Flight Operations Manual

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KMSP

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This Company Flight Operations Manual has been compiled for the use and guidance of Target Flight Service team members in the execution of duties. It contains information and instructions on the manner in which company flight operations shall be conducted.

Target Corporation is dedicated to highly professional flight operations. Safety is a core value at Flight Services and we will be persistent in continuously demonstrating high safety consciousness in our daily flight operations. The mission of Flight Services is:

To uphold a robust commitment to service, safety, and efficiency

As team members, you will always have our full support as long as you operate professionally in accordance with this Company Flight Operations Manual. We wish to make it understood that all team members have a duty to openly and honestly report safety related events, hazards and opportunities for improvement. You can be assured that such reports and associated flight data will be used in a constructive and non-punitive manner. We also personally endorse the safety policy expressed in section 2.1 of this manual.

In decisions involving any given flight, the Captain of that flight has absolute authority to operate, delay, divert or cancel it. No employee of Target Corporation will attempt to bring any pressure, direct or implied, to influence the judgment of the pilot.

The Target Corporation Flight Operations Manual has been developed to satisfy the International Standard for Business Aircraft Operations (IS-BAO). The manual also incorporates specific requirements of United States civil aviation regulations and the International Civil Aviation Organization (ICAO) requirements for international operations.

Sr. Director Flight Services has been delegated the responsibility and authority to direct compliance with the policies and procedures contained in this Flight Operations Manual. All Flight Services team members are to be familiar with this manual and shall comply with its provisions. Changes to the manual will be promptly disseminated to all Flight Services personnel.

Sincerely,

Brian Cornell
Chairman and Chief Executive Officer

Jim Duffey
Senior Director Flight Services

MANUAL AMENDMENT PROCEDURES

Manual Amendments will be promulgated as required by a Chief Pilot or Sr. Director Flight Services. Changes are to be accomplished by updating the electronic copy of the manual on the TFS SharePoint site and through the ForeFlight Docs App. In addition, a yearly internal audit will be performed to assure TFS is in compliance with current IS-BAO standards. Any suggested changes or updates resulting from the audit, will then be applied to the Flight Operations Manual (FOM). The Flight Services SharePoint site and ForeFlight Docs will always display the most current Manual. When revisions to the FOM are made, each team member will be directed by email or notified in person that changes have taken place. These changes will be highlighted in the current FOM and documented in the FOM Revisions folder stored on the TFS SharePoint site. Each team member is responsible for ensuring they are familiar with and have the most recent copy of the manual.

List of Manual Holders

The Flight Operations Manual is available to all team members with access to the TFS SharePoint site and ForeFlight Docs.

Deviation from Flight Operations Manual Standards

The Sr. Director Flight Services or a Chief Pilot may approve planned temporary deviations from the provisions contained in this Flight Operations Manual. Before any such deviations are implemented, they will be subject to a risk assessment. Procedures shall be implemented to reduce the identified risks to as low a level as practical. The risk assessments, mitigations and deviations will be documented by creating an FOM Deviation issue by submitting a safety report in the Vocus system. The safety report needs to include the name of the approver, risk assessment using the risk matrix, a list of mitigations, and specific duration for the approved deviation (time, date, or flight leg).

During an active flight or maintenance event, Company Directives and Standard Operating Procedures (SOPs) are expected to be adhered to during all normal operations. These procedures are not a substitute for professional and sound judgement. If unplanned circumstances require deviating from the standards in this manual, the crew will use all available resources (Sr. Director Flight Services, a Chief Pilot, Safety Manager, Maintenance, Scheduling, etc.) Unplanned deviations from this manual will be documented using a Safety Report or ASAP Report.

TARGET FLIGHT OPERATIONS MANUAL
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REVISION HIGLIGHTS

Changes that have been added, revised or deleted are outlined below together with the highlights of the revision. The changes are also highlighted within the document.

Section	Description of Change
Entire Document	• Updated all references of ARINC and ARINC app to Jeppesen Dispatch and the ForeFlight app. • Updated all references of FOS to TripPlanning.biz. • Updated all references of TFS Crisis Response Plan to the new Target Tactical Emergency Response Plan. • Updated all references of Aviation Mechanic to Aircraft Technician. • Updated all references of Flight Attendant to Cabin Attendant.
1.1 Flight Services Management Structure	• Removed John Mulligan, COO; added Gemma Kubat, SVP & President TES • Updated job title of Nichoas Hoffmann and Eric Tange to Sr Captain • Updated job title of Grant Fitzer to Captain • Added Brad Jordan as Co-Pilot • Updated job title of Rachel Burkhart to Aircraft Technician
1.2.1 Sr Dir of Flight Services	• Sr Director of Flight Services now reports to SVP & President TES
1.2.12 Chief Inspector	• Renamed section Chief Inspector and updated company title
1.2.13-17 Aircraft Technicians	• Changed company titles from Aviation Mechanics to Aircraft Technicians
1.2.19 Cabin Attendant	• Changed Flight Attendant title to Cabin Attendant
1.4.5 IS-BAO Manager	• IS-BAO Manager duties and responsibilities list updated to reflect current practice
1.4.8 Security Manager	• Removed duty and responsibility of “Help maintain Target Tactical Emergency Response Plan documentation in close coordination with the Chief Pilots” This responsibility will remain with Chief Pilots and can be delegated to others as an extra duty to help maintain outside of Security Manager.
2.1.6 Related Docs	• Updated to Target Tactical Emergency Response Plan • Cabin Attendant Manual title change
2.3.6 FOQA	• Reworded the section to reflect periodic summary reports instead of Quarterly reports
2.3.7 Change Management Process	• Updated wording of entire section to reflect current process • Updated flow chart to reflect updated process in FOM 13.2
3.1.1 General Description	• Updated operational control process with new TripPlanning.biz process • Updated location of airport risk analysis in SharePoint
3.2 Flight Planning and Preflight Requirements	• Updated with new process of using TripPlanning.biz, Jeppesen Dispatch, and the ForeFlight app
3.2.4 Fuel and Oil Supply Requirements	• Added the definition of final reserve fuel and how ForeFlight is calculating. “The final reserve fuel is calculated as 45 minutes at top of descent fuel flow.” • The restriction remains that “The crew should not plan to land with less than: G280 1500 lbs. G600 3000 lbs.

