, including non-revenue passengers.
9. Oxford Flying Club is committed to working with the NTSB or designated organization to ensure that the families of the passengers receive an appropriate level of service and assistance.
10. Oxford Flying Club will provide reasonable compensation to the NTSB or designated organization for services provided.
11. Oxford Flying Club will assist the families of the passengers in traveling to the location of the accident and provide for the physical care of the families while staying at such location.
12. Oxford Flying Club is committed to providing the necessary resources for initiating and completing this family assistance plan.

Emergency Response Plan

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13. Oxford Flying Club will, upon request from the family of the passenger, inform the family of whether the passenger's name appeared on a preliminary passenger list for the flight involved in the accident.
 14. Oxford Flying Club will provide adequate training to its Club Members and agents to meet the needs of survivors and family Club Members following an accident.
 15. Oxford Flying Club will, in the event it provides assistance to United States citizens within the United States with respect to an accident outside the United States involving major loss of life, consult with the NTSB and the Department of State.
 16. Oxford Flying Club will, in the event of significant damage to a manmade structure or other property on the ground that is not government-owned, promptly provide notice, in writing, to the extent practicable, directly to the owner of the structure or other property about liability for any property damage and means for obtaining compensation.

Emergency Response Plan

Appendix E – Canned Statements

As soon as possible following any notification of an accident or incident the Club President will brief the Board of Directors on what to say (a written statement) and where to refer incoming calls; i.e., news inquiries to the Public Relations Representative or prepared page on website, next of kin inquiries to the Next of Kin Coordinator, and NTSB and FAA calls to the Club President. The main volume of calls will occur during the hours immediately after the event. The Board may require back up help to handle the increased call volume an event may stimulate. Under no circumstances should Club Board release details of the event, of Member/passenger lists, or of any fatalities.

Board SHALL NOT discuss with anyone the nature of any incoming calls. They must be made aware of the seriousness of the confirmation process now underway by the Club President. Assure the Board that the Public Relations Representative will brief Club Members as soon as details are verified. Impress upon the Club Board how important a role they play in allowing Oxford Flying Club to verify and respond accurately and professionally. Routing calls initially to a specified Member is a critical function since communications in a high stress situation must be well controlled. Misinformation can hurt Oxford Flying Club, the Members and passengers, their families, and potentially have legal implications.

Emergency Response Plan

Emergency Response Plan

Appendix F – Forms & Checklists

Emergency Response Activation Form, OFC1006,
ERP Drill Form, OFC1007,
Club President ERP Checklist, OFC1008
Club President Administrative Assistant ERP Checklist, OFC1009
Public Relations Representative ERP Checklist, OFC1013
Risk Management Representative ERP Checklist, OFC1014
Safety Officer ERP Checklist, OFC1010
Maintenance Officer ERP Checklist, OFC1012
Emergency Family Liaison ERP Checklist, OFC1015
On-Site Representative ERP Checklist, OFC1016
Bomb/Terrorist Threat Form, OFC1017,

Emergency Response Activation Form

1. Nature of Event: _____

2. Location of Event: _____

3. Aircraft: _____

4. Departure airport: _____

5. Arrival airport: _____

6. Souls on board the affected aircraft: _____

a. Members: _____

b. Passengers: _____

7. Extent of Injuries and damage: _____

8. Names and phone numbers of any and all witnesses and people who convey information to you.

9. Other significant facts: _____

10. Received By: _____

11. Date and Time: _____

Ensure that Police, EMS, and Fire Department have been notified and are on-scene if necessary!

Appendix A contains Airport Emergency phone numbers for KOXC.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer or his designee within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the Safety File for five years following the termination of the ERP activation.



Emergency Response Plan Drill Form

Date of Exercise:	Next Exercise Due (12 months or less):
Member Conducting Exercise:	Member Completing Report:
Participating Members:	
Nature of Simulated Emergency:	
Outcomes:	
Modifications:	
Report Reviewed By:	Date Report Reviewed:



CLUB PRESIDENT CHECKLIST

Initials	Time Frame	Action and Reference
	Immediate	Review the Emergency Response Activation Form, OFC1006 (Appendix F).
	Immediate	Activate the appropriate portions of Emergency Operations Response Team.
	Immediate	Gather information and brief the Emergency Operations Response Team on all known facts about the event.
	Immediate	Meet with the Club President Administrative Assistant.
	First Hour	Brief Board Members on situation and explain how to handle incoming calls about the event.
	First Hour	Call Emergency Services (police/fire department) at the event location to verify that an event has occurred and that fire and rescue services have been activated. Gather additional information.
	First Hour	Verify that the event site has been secured.
	First Hour	Determine if there are ground victims involved in the event. If so, direct the Family Liaison to take charge of all matters dealing with the ground victims.
	First Hour	Determine when to release the list of injuries/fatalities to the public. The Emergency Family Liaison and Public Relations Representative will assist in this process.
	Next Few Hours Ongoing	Establish appropriate public communications. Clear all event-related press releases or statements to the public and to employees. NOTE: The Club President may coordinate the activities of all public relations representatives.
	Next Few Hours	Verify that all victims are receiving appropriate support services.
	Next Few Hours	Verify that all next of kin are receiving appropriate support services.



CLUB PRESIDENT: AFTER THE EMERGENCY

	Short Term	Terminate OFC Emergency Response and deactivate the emergency organization.
	Short Term	Oversee OFC's ongoing review, investigation, and report of the event.
	Long Term	Evaluate OFC's response to the event and the effectiveness of the Emergency Response Plan. Consider improvements in the emergency procedures while events are fresh in the minds of all participants.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Director of Safety within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.



CLUB PRESIDENT
ADMINISTRATIVE ASSISTANT ERP CHECKLIST

Initials	Time Frame	Action and Reference
	First Hour	Coordinate all accommodations, transportation, and travel arrangements to and from the scene.
	First Hour-Ongoing	Disseminate all phone numbers, bulletins, and announcements within the Emergency Operations Center.
	Ongoing	Procure or coordinate any items or services required by the On-Site Response Team, including transportation, hotel rooms, meals, auto, equipment rentals, and supplies at the scene.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.



PUBLIC RELATIONS REPRESENTATIVE ERP CHECKLIST

Initials	Time Frame	Action and Reference
	First Hour	Provide a canned response to any inquiries regarding this event to ALL Board Members.
	First Hour-Ongoing	Clear all statements for the public and Members with the Club President. For the duration of the emergency operation, you will continue to monitor the situation as it develops, providing updates as necessary to media and other outside agencies.
	First Hour	Notify the Board and the Emergency Operations Center of your telephone number so they can refer media inquiries to you or your designated spokesperson.
	First Hour	Brief the On-Site Representative on responses to media or public inquiries and provide contact information that he or she is to pass along in response to any requests.
	First Hour-Ongoing	Assign someone to monitor all media outlets, including social media, and respond in coordination with the Club President.
	First Hour	Obtain Member/passenger status report from the Club President.
	Next Few Hours	When the Member/passenger list is complete and the notification of the next of kin has been accomplished, obtain Club President's approval to give the list of fatalities to news media who request it.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.



RISK MANAGEMENT REPRESENTATIVE ERP CHECKLIST

Initials	Time Frame	Action and Reference
	Short Term	Notify Club's insurance company that an aircraft has been damaged and/or that Members/passengers have been injured or killed.
	Short Term	After the FAA or NTSB has released the aircraft, coordinate movement and repair of the aircraft with the insurance company and the Board.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.



Safety Representative ERP CHECKLIST

Initials	Time Frame	Action and Reference
	First Hour	Verify that the offices of the NTSB and the FAA closest to the event scene have been notified about the event.
	First Hour	If fuel is a possible factor in the event, contact the last Fixed Base Operator used to fuel the aircraft. Confirm their role and inform them of the event so they can verify that the fuel is not contaminated and will not jeopardize other aircraft.
	First Hour	Secure the following documents. "Secure" means locked up and un-amended. Collect copies of documents that relate directly to the affected flight. <i>Flight Department:</i> _____ Member records, including training records and 12 months of flight records _____ Completed weight and balance (If available)
	Short Term	Prepare an internal event report based on crew interviews
	Ongoing	Keep the Club President informed of any information received from the FAA or NTSB
	Ongoing	Continue to communicate with the NTSB and FAA until their activities are complete and event reports are published.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.

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MAINTENANCE OFFICER ERP CHECKLIST

Initials	Time Frame	Action and Reference
	First Hour	<p>Secure the following documents. “Secure” means locked up and un-amended.</p> <p>Maintenance:</p> <ul style="list-style-type: none"><input type="checkbox"/> Airframe, Engine and Propeller logbooks<input type="checkbox"/> Maintenance Work Orders from the last 90 days<input type="checkbox"/> Aircraft Squawk Logs from the last 90 days<input type="checkbox"/> Aircraft Equipment List
	Short Term	Designate and locate a qualified mechanic to assess the condition of the aircraft once allowed by the FAA or NTSB.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.

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EMERGENCY FAMILY LIAISON ERP CHECKLIST

Initials	Time Frame	Action and Reference
	First Hour	Confer with the Club President and the Safety Officer to develop and confirm an accurate Member/passenger manifest and status report as quickly as possible.



	First Hour	Coordinate the notification of the next of kin of the Members/passengers injured or killed in the event. NOTE: The Club President must approve this step.
	Next Few Hours	Monitor the progress of the Notifications. Stay aware of who has not yet been notified.
	Next Few Hours	Remind all Members, to keep accurate and complete records of all contacts with the next of kin.
	Next Few Hours	<p>_____ Establish and maintain a filing system with one folder per Member/passenger.</p> <p>_____ Maintain a chart with summary information on each person with the following headings:</p> <ul style="list-style-type: none">• Member/passenger name,• Next of Kin,• Method of Notification,• Hospital (for injured),• Coroner or morgue, • Mortuary,• Etc. <p>NOTE: This information must not be accessible to the public.</p>
	Ongoing	Coordinate the liaison between OFC, the next of kin, the responsible County Coroner's office, and the contracted mortuary.
	Ongoing	Monitor Club representatives for signs of stress and provide psychological support.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.