Section	Description of Change
3.2.3 IFR Flight	• Inserted requirement for destination alternate airport to be to be compliant with FAR 91.169
3.2.7 Environmental and Sustainability	• Updated process to report SAF purchases via checkbox in flight log and email to Sr Manager Flight Services and Sustainability manager
3.2.9 Aircraft Performance	• Updated to include ForeFlight as approved performance provider • The summary will be viewed and saved in the app before departure
3.3 Flight Following and Flight Watch	• Updated to include TripPlanning.biz, Jeppesen Dispatch, ForeFlight, and SatCom Direct. • Updated to Jeppesen dispatch doing flight following for all flights, including international flights
3.9 PBCS	• Added “These reports should then be forwarded by email to the Chief Pilot(s).” • Updated link to Data Comm Operational Problem Report Ticket
3.10 Mandatory Notifications	• Added instructions and inserted a new table with many expanded items. The intent is to use the search function and find it in the table. • Removed old lists of reports
3.11 GPS Anomalies	• Added entire new section to comply with FAA SAFO 24002
4.8.2.2 Instrument Approach Procedures	• Added note about HUD/EVS Operations “This reduction is only authorized for flights operating within the United States”
4.14.2 Aircraft Crew	• Added Pre and Post Flight duties to the definition of “Duty” • Changed tables to maximum flight time in between Pre and Post Flight. • Changed extended 15 hour duty cycle to extended 14 hour with an Off-Duty period of 12 hours. • Changed standard 19 hour duty cycle to standard 18 hour duty cycle • Added Special Considerations for 18 hour duty cycle. • Changed extended 21-hour duty cycle to extended 20 hour with an Off-Duty period of 12 hours. • Modified special considerations for 20hour duty cycle. • Added to fatigue mitigation “PIC will ensure that the Cabin Attendant and Flight Mechanic rest requirements are met as listed in the Cabin Attendant Manual.”
4.14.3 Flight Mechanic and Cabin Attendant	• Updated the heading of this section to include cabin attendant • Removed old guidance on flight and duty time limitations • Added “Flight Mechanics and Cabin Attendants will abide by the Flight and Duty Time Limitations listed in the Cabin Attendant Manual.”
4.14.5 Deviations	• Added “Extended 14 Hour Duty Cycle, the maximum allowable extension cannot exceed 1 hour of duty time. No planned extensions are permitted if operating during WOCL.”
4.17.4 Transportation of Animals	• Added new section for Transportation of Animals • Added Transportation of Animals Policy and Best Practice document in Appendix
5.3 Target Tactical Emergency Response Plan	• Changed title to reflect the change to the Target Tactical Emergency Response plan • Modified the language to reflect the change to the Tactical Emergency Response Plan in coordination with Fireside Partners
6.3.1 International Operating Experience (IOE)	• Removed Canada from Tier one countries • Added “Operations to Canada are exempt from these requirements. The International Chief Pilot will assign crew and training for operations to Canada based on the PICs previous experience.”
7.1.5 Company Training	• Updated list to include new software and deleted old software

Section	Description of Change
9.2 Maintenance Program	• Updated wording to reflect current process
9.4 Aircraft Towing Requirements	• Added requirement to install wheel chocks at completion of towing event
9.5 Maintenance Arrangements	• Updated wording to reflect current process
9.7 Incoming Inspection of Parts and Materials	• Updated wording to reflect current process
9.11 Reoccurring Defect Control	• Added “Wrenched Report” as a communication method about reoccurring defects
9.17 Technical Records	• Updated wording to reflect current process
9.26 Environmental Management	• Updated wording to reflect current process
10.1 Assessing Threats and Vulnerabilites	• Updated list of resources to use when assessing threats and vulnerabilities
10.2 Preventive Security Measures	• Added “Alert crew members to public mass demonstrations or protests and avoiding these areas. Automatic alerts can be set up using the resources in section 10.1.”
10.2.1 Global Security Considerations	• Updated the wording to reflect current process
12.2 Electronic Flight Bag (EFB)	• Updated note “**Additional information and EFB Standard Operating Procedures are listed in the EFB Protocol located on the TFS SharePoint site and in ForeFlight Documents.”*
12.5 Aircraft SOPs	• Added requirement to install wheel chocks at completion of towing event
12.6.1 Takeoff Brief and “Go / No Go” Decision	• Changed items in this section to standardize between both types and align with Gulfstream and Flight Safety philosophy • Added engine failure as a takeoff briefing item • Removed all references to “smoke and fire inside the aircraft” this can be considered as unsafe to fly • Removed note “G600 between 80kts and V1 will abort for red annunciated warnings”
13.2 Change Management Decision Flowchart	• Updated flow chart to reflect current process as referenced in FOM 2.3.7
13.23 Transportation of Animals	• Added Transportation of Animals Policy and Best Practice document in Appendix

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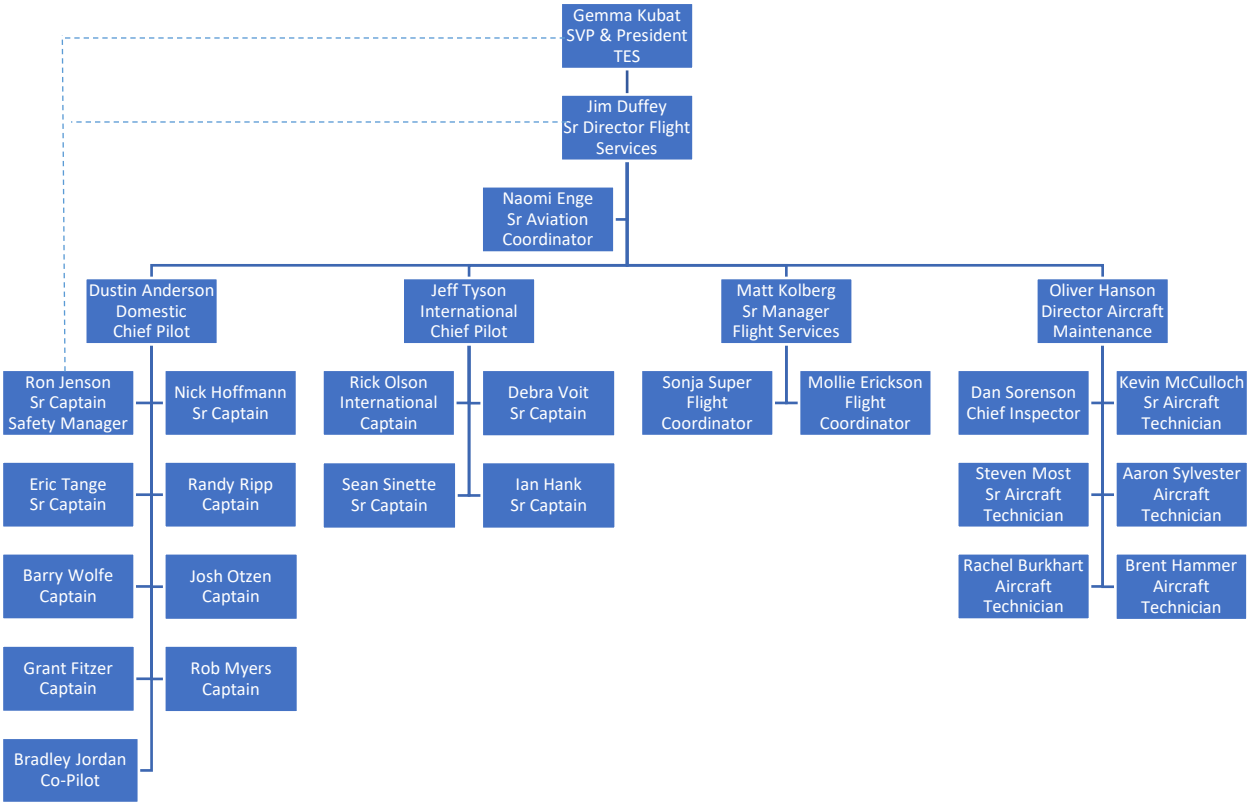
1 Company Organization

1.1 Flight Services Management Structure

The following is the organization structure of Target Flight Services.