ON-SITE REPRESENTATIVE ERP CHECKLIST



Initials	Time Frame	Action and Reference
	First Hour	Participate, in person or by phone, in the Emergency Response Team briefing to learn all known facts about the event.
	Next Few Hours	After Club President's approval, deploy to the event site.
	Next Few Hours	Identify yourself to the local emergency authority in charge, and to any NTSB/FAA representatives to offer assistance coordinating with the company.
	Next Few Hours	Establish a Club field command post near the event scene but away from the public and media.
	Next Few Hours-Ongoing	While on-site, communicate frequently with Club President to seek guidance on the Club position and to provide real-time information to the Club President.
	Next Few Hours	Ensure support to surviving, non-hospitalized passengers. This support may include temporary lodging and arrangements for travel.
	Ongoing	Attend all FAA/NTSB briefings. Monitor the progress of the NTSB investigation and all investigative committees.
	Ongoing	Meet any next of kin who come to the event location. Coordinate with the Family Liaison.

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Manager within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.



THREAT FORM

BACKGROUND DETAIL (circle appropriate response)

ORIGIN OF CALL

Pay Phone	Private Phone	Number Dialed by Caller
Internal	Cell net/Car Phone	

VOICE CHARACTERISTICS

Male	Female	Loud	High Pitched	Raspy	Intoxicated
Soft	Deep	Pleasant	Very Approximate Age:	_____	

COMMAND OF LANGUAGE

Excellent	Good	Fair	Poor	Foul	Other
-----------	------	------	------	------	-------

SPEECH CHARACTERISTIC

Fast	Distinct	Stutter	Slurred
Slow	Distorted	Nasal	Other

ACCENT

Local	Foreign
Regional	Other



MANNER

Calm	Rational	Deliberate	Coherent	Righteous
Angry	Irrational	Emotional	Incoherent	Laughing

Threat Form Cont'd

BACKGROUND NOISE

Quite	Trains	Voices	Music	Kitchen
Bedlam	Aircraft	Office Machines	Party Atmosphere	Other
Mixed	Street Traffic	Factory Machines	Animals	

ASSESSMENT

ASSESSING OFFICER

CATEGORY OF WARNING:	RED	AMBER	GREEN
-----------------------------	------------	--------------	--------------

Action Taken:

REPORT OF WARNING (TO BE COMPLETED BY THE RECIPIENT OF THE CALL)

Received By: _____ Date/Time: _____

Company: _____ Contact Tel. No.: _____



MESSAGE (exact language used):

THEN ASK THE FOLLOWING QUESTIONS:

1. WHERE IS THE BOMB?

Offices	Hangar Area	Aircraft
Fuel Farm	Fixed Base Operation	Other

AIRCRAFT (N-number)

TO
FROM

DETAIL _____

2. WHEN WILL IT EXPLODE?

Time	Day	Date
In-flight	If Moved	Other

3. WHAT DOES IT LOOK LIKE?

Briefcase	Carrier Bag	Suitcase
Box	Other _____	

Notes:

- 1) Upon termination of any ERP activation this record shall not be discarded.
- 2) This record shall be delivered to the Safety Officer within 5 business days after termination of the ERP activation.
- 3) This record shall be maintained in the OFC Safety File for five years following the termination of the ERP activation.



Emergency Response Plan

Appendix F

Forms

Management Report

Oxford Flying Club, Inc.

For the period ended August 31, 2024

Prepared on

September 12, 2024

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Profit and Loss

August 2024

	Total
REVENUE	
4000 Club Membership Payments	
4010 Flight Time - N735CG	3,423.02
4015 Flight Time - N4334X	10,050.11
4020 Flight Time - N8361H	8,299.62
4027 Flight Time - N98819	4,174.81
4033 Flight Time - N228TR	1,385.28
4050 Monthly Dues - Associate	1,458.12
4055 Monthly Dues - Regular	11,396.88
4065 Special Functions/Parties	-1,714.92
Total 4000 Club Membership Payments	38,472.92
4100 Interest - B of A Saving	1.05
Total Revenue	38,473.97
GROSS PROFIT	38,473.97
EXPENDITURES	
4850 Landing Fees	98.35
5999 Maintenance Supplies-All Planes	90.00
6100 N8261H - Expenses	
6160 N8261H - Maintenance Expense	-30,336.25
6170 N8261H - Tie Down Expense	90.00
Total 6100 N8261H - Expenses	-30,246.25
6200 N98819 - Expenses	
6260 N98819 - Maintenance Expense	1,146.50
6270 N98819 - Tie Down Expense	90.00
Total 6200 N98819 - Expenses	1,236.50
6400 N4334X - Expenses	
6420 N4334X - Avionic Expense	669.00
6460 N4334X - Maintenance Expense	489.00
6470 N4334X - Tie Down Expense	90.00
Total 6400 N4334X - Expenses	1,248.00
6600 N735GC - Expenses	
6660 N735GC - Maintenance Expense	5,092.17
6670 N735GC - Hangar Expense	650.00
Total 6600 N735GC - Expenses	5,742.17
6800 N228TR - Expenses	
6895 N228TR - Leaseback Expense	559.00
Total 6800 N228TR - Expenses	559.00
6900 Fuel & Oil Expense	
6920 N8261H - Fuel Expense (**0184)	2,630.96
6930 N98819 - Fuel Expense (**6508)	1,875.53

	Total
6950 N4334X - Fuel Expense (**3329)	4,856.05
6970 N735GC - Fuel Expense (**0218)	1,787.69
6980 N228TR - Fuel Expense (**3337)	743.84
Total 6900 Fuel & Oil Expense	11,894.07
7000 Interest Expense	
7010 Promissory Note Interest	160.11
Total 7000 Interest Expense	160.11
7620 Bad Debt Expense	1.11
7626 Bank Service Charges	5.00
7630 Club Credits - Flying Time	
7635 Club Maint&Tres Officer & Asst	1,846.00
Total 7630 Club Credits - Flying Time	1,846.00
7650 Dues and Subscriptions	60.00
7700 Professional Fees	
7705 Accounting	120.90
7706 Bookkeeping	561.00
7730 QuickBooks Payments Fees	593.08
Total 7700 Professional Fees	1,274.98
Total Expenditures	-6,030.96
NET OPERATING REVENUE	44,504.93
OTHER EXPENDITURES	
Reconciliation Discrepancies-1	7.00
Total Other Expenditures	7.00
NET OTHER REVENUE	-7.00
NET REVENUE	\$44,497.93

A/P Aging Detail

As of August 31, 2024

Date	Transaction Type	Num	Vendor	Due Date	Past Due	Amount	Open Balance
91 or more days past due							
01/01/2019	Bill		GC Loan - Scott Oloff	01/16/2019	2066	188.71	188.71
09/15/2022	Bill Payment (Check)	online	N172HL Waterfall Account - Tom McCullough	09/15/2022	728	-1,092.27	-418.48
03/10/2024	Bill		Air Power Inc	03/10/2024	186	66,826.00	23,600.00
Total for 91 or more days past due						\$65,922.44	\$23,370.23
Current							
08/31/2024	Bill		Atlantic Aviation	08/31/2024	12	8,534.10	8,534.10
08/27/2024	Bill	40151	VIP Aircraft Maintenance	09/30/2024	-18	20.00	20.00
Total for Current						\$8,554.10	\$8,554.10
TOTAL						\$74,476.54	\$31,924.33

Expenses by Vendor Summary

August 2024

	Total
Atlantic Aviation	9,721.64
Atlantic Aviation - IAD	549.04
Atlantic Aviation - KPNE	344.28
Bank of America	5.00
City of Meriden, KMMK	98.70
Fishers Island Ferry District	20.00
Fitchburg Municipal Airport - KFIT	270.29
Flight Schedule Pro	60.00
FlightLevel Aviation - POU	10.00
Garmin International Inc	669.00
Hartness State Airport	80.38
Intuit * Quickbooks	90.90
Kinston Jet Center - KISO	136.43
LP Schindler, Len	53.37
LP Sutherland, Christopher	53.37
LP Tremallo, Wayne	53.37
Martha's Vineyard Airport - KMVY	84.57
Montauk Airport - KMTP	41.20
N228TR Waterfall Account - John Farley	559.00
Ocean Clty Municipal Airport - KOXB	275.05
Queen Anne County Airport	223.70
QuickBooks Payments	593.08
Richmor Aviation - KSCH	149.53
Ross Rectrix Aviation - ORH	89.05
SaaSAnt Inc	30.00
Signature Flight Support - KBED	295.78
Skyport Services	166.67
Suffolk Executive Airport	159.01
Techniflyte Services, llc	275.00
Teterboro Airport	79.58
Vector - Brookhaven Airport	7.22
Vector- Easthampton	20.62
Vector-Sikorsky Airport	50.51
VIP Aircraft Maintenance	20.00
Windham Air Service	129.17
Wright Aviation Maintenance	10,822.42
Not Specified	-34,719.00
TOTAL	\$ -8,432.07

Management Report

Oxford Flying Club, Inc.