1.2 Accountabilities, Duties and Qualifications

The following are the accountabilities, duties and qualifications of management and operating personnel within Target Flight Services.

1.2.1 Sr. Director Flight Services

Title: Sr. Director Flight Services
Division: Flight Services
Reports to: SVP & President TES

Basic Function: Responsible for the Flight Services administration, aircraft operation, maintenance and flight crew management. The Sr. Director Flight Services is accountable for the overall safety of the operation.

DUTIES AND RESPONSIBILITIES

a. Responsible for providing safe and responsive, quality air transportation for Target executives and passengers, including approval of charter operators.
b. Champions the TFS Vison, Mission and Values

c. Ensures that Target aircraft are operated in accordance with government regulations, manufacturer's specifications, and company established policies.
d. Responsible for all aviation activity of the company including aircraft, facilities, and maintenance.
e. Acts as the Accountable Executive for the Flight Services Safety Management System
f. Responsible for the management, training and professional development of all Flight Services personnel.
g. Maintains currency in company aircraft.
h. Acts as consultant with respect to developments within the Company pertaining to the aircraft industry.
i. Recommends and selects appropriate type aircraft to accomplish corporate mission.
j. Negotiates the purchase of aircraft and support equipment including price, warranties, and maintenance agreements.
k. Maintains current knowledge of industry developments through attendance of seminars and conventions.
l. Represent the company aviation function.
m. Prepares a budget for Target Flight Services and is responsible for compliance throughout the year.
n. Conforms to duties and responsibilities of Captain when serving as pilot-in-command of Target aircraft.
o. Ensure all TFS personnel fulfill their responsibilities under the SMS, including participation in Target Flight Services Safety identification program.

RELATIONSHIPS

Reports to and is accountable to the EVP & COO. Maintains close relationship with passengers relative to needs and services. Establishes and maintains appropriate Target Corporation partnerships essential to Flight Services. Closely partners with the Chief Pilots to ensure safe and efficient operations.

QUALIFICATIONS

a. Holds a valid Airline Transport Pilot Certificate and a valid Instrument Rating for the category of aircraft operated.
b. If applicable, holds a type rating for at least one of the types of aircraft operated;
c. Is qualified in accordance with the operator's training program to act as a pilot-in-command on one of the types to be operated; and
d. Demonstrates knowledge of the content of the Flight Operations Manual, Training Manuals, Standard Operating Procedures and the provisions of the and standards necessary to carry out the duties and responsibilities of the position.

1.2.2 International Chief Pilot

Title: Chief Pilot
Division: Flight Services
Reports to: Sr. Director Flight Services

Basic Function: Responsible for flight operations and flight crew management. The International Chief Pilot is accountable for the overall safety of large-cabin aircraft and international flight operations.

DUTIES AND RESPONSIBILITIES

a. Ensures all international flights are conducted in accordance with established company procedures, government regulations, manufacture’s specifications, and comply with applicable ICAO Rules of the Air or the regulations of any foreign country whose rules may apply.
b. Responsible for Target International Operations Procedures Manual.

c. Work in unison with the Domestic Chief Pilot to ensure standard operating policies, checklists and procedures are adequate and ensure that all aviation personnel are made aware of and operate in compliance with the intent of all directives.
d. Champions the TFS Vison, Mission and Values
e. Issues directives and notices to the flight crews as required.
f. Collaborates with the Safety Manager on issues regarding safety of flight operations.
g. Ensures all aerodromes and routes served by the operator are operationally suitable and meet company requirements.
h. Responsible for the management, training and professional development of direct reports.
i. Partners with HQ teams, Sr. Director of Flight Services, Domestic Chief Pilot, Senior Manager Flight Services, and Security Manager on Target Tactical Emergency Response Plan.
j. Assures compliance with IS-BAO and security requirements.
k. Responsible for Target Flight Services security program requirements (DASSP Operator and DASSP FBO programs)
l. Partners with Executive Services on security issues.
m. Contracts appropriate vendors for international flight planning and handling.
n. Member of the Operations Committee.
o. Ensures that personnel under their authority participate effectively in the safety management system.
p. Maintains currency in at least one type of company aircraft.
q. Maintains current knowledge of industry developments through attendance of seminars, benchmarking and conventions.
r. Conforms to Accountabilities, Duties and Qualifications of Captain when serving as pilot-in-command of company aircraft.
s. Assists Sr. Director of Flight Operations and Domestic Chief Pilot with company aviation functions.

RELATIONSHIPS

Reports to and is accountable to the Sr. Director Flight Services.
Internal Partnerships include: Domestic Chief Pilot, Flight Coordinators, Director Aircraft Maintenance, and Sr. Manager Flight Services.
External Partnerships include: Executive Services, AP, C3, Legal, Risk, FAA, Human Resources.

QUALIFICATIONS

a. Holds a valid FAA Airline Transport Pilot Certificate and a valid Instrument Rating for the category of aircraft operated.
b. If applicable, holds a type rating for at least one of the types of aircraft operated;
c. Is qualified in accordance with the operator's training program to act as a pilot-in-command on one of the types to be operated.
d. Demonstrates knowledge of the content of the Flight Operations Manual, Target International Operations Procedures Manual, Training Manuals, Standard Operating Procedures and the provisions of the standards necessary to carry out the Accountabilities, Duties and Qualifications of the position.

1.2.3 Domestic Chief Pilot

Title:	Chief Pilot
Division:	Flight Services
Reports to:	Sr. Director Flight Services

Basic Function: Responsible for flight operations and flight crew management. The Domestic Chief Pilot is accountable for the overall safety of mid-cabin aircraft and flight operations.