For the period ended August 31, 2024

Prepared on

September 12, 2024

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Profit and Loss

January - August, 2024

	Total
REVENUE	
4000 Club Membership Payments	
4010 Flight Time - N735CG	26,757.70
4015 Flight Time - N4334X	54,585.37
4020 Flight Time - N8361H	48,544.43
4027 Flight Time - N98819	34,704.59
4033 Flight Time - N228TR	15,185.41
4036 Initiation Fee - Regular	12,000.00
4050 Monthly Dues - Associate	9,051.52
4055 Monthly Dues - Regular	94,471.94
4065 Special Functions/Parties	-1,714.92
Total 4000 Club Membership Payments	293,586.04
4100 Interest - B of A Saving	6.62
49900 Uncategorized Income	2,182.23
Services	-287.56
Total Revenue	295,487.33
GROSS PROFIT	
	295,487.33
EXPENDITURES	
4850 Landing Fees	737.31
5999 Maintenance Supplies-All Planes	5,514.03
6100 N8261H - Expenses	
6120 N8261H - Avionic Expense	711.48
6140 N8261H - Insurance Expense	5,847.81
6160 N8261H - Maintenance Expense	-22,043.59
6170 N8261H - Tie Down Expense	720.00
6190 N8261H - Engine & Prop Reserve	74,514.72
Total 6100 N8261H - Expenses	59,750.42
6200 N98819 - Expenses	
6240 N98819 - Insurance Expense	5,700.32
6260 N98819 - Maintenance Expense	18,103.29
6270 N98819 - Tie Down Expense	720.00
6290 N98819 - Engine & Prop Reserve	6,261.75
Total 6200 N98819 - Expenses	30,785.36
6400 N4334X - Expenses	
6410 N4334X - Annual Expense	5,324.74
6420 N4334X - Avionic Expense	669.00
6440 N4334X - Insurance Expense	5,990.31
6460 N4334X - Maintenance Expense	16,032.06
6470 N4334X - Tie Down Expense	720.00
6490 N4334X - Engine & Prop Reserve	8,475.50

	Total
Total 6400 N4334X - Expenses	37,211.61
6600 N735GC - Expenses	
6620 N735GC - Avionic Expense	-2,400.00
6640 N735GC - Insurance Expense	6,765.29
6660 N735GC - Maintenance Expense	9,420.62
6670 N735GC - Hangar Expense	5,314.27
6690 N735GC - Prop & Engine Reserve	3,882.38
Total 6600 N735GC - Expenses	22,982.56
6800 N228TR - Expenses	
6840 N228TR - Insurance Expense	7,362.27
6895 N228TR - Leaseback Expense	8,856.64
Total 6800 N228TR - Expenses	16,218.91
6900 Fuel & Oil Expense	
6920 N8261H - Fuel Expense (**0184)	17,591.62
6930 N98819 - Fuel Expense (**6508)	14,861.53
6950 N4334X - Fuel Expense (**3329)	23,375.77
6970 N735GC - Fuel Expense (**0218)	12,334.85
6980 N228TR - Fuel Expense (**3337)	5,937.66
Total 6900 Fuel & Oil Expense	74,101.43
7000 Interest Expense	
7010 Promissory Note Interest	1,173.15
Total 7000 Interest Expense	1,173.15
7605 Postage	8.30
7620 Bad Debt Expense	3.00
7626 Bank Service Charges	17.00
7630 Club Credits - Flying Time	
7635 Club Maint&Tres Officer & Asst	14,920.00
Total 7630 Club Credits - Flying Time	14,920.00
7650 Dues and Subscriptions	480.00
7670 Licenses & Fees	
7675 Annual Non Profit Corp Fee	50.00
Total 7670 Licenses & Fees	50.00
7700 Professional Fees	
7705 Accounting	1,132.20
7706 Bookkeeping	4,605.00
7720 Liability Insurance	638.00
7730 QuickBooks Payments Fees	3,781.02
Total 7700 Professional Fees	10,156.22
7800 Special Events	
7820 Monthly Meeting	1,039.56
Total 7800 Special Events	1,039.56
Total Expenditures	275,148.86

	Total
NET OPERATING REVENUE	20,338.47
OTHER REVENUE	
4300 Sporty's Rebate Program	82.95
Late Fee Income	89.69
Total Other Revenue	172.64
OTHER EXPENDITURES	
Reconciliation Discrepancies-1	77.00
Total Other Expenditures	77.00
NET OTHER REVENUE	95.64
NET REVENUE	\$20,434.11

A/P Aging Detail

As of August 31, 2024

Date	Transaction Type	Num	Vendor	Due Date	Past Due	Amount	Open Balance
91 or more days past due							
01/01/2019	Bill		GC Loan - Scott Oloff	01/16/2019	2066	188.71	188.71
09/15/2022	Bill Payment (Check)	online	N172HL Waterfall Account - Tom McCullough	09/15/2022	728	-1,092.27	-418.48
03/10/2024	Bill		Air Power Inc	03/10/2024	186	66,826.00	23,600.00
Total for 91 or more days past due						\$65,922.44	\$23,370.23
Current							
08/31/2024	Bill		Atlantic Aviation	08/31/2024	12	8,534.10	8,534.10
08/27/2024	Bill	40151	VIP Aircraft Maintenance	09/30/2024	-18	20.00	20.00
Total for Current						\$8,554.10	\$8,554.10
TOTAL						\$74,476.54	\$31,924.33

Expenses by Vendor Summary

January - August, 2024

	Total
Air Power Inc	66,826.00
Aircraft Spruce	766.58
Albany County Airport - KALB	31.16
Amazon	77.31
Atlantic Aviation	66,217.94
Atlantic Aviation - IAD	549.04
Atlantic Aviation - KPNE	344.28
Atlantic Aviation - PHL	637.85
Atlantic Farmingdale	301.98
Bank of America	11.00
Blazing Aviation LLC (Airplane Oil)	678.91
Chester Charter - SNC	294.85
Chief Aircraft	479.00
City of Meriden, KMMK	2,094.76
Continental Aerospace Technologies	-100.00
Eagle East Aviation	76.58
Eastern Slope Airport	184.24
Executive Air Services - KDXR	176.93
Fishers Island Ferry District	120.00
Fitchburg Municipal Airport - KFIT	346.06
Flight Schedule Pro	480.00
FlightLevel Aviation - POU	328.12
FlightLevel Aviation - SFZ	175.51
FlightLevel Aviation - WWD	309.59
Flightlevel Smithfield RI	304.72
fly Advanced Wings - KLOM	371.14
FRG Atlantic Farm	172.60
Fulton County Airport	164.79
Garmin International Inc	1,380.48
Goodrich Flying Service	3,151.65
Goodspeed Aero Craft	11,034.08
Grohs Schrager Hampson Aviation Insurance, Inc	31,672.00
Hangar 2 Avionics	-2,400.00
Hartford Jet Center	149.68
Hartness State Airport	80.38
HerGin Aviation - 44N	320.15
Heritage Aviation Inc - KBVT	167.30
Huskes & Prior CPA	165.00
Interstate Aviation - 4B8	720.30
Intuit * Quickbooks	727.20
JD Air Inc - 1N7	299.12

	Total
Kinston Jet Center - KISO	136.43
LP Schindler, Len	391.05
LP Sutherland, Christopher	391.05
LP Tremallo, Wayne	391.05
Mac Jets - KPWM	466.95
Martha's Vineyard Airport - KMVY	234.93
Million Air Syracuse - KSYR	122.60
Monadnock Aviation - KEEN	418.73
Montauk Airport - KMTP	41.20
Mystic Jet Center LLC	76.70
N228TR Waterfall Account - John Farley	7,722.52
Nantucket Memorial - KACK	153.70
New York State DOT	2.50
North American Flight Services, Inc.	175.70
Ocean City Municipal Airport - KOXB	275.05
Old Bridge Airport - 3N6	106.82
Paradiso Financial Services, LLC	638.00
Penn Yan Aero	-978.00
Pioneer Aviation Turners Falls MA	125.35
Queen Anne County Airport	223.70
QuickBooks Payments	3,781.02
Reading Regional Airport - KRDG	115.34
Reliant Aircraft Service, Inc.	589.81
Rich Air - KGFL	112.55
Richmor Aviation - KSCH	366.61
Robinson Aviation	55.65
Ross Rectrix Aviation - ORH	590.32
SaaSAnt Inc	240.00
Secretary of State - State of CT	50.00
Signature Flight Support - KBED	295.78
Signature Flight Support - NJ Airports	128.60
Sky Manor Airport - N40	185.86
Skyport Services	347.73
Southern Maine Aviation - KSFM	413.75
Suffolk Executive Airport	159.01
TAC Air - BDL	224.64
Tally-Ho Aviation, Inc	5,699.43
Taughannock Aviation - KITH	96.94
Techniflyte Services, llc	2,164.52
Teterboro Airport	79.58
The 195 Factory - NY0	69.72
Three Wing Aviation - KBDR	1,215.35
Total Aircraft Parts, Inc.	538.05
USPS	8.30

	Total
Vector - Brookhaven Airport	14.44
Vector - Massport	11.71
Vector- Easthampton	20.62
Vector-Sikorsky Airport	368.04
Venango Regional Airport - KFKL	477.66
VIP Aircraft Maintenance	2,852.03
White Plains Aviation	370.22
William T. Piper Memorial Airport - KLHV	276.49
Windham Air Service	371.16
Wright Aviation Maintenance	44,537.74
Not Specified	-16,665.65
TOTAL	\$251,167.33

Management Report

Oxford Flying Club, Inc.