DUTIES AND RESPONSIBILITIES

a. Ensures all domestic flights are conducted in accordance with established company procedures, government regulations, manufacture's specifications, and comply with applicable ICAO Rules of the Air or the regulations of any foreign country whose rules may apply.
b. Responsible for Target Flight Operations Manual.
c. Work in unison with the International Chief Pilot to ensure standard operating policies, checklists and procedures are adequate and ensure that all aviation personnel are made aware of and operate in compliance with the intent of all directives.
d. Collaborates with the Safety Manager on issues regarding safety of flight operations.
e. Champions the TFS Vison, Mission and Values
f. Issues directives and notices to the flight crews as required.
g. Ensures all aerodromes and routes served by the operator are operationally suitable and meet company requirements.
h. Responsible for the management, training and professional development of direct reports.
i. Partners with HQ teams, Sr. Director of Flight Services, International Chief Pilot Senior Manager Flight Services, and Security Manager on Target Tactical Emergency Response Plan.
j. Assures compliance with IS-BAO and security requirements.
k. Partners with Executive Services on security issues.
l. Member of the Operations Committee.
m. Ensures that personnel under his/her authority participate effectively in the safety management system.
n. Maintains currency in at least one type of company aircraft.
o. Maintains current knowledge of industry developments through attendance of seminars, benchmarking and conventions.
p. Conforms to Accountabilities, Duties and Qualifications of Captain when serving as pilot-in-command of Company aircraft.
q. Assists Sr. Director of Flight Operations and International Chief Pilot with company aviation functions.

RELATIONSHIPS

Reports to and is accountable to the Sr. Director Flight Services.

Internal Partnerships include: International Chief Pilot, Flight Coordinators, Director Aircraft Maintenance, and Sr. Manager Flight Services.

External Partnerships include: Executive Services, AP, C3, Legal, Risk, FAA, Human Resources.

QUALIFICATIONS

e. Holds a valid FAA Airline Transport Pilot Certificate and a valid Instrument Rating for the category of aircraft operated.
f. If applicable, holds a type rating for at least one of the types of aircraft operated;
g. Is qualified in accordance with the operator's training program to act as a pilot-in-command on one of the types to be operated.
h. Demonstrates knowledge of the content of the Target Flight Operations Manual, Training Manuals, Standard Operating Procedures and the provisions of the standards necessary to carry out the Accountabilities, Duties and Qualifications of the position.

1.2.4 International Captain

Title: International Captain

Division: Flight Services
Reports to: International Chief Pilot

Basic Function:

DUTIES AND RESPONSIBILITIES

a. All duties and responsibilities of Captain and Senior Captain
b. Serves as Pilot-in-Command or Second-in-Command, as assigned or delegated
c. When designated as PIC, executes the duties and responsibilities listed in section 1.5.1
d. When designated as SIC, executes the duties and responsibilities listed in section 1.5.2
e. Champions the TFS Vison, Mission and Values
f. Manages the completion of the TFS International Checklist for each trip and coordinates with TFS Flight Coordinators and Maintenance in its execution
g. Is the primary contact for international handler and their agents
h. Maintains and applies working knowledge of TFS International Operations Manual
i. Mentors other crewmembers in Tier 2 and 3 international flight operations
j. Closely monitors international industry and communicates pertinent updates to the pilot team
k. Regularly attends industry events, seminars, and training specifically related to international operations
l. Contributes to non-flying projects and duties related to international operations
m. Seeks to add efficiencies and improvements to the IOM and related International SOPs and checklists

RELATIONSHIPS

Reports to and is accountable to International Chief Pilot. Maintains effective working relationships with the entire Flight Services team and our passengers. Communicates and coordinates with others on the team to ensure the highest degree of service and safety.

QUALIFICATIONS

To serve as an International Captain, a pilot must:
a. Have met all requirements of and serving as Senior Captain
b. Have completed requirements of Tier 2 and 3 Crew Qualification Grid
c. Hold a valid U.S. passport
d. Be able to travel globally, without restriction

1.2.5 Senior Captain

Title: Senior Captain
Division: Flight Services
Reports to: Designated Chief Pilot

Basic Function:

DUTIES AND RESPONSIBILITIES

a. All duties and responsibilities of Captain
b. Serves as Pilot-in-Command or Second-in-Command, as assigned or delegated
c. When designated as PIC, executes the duties and responsibilities listed in section 1.5.1
d. When designated as SIC, executes the duties and responsibilities listed in section 1.5.2
e. Champions TFS FOM and Standard Operating Procedures and
f. Champions participation in TFS Safety Management System
g. Champions the TFS Vison, Mission and Values
h. Serves as mentor and role model to new and junior pilots

i. Serves on TFS Committees or contributes through other project work, outside the scope of flying duties
j. Contributes at team meetings
k. Attends industry seminars, events and webinars
l. Proactively communicates with pilot team (specialty area operational updates, conference recaps, industry updates etc.)

RELATIONSHIPS

Reports to and is accountable to a designated Chief Pilot. Maintains effective working relationships with the entire Flight Services team and our passengers. Communicates and coordinates with others on the team to ensure the highest degree of service and safety.

QUALIFICATIONS

To serve as a Senior Captain, a pilot must:

a. Have 5 years of service as a Captain at TFS
b. Have 10 years relevant flying experience
c. Have 5000 hours total flight time
d. Hold an Airline Transport Pilot certificate
e. Hold a valid U.S. passport
f. Have demonstrated engagement and participation in the TFS Safety Management System
g. Have advanced proficiency of TFS aircraft Standard Operating Procedures
h. Have advanced working knowledge and application of the TFS Flight Operations Manual
i. Serving as Captain on TFS large cabin aircraft and/or demonstrated leadership or significant contributions in a critical operational role at Flight Services

1.2.6 **Captain**

Title: Captain
Division: Flight Services
Reports to: Domestic Chief Pilot

Basic Function: Reports directly to the Domestic Chief Pilot and has the responsibility to ensure that the aircraft they are assigned to is in an airworthy condition and is operated in accordance with company policies and procedures and civil aviation regulations. The Captain for a flight has the ultimate authority and responsibility to conduct the flight in a manner consistent with the highest level of safety.

DUTIES AND RESPONSIBILITIES

a. Serves as Pilot-in-Command or Second-in-Command, as assigned or delegated
b. When designated as PIC, executes the duties and responsibilities listed in section 1.5.1
c. When designated as SIC, executes the duties and responsibilities listed in section 1.5.2
d. Maintains required aviation knowledge and proficiency through completion of assigned training and continued self-study
e. Maintains and applies in-depth working knowledge of TFS Flight Operations Manual
f. Operates TFS aircraft in accordance with TFS Standard Operating Procedures and all applicable civil aviation regulations
g. Successfully completes annual TFS Standardization Check Flights
h. Represents and upholds the TFS Vison, Mission and Values
i. Actively participates in TFS Safety Management System by:
    I. Assessing and mitigating risk for assigned flights
    II. Adhering to the policies and procedures contained in the FOM

III. Proactively submitting ASAP or TFS Safety reports to promote safety and improvement at TFS

j. Is the final authority in the safe operation of a flight and may delay, cancel or divert a flight at any time, for safety reasons

RELATIONSHIPS

Reports to and is accountable to the Domestic Chief Pilot. Maintains effective working relationships with the entire Flight Services team and our passengers. Communicates and coordinates with others on the team to ensure the highest degree of service and safety.