For the period ended August 31, 2024



Prepared on

September 12, 2024

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Profit and Loss

January - August, 2024

	Total
REVENUE	
4000 Club Membership Payments	
4010 Flight Time - N735CG	26,757.70
4015 Flight Time - N4334X	54,585.37
4020 Flight Time - N8361H	48,544.43
4027 Flight Time - N98819	34,704.59
4033 Flight Time - N228TR	15,185.41
4036 Initiation Fee - Regular	12,000.00
4050 Monthly Dues - Associate	9,051.52
4055 Monthly Dues - Regular	94,471.94
4065 Special Functions/Parties	-1,714.92
Total 4000 Club Membership Payments	293,586.04
4100 Interest - B of A Saving	6.62
49900 Uncategorized Income	2,182.23
Services	-287.56
Total Revenue	295,487.33
GROSS PROFIT	
	295,487.33
EXPENDITURES	
4850 Landing Fees	737.31
5999 Maintenance Supplies-All Planes	5,514.03
6100 N8261H - Expenses	
6120 N8261H - Avionic Expense	711.48
6140 N8261H - Insurance Expense	5,847.81
6160 N8261H - Maintenance Expense	-22,043.59
6170 N8261H - Tie Down Expense	720.00
6190 N8261H - Engine & Prop Reserve	74,514.72
Total 6100 N8261H - Expenses	59,750.42
6200 N98819 - Expenses	
6240 N98819 - Insurance Expense	5,700.32
6260 N98819 - Maintenance Expense	18,103.29
6270 N98819 - Tie Down Expense	720.00
6290 N98819 - Engine & Prop Reserve	6,261.75
Total 6200 N98819 - Expenses	30,785.36
6400 N4334X - Expenses	
6410 N4334X - Annual Expense	5,324.74
6420 N4334X - Avionic Expense	669.00
6440 N4334X - Insurance Expense	5,990.31
6460 N4334X - Maintenance Expense	16,032.06
6470 N4334X - Tie Down Expense	720.00
6490 N4334X - Engine & Prop Reserve	8,475.50

	Total
Total 6400 N4334X - Expenses	37,211.61
6600 N735GC - Expenses	
6620 N735GC - Avionic Expense	-2,400.00
6640 N735GC - Insurance Expense	6,765.29
6660 N735GC - Maintenance Expense	9,420.62
6670 N735GC - Hangar Expense	5,314.27
6690 N735GC - Prop & Engine Reserve	3,882.38
Total 6600 N735GC - Expenses	22,982.56
6800 N228TR - Expenses	
6840 N228TR - Insurance Expense	7,362.27
6895 N228TR - Leaseback Expense	8,856.64
Total 6800 N228TR - Expenses	16,218.91
6900 Fuel & Oil Expense	
6920 N8261H - Fuel Expense (**0184)	17,591.62
6930 N98819 - Fuel Expense (**6508)	14,861.53
6950 N4334X - Fuel Expense (**3329)	23,375.77
6970 N735GC - Fuel Expense (**0218)	12,334.85
6980 N228TR - Fuel Expense (**3337)	5,937.66
Total 6900 Fuel & Oil Expense	74,101.43
7000 Interest Expense	
7010 Promissory Note Interest	1,173.15
Total 7000 Interest Expense	1,173.15
7605 Postage	8.30
7620 Bad Debt Expense	3.00
7626 Bank Service Charges	17.00
7630 Club Credits - Flying Time	
7635 Club Maint&Tres Officer & Asst	14,920.00
Total 7630 Club Credits - Flying Time	14,920.00
7650 Dues and Subscriptions	480.00
7670 Licenses & Fees	
7675 Annual Non Profit Corp Fee	50.00
Total 7670 Licenses & Fees	50.00
7700 Professional Fees	
7705 Accounting	1,132.20
7706 Bookkeeping	4,605.00
7720 Liability Insurance	638.00
7730 QuickBooks Payments Fees	3,781.02
Total 7700 Professional Fees	10,156.22
7800 Special Events	
7820 Monthly Meeting	1,039.56
Total 7800 Special Events	1,039.56
Total Expenditures	275,148.86

	Total
NET OPERATING REVENUE	20,338.47
OTHER REVENUE	
4300 Sporty's Rebate Program	82.95
Late Fee Income	89.69
Total Other Revenue	172.64
OTHER EXPENDITURES	
Reconciliation Discrepancies-1	77.00
Total Other Expenditures	77.00
NET OTHER REVENUE	95.64
NET REVENUE	\$20,434.11

Balance Sheet

As of August 31, 2024

	Total
ASSETS	
Current Assets	
Bank Accounts	
1000 BankAmerica - Checking (xx3733)	19.37
1003 BankAmerica - Fuel Account (xx0327)	4,057.57
1005 BankAmerica - Savings (xx5129)	141.08
1005a Prop & Engine Fund	36,980.98
1005b Insurance Fund	21,845.74
1005e Long Range Planning Fund	36,559.19
1005f Maintenance Fund	16,985.69
Total 1005 BankAmerica - Savings (xx5129)	112,512.68
Total Bank Accounts	116,589.62
Accounts Receivable	
1200 Accounts Receivable	18,196.72
Total Accounts Receivable	18,196.72
Other Current Assets	
12000 Payments Received	-70.00
Inventory Asset	-225,558.10
Total Other Current Assets	-225,628.10
Total Current Assets	-90,841.76
Fixed Assets	
1505 N8261H - Piper Archer II	105,532.54
1507 N98819 - Cessna 172P	167,098.00
1515 N4334X - Piper Archer II	147,247.56
1530 N735CG - Cessna 182Q	186,580.00
Total Fixed Assets	606,458.10
TOTAL ASSETS	\$515,616.34

LIABILITIES AND EQUITY

Liabilities

Current Liabilities

Accounts Payable

1900 Accounts Payable	31,924.33
Total Accounts Payable	31,924.33

Other Current Liabilities

2500 Prop & Engine Reserve	
2510 Prop & Engine Reserve - 61H	3,519.38
2530 Prop & Engine Reserve - 819	7,593.73
2550 Prop & Engine Reserve - 34X	27,577.75
2570 Prop & Engine Reserve 735GC	3,630.38

	Total
Total 2500 Prop & Engine Reserve	42,321.24
Total Other Current Liabilities	42,321.24
Total Current Liabilities	74,245.57
Long-Term Liabilities	
2360 Member Loan 2023	
2361 Sutherland, Christopher	9,004.98
2362 Schindler, Len	9,004.98
2363 Tremallo, Wayne	9,004.98
Total 2360 Member Loan 2023	27,014.94
Total Long-Term Liabilities	27,014.94
Total Liabilities	101,260.51
Equity	
3000 Open Bal Equity	85,000.00
3900 Fund Balance	308,921.72
Net Revenue	20,434.11
Total Equity	414,355.83
TOTAL LIABILITIES AND EQUITY	\$515,616.34

Management Report

Oxford Flying Club, Inc.

For the period ended August 31, 2024



Prepared on

September 12, 2024

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Profit and Loss

August 2024

	Total
REVENUE	
4000 Club Membership Payments	
4010 Flight Time - N735CG	3,423.02
4015 Flight Time - N4334X	10,050.11
4020 Flight Time - N8361H	8,299.62
4027 Flight Time - N98819	4,174.81
4033 Flight Time - N228TR	1,385.28
4050 Monthly Dues - Associate	1,458.12
4055 Monthly Dues - Regular	11,396.88
4065 Special Functions/Parties	-1,714.92
Total 4000 Club Membership Payments	38,472.92
4100 Interest - B of A Saving	1.05
Total Revenue	38,473.97
GROSS PROFIT	38,473.97
EXPENDITURES	
4850 Landing Fees	98.35
5999 Maintenance Supplies-All Planes	90.00
6100 N8261H - Expenses	
6160 N8261H - Maintenance Expense	-30,336.25
6170 N8261H - Tie Down Expense	90.00
Total 6100 N8261H - Expenses	-30,246.25
6200 N98819 - Expenses	
6260 N98819 - Maintenance Expense	1,146.50
6270 N98819 - Tie Down Expense	90.00
Total 6200 N98819 - Expenses	1,236.50
6400 N4334X - Expenses	
6420 N4334X - Avionic Expense	669.00
6460 N4334X - Maintenance Expense	489.00
6470 N4334X - Tie Down Expense	90.00
Total 6400 N4334X - Expenses	1,248.00
6600 N735GC - Expenses	
6660 N735GC - Maintenance Expense	5,092.17
6670 N735GC - Hangar Expense	650.00
Total 6600 N735GC - Expenses	5,742.17
6800 N228TR - Expenses	
6895 N228TR - Leaseback Expense	559.00
Total 6800 N228TR - Expenses	559.00
6900 Fuel & Oil Expense	
6920 N8261H - Fuel Expense (**0184)	2,630.96
6930 N98819 - Fuel Expense (**6508)	1,875.53

	Total
6950 N4334X - Fuel Expense (**3329)	4,856.05
6970 N735GC - Fuel Expense (**0218)	1,787.69
6980 N228TR - Fuel Expense (**3337)	743.84
Total 6900 Fuel & Oil Expense	11,894.07
7000 Interest Expense	
7010 Promissory Note Interest	160.11
Total 7000 Interest Expense	160.11
7620 Bad Debt Expense	1.11
7626 Bank Service Charges	5.00
7630 Club Credits - Flying Time	
7635 Club Maint&Tres Officer & Asst	1,846.00
Total 7630 Club Credits - Flying Time	1,846.00
7650 Dues and Subscriptions	60.00
7700 Professional Fees	
7705 Accounting	120.90
7706 Bookkeeping	561.00
7730 QuickBooks Payments Fees	593.08
Total 7700 Professional Fees	1,274.98
Total Expenditures	-6,030.96
NET OPERATING REVENUE	44,504.93
OTHER EXPENDITURES	
Reconciliation Discrepancies-1	7.00
Total Other Expenditures	7.00
NET OTHER REVENUE	-7.00
NET REVENUE	\$44,497.93

Balance Sheet

As of August 31, 2024

	Total
ASSETS	
Current Assets	
Bank Accounts	
1000 BankAmerica - Checking (xx3733)	19.37
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1005a Prop & Engine Fund	36,980.98
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1005e Long Range Planning Fund	36,559.19
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Total 1005 BankAmerica - Savings (xx5129)	112,512.68
Total Bank Accounts	116,589.62
Accounts Receivable	
1200 Accounts Receivable	18,196.72
Total Accounts Receivable	18,196.72
Other Current Assets	
12000 Payments Received	-70.00
Inventory Asset	-225,558.10
Total Other Current Assets	-225,628.10
Total Current Assets	-90,841.76
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Total Liabilities	101,260.51
Equity	
3000 Open Bal Equity	85,000.00
3900 Fund Balance	308,921.72
Net Revenue	20,434.11
Total Equity	414,355.83
TOTAL LIABILITIES AND EQUITY	\$515,616.34