QUALIFICATIONS

To serve as Captain, a pilot must:

a. Have consistently demonstrated mastery of the aircraft along with sound command and decision making, as determined by a Chief Pilot
b. Have a minimum of 7 years relevant flight experience
c. Have a minimum of 3,500 hours experience in fixed wing aircraft
d. Have a minimum of 2,000 hours experience as Pilot-in-Command
e. Have a minimum of 1,000 hours experience in turbojet aircraft
f. Hold a valid FAA Airline Transport Pilot Certificate
g. For the initial aircraft type serving on, have completed an initial pilot type rating course and a minimum of one pilot recurrent training course at an FAA approved training facility before acting as PIC
h. Have served as an SIC for a minimum of 6 months at Target Flight Services before acting as PIC
i. Hold a valid and current FAA Class 1 or Class 2 Medical Certificate
j. Have demonstrated working knowledge of the Flight Operations Manual
k. Have demonstrated participation in the TFS Safety Management System

1.2.7 Co-Pilot

Title: Co-Pilot
Division: Flight Services
Reports to: Domestic Chief Pilot

Basic Function: Reports directly to the Domestic Chief Pilot and has the responsibility to ensure that the aircraft they are assigned to is in an airworthy condition and is operated in accordance with company policies and procedures and civil aviation regulations.

DUTIES AND RESPONSIBILITIES

k. Serves as Second-in-Command and supports the Captain in the safe and efficient execution of all assigned flights, including preflight and postflight duties
l. Executes the duties and responsibilities listed in section 1.5.2
m. Supports the Captain in managing and executing details of assigned trips, including interactions with TFS flight coordinators, passengers, FBOs and other service providers
n. Maintains required aviation knowledge and proficiency through completion of all assigned training and continued self-study
o. Maintains and applies in-depth working knowledge of TFS Flight Operations Manual
p. Operates TFS aircraft in accordance with TFS Standard Operating Procedures and all applicable civil aviation regulations
q. Successfully completes annual TFS Standardization Check Flights
r. Represents and upholds the TFS Vison, Mission and Values
s. Actively participates in TFS Safety Management System by:

IV. Assessing and mitigating risk for assigned flights
V. Adhering to the policies and procedures contained in the FOM
VI. Proactively submitting ASAP or TFS Safety reports to promote safety and improvement at TFS

t. Effectively manages any assigned collateral duties
u. Remains available for duty with reasonable notice, except when on vacation or scheduled days off
v. Effectively manages any assigned collateral duties
w. Remains available for duty with reasonable notice, except when on vacation or scheduled days off

RELATIONSHIPS

Reports to and is accountable to the Domestic Chief Pilot. Maintains effective working relationships with the entire Flight Services team and our passengers. Communicates and coordinates with others on the team to ensure the highest degree of service and safety.

QUALIFICATIONS

To serve as Co-Pilot, a pilot must:

a. Have a minimum of 1,500 hours experience in fixed-wing aircraft
b. Have a minimum of 750 hours experience as Pilot-in-Command
c. Have a minimum of 500 hours experience in a turbine aircraft
d. Have a minimum of 500 hours experience in a multi-engine aircraft
e. Hold a valid FAA Airline Transport Pilot Certificate or Commercial Pilot Certificate – AMEL with Instrument Rating
f. Hold a valid U.S. passport
g. For each aircraft type serving on, have completed an initial pilot type rating course at an FAA approved training facility
h. Have completed all TFS-assigned initial ground training

1.2.8 Senior Manager Flight Services

Title: Senior Manager Flight Services
Division: Flight Services
Reports to: Sr. Director Flight Services

Basic Function: Responsible for scheduling aircraft for CEO, Exec Committee, SVPs, and authorized VP's, Directors and Regional Target Executives. Responsible for submitting/allocating invoices to accounts payable, generating monthly flight activity reports and handling daily office management duties. Supervises flight coordinators and works closely with supplemental lift providers to schedule aircraft for Target executives. Performs all functions in a manner consistent with the highest level of passenger safety, comfort and reliability.

DUTIES AND RESPONSIBILITIES

a. Coordinates scheduling requests and follows through to every detail for executive aircraft transportation (corporate, fractional and/or charter)
b. Determines flight data including selecting airports that meet requirements, recommend aircraft and ground routing to optimize flight and ground travel times, check and confirm ground transportation at all locations. Work closely with the Administrative Assistant to assure travel needs are met. Prepares and distributes flight itineraries.
c. Monitors crew duty limits and assigns crews accordingly to owned aircraft when needed.
d. Responsible for operational details such as pull-outs, catering, crew accommodations, ground transportation (limo and/or car rentals). Track flights to ensure transportation is standing by upon

arrival. Tracks fuel discount programs and volume discounts at all locations. Provide fuel purchasing information and recommendations to flight crews.

e. Available for early morning, evening and some weekend calls. Ability to react quickly and make the most logical and cost-effective decisions when mechanical problems, crew duty, and/or late show positioning of aircraft occur, while meeting the scheduling needs of our passengers.
f. Work with Jeppesen Flight Following to monitor the status of the FAA Air Traffic Control System. Monitor status of Special Traffic Management Programs, Notices to Airmen, and Temporary Flight Restrictions
g. Partner with the maintenance team to schedule around aircraft inspections and routine maintenance
h. Responsible for monthly charge-outs, generating monthly flight operations reports for senior leadership, submitting personal expense reports and approving flight coordinator's expense reports
i. Monitors personal aircraft usage and submits SIFL reports when required. Works closely with Legal and Tax on IRS/SEC reports
j. Prepares detailed cost and operation analysis and provides flight operation and budget records for year-end external audit
k. Submit/allocate department invoices to accounts payable
l. Responsible for all day-to-day office functions
m. Follows Target Flight Services aircraft policy and ensure all users adhere to aforementioned policy
n. Developing Team members
o. Partners with Corporate Crisis Response and the Chief Pilots to administer Target Tactical Emergency Response Plan
p. Member of the Operations Committee
q. Ensure Flight Coordinators participate in the Target Flight Services Safety identification program

RELATIONSHIPS

Reports to and is accountable to Sr. Director Flight Services. Maintains internal partnerships with the Chief Pilots, Pilot team, Director of Aircraft Maintenance, Maintenance team, Administrative Assistants, C3, AP, Executive Services, Finance, TTS, and Legal. Maintains external partnerships with the NetJets Owner Services Team, Catering companies, FBOs, Limo/Car Services, and Fuel Discount Reps.

QUALIFICATIONS

College degree and/or equivalent experience, ability to work well under pressure, strategic thinker, MS Office software knowledge/experience, resilient and adaptable, good communication and statistical/analytical skills, and a strong ability to work independently and interface with a variety of executives. Able to lead and develop team members to meet the department's goals and objectives while optimizing expenses and managing demand

1.2.9 Flight Coordinator

Title: Lead Specialist Flight Services
Division: Flight Services
Reports to: Senior Manager Flight Services

Basic Function: Provide administrative Flight Services duties including aircraft scheduling, record keeping, secretarial, accounting and other office functions. Perform all functions in a manner consistent with the highest level of passenger safety, comfort and reliability.

DUTIES AND RESPONSIBILITIES

a. Coordinates scheduling requests and follows through to every detail for executive aircraft transportation (corporate, fractional and/or charter).
b. Determines flight data including selecting airports that meet requirements, recommend aircraft and ground routing to optimize flight and ground travel times, check and confirm ground transportation at all locations. Work closely with the Administrative Assistant to assure travel needs are met. Prepares and distributes flight itineraries.
c. Monitors crew duty limits, and assigns crews accordingly to owned aircraft when needed
d. Responsible for operational details such as pull-outs, catering, crew accommodations, ground transportation (limo and/or car rentals). Track flights to ensure transportation is standing by upon arrival. Tracks fuel discount programs and volume discounts at all locations. Provide fuel purchasing information and recommendations to flight crews.
e. Available for early morning, evening and some weekend calls. Ability to react quickly and make the most logical and cost-effective decisions when mechanical problems, crew duty, and/or late show positioning of aircraft occur, while meeting the scheduling needs of our passengers.
f. Work closely with General Aviation Desk to monitor the status of the FAA Air Traffic Control System. Monitor status of Special Traffic Management Programs, Notices to Airmen, and Temporary Flight Restrictions.
g. Partner with the maintenance team to schedule around aircraft inspections and routine maintenance
h. Responsible for monthly charge-outs, generating monthly flight operations reports for senior leadership, submitting personal expense reports and approving flight coordinator's expense reports
i. When needed, monitors personal aircraft usage and submits SIFL reports when required. Works closely with Legal and Tax on IRS/SEC reports
j. Prepares detailed cost and operation analysis and provides flight operation and budget records for year-end external audit
k. Submit/allocate department invoices to accounts payable
l. Responsible for all day-to-day office functions
m. Follows Target Flight Services aircraft policy and ensure all users adhere to aforementioned policy
n. Assists the Senior Manager Flight Services in all office functions for Target Flight Services.
o. Make suggestions and recommendations to improve operations and safety, including active participation in the Target Flight Services Safety identification program

RELATIONSHIPS

Reports to and is accountable to the Senior Manager Flight Services. Maintains close relationship with passengers relative to needs and Services. Maintains internal partnerships with Pilots, Administrative Assistants, C3, AP, Executive Services, Finance, TTS, and Legal. Maintains external partnerships with the NetJets Owner Services Team, Jeppesen Dispatch and Flight Following, Catering companies, FBOs, Limo/Car Services, and Fuel Discount Reps.

QUALIFICATIONS

College degree and/or equivalent experience, ability to work well under pressure, MS Office software knowledge/experience, resilient and adaptable, good communication and statistical/analytical skills, and ability to work independently and interface with a variety of executives.

1.2.10 **Senior Aviation Coordinator**

Title:	Senior Aviation Coordinator
Division	Flight Services
Reports to:	Sr. Director Flight Services

Basic Function: Provides administrative support to the Sr. Director Flight Services and the Chief Pilots. Maintains a high degree of confidentiality and independence.

DUTIES AND RESPONSIBILITIES

a. Supports Sr. Director, International and Domestic Chief Pilots as appropriate
b. Serve on the Flight Services Leadership Team and contribute to Monthly Leadership Meetings to help ensure our strategic directions, business decisions, tasks and team culture investments are in alignment with Flight Services' Vision, Mission and Goals
c. Serve on the Operations Committee and take part in bi-weekly Operations Meetings with the purpose of getting in front of near and long-term operational issues
d. Regularly benchmark with other Fortune 500 flight departments as part of Flight Services continuous improvement focus
e. Closely monitor team culture to identify leadership gaps and resources that would strengthen the Leadership Team and department's organization health
f. Assist with pilot, aircraft technician, and flight scheduler hiring process
g. Spearhead Flight Services Annual Aviation Insurance Renewal Process to ensure aircraft and TMs are adequately covered and insurance premiums are kept to a minimum.
h. Successfully complete Aviation specific trainings, which includes Safety Management System (SMS), Flight Services FAA supported Aviation Safety Program (ASAP), TSA's DCA Standard Security Program for Operator and FBO (DASSP), Flight Services Flight Operations Manual (FOM), Fatigue Management, Occupational Safety and Health for ramp operations, Crew Resource Management (CRM), and CPR training
i. Provide documentation support to ensure TFS complies with the International Standard for Business Aircraft Operations (IS-BAO) Stage 3 Standards.
j. Train in Target's Aviation Crises Response Plan and participate in its execution, if required.
k. Oversee comprehensive pilot, aviation maintenance technician, and flight coordinator aviation-specific onboarding processes. Continuously refine and improve this process with each TFS TM onboarding and offboarding
l. Participate/assist with Aviation Community outreach events to support Flight Services D&I initiatives.
m. Manage International Business Aviation Council (IBAC), aircrew badge and MSP Airport Badge acquisition for Flight Services team members and Target business partners. Serve as MSP Approved Badge Signer for Flight Services Team
n. Be able to step into a Lead Specialist Flight support role during peak periods (Aircraft mechanicals, BOD days, Financial Earnings, LT off sights, etc.)
o. Review and process aviation invoices for accuracy and submission to Indirect Accounts Payable for approval
p. Help ensure accurate expense reporting for pilot and maintenance teams
q. Pull Expense Management Portal reporting and reconcile with Flight Services Budget

QUALIFICATIONS

a. High School Degree/GED or equivalent required, College degree preferred
b. 5 years of Aviation related experience preferred
c. The ability to solve problems quickly, think critically, and make sound decisions in a fast-paced operation
d. Strong relational and customer service skills
e. Ability to work independently and interface directly across all levels of the organization
f. Flexible, team player who learns quickly while adapting to evolving operational parameters and processes

Relationships

Reports to and is accountable to the Sr. Director Flight Services. Maintains internal partnerships with other Target Administrative Assistants, the Chief Pilots, Pilot Team, Flight Coordinators, Senior Manager Flight Services, Director Aircraft Maintenance and Maintenance team.

1.2.11 Director of Aircraft Maintenance

Title: Director of Aircraft Maintenance
Division: Flight Services
Report to: Sr. Director Flight Services

Basic Function: Manages the aircraft maintenance department. Responsible for inspections and maintenance of aircraft in accordance with FAA regulations and Company policy in a manner consistent with the highest degree of safety.

DUTIES AND RESPONSIBILITIES

a. Responsible for completing scheduled and unscheduled maintenance of aircraft, engines and accessories.
b. Coordinates maintenance schedule with flight schedule
c. Troubleshoots and corrects aircraft, engine and accessory discrepancies
d. Schedules and supervises inspections/repairs, utilizing contract services as needed
e. Responsible for the Flight Services shop operation and support equipment, including maintenance and upkeep
f. Orders and procures necessary parts, supplies, and equipment for aircraft scheduled repairs and modifications
g. Reviews bills and invoices to ensure accuracy for receipt of material used by the maintenance function
h. Orders and maintains spare parts inventory and necessary records
i. Responsible for arranging and overseeing maintenance and upkeep of the Hangar and office facilities
j. Updates engine and aircraft records and logbooks
k. Responsible for the grooming, cleaning and cosmetic upkeep of the aircraft
l. Assists with launch and recovery of the aircraft at home base. Assist with baggage handling and accommodation of passengers
m. "On call" when aircraft are flying or away from home base. May require travel in support of aircraft maintenance
n. Provides information and input to the Senior Director of Flight Services for budget preparation
o. Maintains professional currency by attending industry schools, seminars and workshops
p. Maintains currency of applicable Federal Air Regulations, and manufacturer's publication
q. Supervises and trains Aircraft Technicians
r. Provide annual and five-year maintenance and capital expenditure budget forecasts
s. Ensure Aircraft Technicians and Inspectors participate in the Target Flight Services Safety identification program.

RELATIONSHIPS

Reports to and is accountable to the Sr. Director Flight Services. Works with the Chief Pilots, Sr Aviation Coordinator, and Senior Manager Flight Services. Oversees contracted maintenance Services. Supervises and trains Technicians. Maintains contacts with industry colleagues and professional organizations.

QUALIFICATIONS

Possession of FAA Airframe & Power plant License, Minimum five years' aircraft maintenance experience, Supervisory and training experience, Experience on company type aircraft, FAA Inspection Authorization

1.2.12 Chief Inspector

Title: Sr Aircraft Technician-Chief Inspector

Division: Flight Services
Report to: Director of Aircraft Maintenance

Basic Function: The Chief Inspector shall use established directives, policies and procedures along with individual judgment to determine aircraft, engine and aircraft appliance airworthiness**.** They shall also exercise judgment in the approval/non-approval of completed inspections and work performed in accordance with the approved Manufacturers Aircraft Maintenance Manual and Federal Aviation Regulations in a manner consistent with the highest degree of safety obtainable.

DUTIES AND RESPONSIBILITIES

a. Serves as backup to the Director of Aircraft Maintenance.
b. Troubleshoot and correct aircraft, engine and accessory discrepancies
c. May order and/or procure necessary parts, supplies, equipment, and personnel needed for aircraft repairs and modifications. Inspect incoming parts and material for shipping damage, airworthiness certification, and AD compliance.
d. Maintains up-to-date familiarity with applicable Federal Air Regulations, and appropriate Manufacturer's publication
e. Maintain professional currency by attending industry schools, seminars and workshop
f. Provide "on call" support whenever the aircraft is flying or away from home bas
g. Assist with the departure and return of the aircraft at home base. Assist with baggage handling and accommodation of passengers.
h. Accomplish scheduled aircraft inspections. When required, inspect repairs, part replacements and installations and approve aircraft for return to service.
i. Advise the Director of Aircraft Maintenance as to inspection progress and inspection status.
j. Perform monthly audits of flight logs, maintenance logbooks and generated Maintenance Transaction Report’s, checking for errors
k. Accomplish quarterly maintenance audit using the Maintenance Double Checker form stored on the TFS SharePoint site
l. Monitor tooling and test equipment status so as to assure accuracy and currency of such equipment
m. Ensures maintenance is in conformity with IS-BAO
n. Makes suggestions and recommendations to improve operations and safety, including active participation in the Target Flight Services identification program
o. Other duties as assigned.

RELATIONSHIPS

Reports to and is accountable to Director of Aircraft Maintenance. Works with Senior Manager, Chief Pilots, Pilot team, and other Technicians.

QUALIFICATIONS

Other than those stated in chapter 7.4 of the Target Corporation Flight Ops. Manual, the Chief Inspector shall hold and maintain a current Inspection Authorization Certificate. Minimum 5 years' aircraft maintenance experience, of which two years should be in Corporate/General aviation. FCC Certificate also desirable.

1.2.13 Senior Aircraft Technician

Title: Sr Aircraft Technician
Division: Flight Services
Reports to: Director of Aircraft Maintenance

Basic Function: Perform necessary maintenance function to ensure that the corporate aircraft are in airworthy condition in a manner consistent with the highest degree of safety obtainable.

DUTIES AND RESPONSIBILITIES

a. Serve as back up to the Director of Aircraft Maintenance
b. Diagnose and correct aircraft, engine and accessory discrepancies
c. May order and/or procure necessary parts, supplies, equipment, and personnel needed for aircraft repairs and modifications. Inspect incoming parts and material for shipping damage, airworthiness certification, and AD compliance.
d. Maintains up-to-date familiarity with applicable Federal Air Regulations, and appropriate Manufacturer's publications
e. Maintain professional currency by attending industry schools, seminars and workshops
f. Provide "on call" support whenever the aircraft is flying or away from home base
g. Assist with the departure and return of the aircraft at home base. Assist with baggage handling and accommodation of passengers.
h. Accomplish scheduled aircraft inspections. When required, inspect repairs, part replacements and installations and approve aircraft for return to service.
i. Advise the Manager of Aircraft Maintenance as to inspection progress and inspection status
p. Ensures maintenance is in conformity with IS-BAO
j. Other duties as assigned

RELATIONSHIPS

Reports to and is accountable to Director of Aircraft Maintenance. Works with the Chief Pilots, Pilot team, Flight Coordinators, Senior Manager Flight Services and other Technicians.

QUALIFICATIONS

The qualifications required to act as Aircraft Technician are specified in chapter 7.4

1.2.14 Aircraft Technician

Title: Aircraft Technician
Division: Flight Services
Reports to: Director of Aircraft Maintenance

Basic Function: Assistant to Senior Aircraft Technicians.

DUTIES AND RESPONSIBILITIES

a. Provides ground services for company aircraft at the direction of Director of Aircraft Maintenance
b. Perform unscheduled maintenance including troubleshooting and correcting aircraft, engine and accessory discrepancies
c. Perform scheduled aircraft maintenance with other Aircraft Technicians
d. Maintains up-to-date familiarity with applicable Federal Air Regulations, and appropriate Manufacturer's publications
e. Performs grooming, cleaning and cosmetic upkeep of the aircraft
f. Maintain professional currency by attending industry schools, seminars and workshops
g. May assist Aircraft Technicians in providing "on call" support whenever the aircraft is flying or away from home base
h. Assist with the departure and return of the aircraft at home base. Assist with baggage handling and accommodation of passengers
i. Makes suggestions and recommendations to improve operations and safety, including active participation in the Target Flight Services identification program
j. Other duties as assigned

RELATIONSHIPS

Reports to and is accountable to Director of Aircraft Maintenance. Aircraft Technician will work with Aircraft Technicians, Chief Pilots, Pilot team, Flight Coordinators, Senior Manager Flight Services.

QUALIFICATIONS

Extensive Line Service experience required.
Airframe and Power plant experience or schooling preferred.

1.2.15 Aircraft Technician Apprentice

Title: Aircraft Technician Apprentice
Division: Flight Services
Reports to: Director of Maintenance

Basic Function: Assistant to Aircraft Technicians

Duties and Responsibilities

a) Assists aircraft maintenance personnel in the repair and servicing of aircraft to ensure aircraft remains in safe operating condition
b) Responsible for completing non-technical flight details in place of the Aircraft Technician and handles the recovery, re-fueling, restocking, and cleaning the aircraft and hangar.
c) May schedule contract personnel
d) Works under immediate supervision

Relationships

Reports to and is accountable to Director of Aircraft Maintenance. Aircraft Technician will work with Aircraft Technicians, Chief Pilots, Pilot team, Flight Coordinators, Senior Manager Flight Services

QUALIFICATIONS

Aircraft line experience and related schooling preferred

1.2.16 Flight Mechanic

Title: Aircraft Technician
Division: Flight Services
Reports to: Captain/PIC and Director of Aircraft Maintenance

Basic function: Assist PIC with problem solving mechanical issues both airborne and on the ground. They will assist the crew in handling mechanical problems and coordinate/oversee and/or perform service when needed.

DUTIES AND RESPONSIBILITIES

a. Managing MX related functions
b. Pre and post flight checks
c. Cabin preparation for departure and arrival
d. Coordination and serving of catering

e. Assist PIC in emergency situations
f. Oversee international aircraft fueling and servicing
g. Communicates with the PIC the passenger and cabin status

RELATIONSHIPS

Reports to and is accountable to Director of Aircraft Maintenance and PIC. Flight Mechanic will work with the Chief Pilots, Pilot team, Flight Coordinators, Senior Manager Flight Services.

QUALIFICATIONS

a. Line Service experience
b. Airframe and Power plant experience or schooling preferred.
c. Medical Training
d. Trained in accordance with 7.2

1.2.17 Assistant Safety Manager, Maintenance

Title: Aircraft Technician
Division: Flight Services
Report to: Director of Aircraft Maintenance and Safety Manager

Basic Function: The Assistant Safety Manager, Maintenance shall assist the Safety Manager with day-to-day administration of the Flight Services Safety Management System.

DUTIES AND RESPONSIBILITIES

a. Ensures SMS promotion in the maintenance department
b. Monitors the safety culture of the maintenance department
c. Assists with SMS components including FOQA, ASAP, CMP, SPI and safety communication as directed
d. Assists with management of the safety management system computer platform
e. Facilitates aircraft maintenance department utilization of CMP, ASAP, FOQA, SPI programs
f. Participates in investigation of safety and ASAP reports originating in maintenance
g. Analyzes identified safety concerns and makes recommendations to mitigate any associated risks
h. Monitors industry best practices and operational concerns
i. Monitors the effectiveness of safety initiatives
j. Active member of the TFS Safety Committee
k. Monitors ASAP reports, Safety reports, and FOQA for maintenance-related information
l. Active member of the Operations Committee
m. Ensures FOQA data is collected from the airplanes and transmitted for processing at regular intervals

1.2.18 Senior Specialist Flight Services

Title: Senior Specialist Flight Services
Division Flight Services
Reports to: Director of Aircraft Maintenance

Basic function: Oversees the grooming of company aircraft and maintains hangar/office facility in a manner consistent with the highest degree of professionalism and safety.

DUTIES AND RESPONSIBILITIES

a. Oversees aircraft grooming and ensure Target owned aircraft are adequately stocked with the necessary commissary and supplies prior to each trip

b. Manages partnerships with vendors
c. Procures office and hangar supplies
d. Cleans and maintain office and hangar facilities
e. Assist with departure and receiving of company aircraft while at home base
f. Makes suggestions and recommendations to improve operations and safety, including active participation in the Target Flight Services identification program
g. Other duties as assigned

RELATIONSHIPS

Reports to and is accountable to the Director of Aircraft Maintenance. Partners with Aircrew, Aircraft Technicians and Flight Coordinators.

QUALIFICATIONS

Experience working with corporate aircraft.

1.2.19 Cabin Attendant

Title: Aircraft Cabin Attendant
Division: Flight Services
Reports to: International Chief Pilot and PIC

Basic Function: Is responsible for the safety of the aircraft cabin and passengers.

DUTIES AND RESPONSIBILITIES

Pre-Flight duties:

a. Interface with scheduling and/or crew regarding the needs and requests, to include at a minimum;
    I. Catering, ordering, pickup or delivery
    II. Any passenger requests for support during the trip

During Flight:

a. Ensure all passengers are properly briefed
b. Maintain vigilance as to the safe operation and care of the passengers
c. Assure the proper position of all airplane doors, based upon the phase of flight
d. Facilitate all cabin service requests, serving and cleanup
e. Operate and maintain the CMS to satisfy the passenger needs
f. Be available to the passengers while making every attempt to work with discretion, respecting the needs of business privacy and confidentiality
g. Time permitting, cabin and galley equipment will be cleaned and stowed prior to landing
h. Communicates with the PIC the passenger and cabin status

Post Flight:

a. Clean cabin and galley after each flight (Streamline cleans and details the aircraft cabin upon return to MSP)
b. Restock galley supplies, as needed (Streamline will stock basic snacks and beverages upon return to MSP)
c. Provide feedback to PIC and scheduling

General:

a. Makes suggestions and recommendations to improve operations and safety. Safety issues should be reported to the flight crew, International Chief Pilot or via the Vocus reporting portal.

RELATIONSHIPS

Cabin Attendants are accountable to the PIC to carry out specified safety duties in the event of an on-board emergency. Partner with Coordinators on passenger needs and service requests.

QUALIFICATIONS

The qualifications required to act as a Cabin Attendant are specified in Chapter 7

1.3 APPOINTMENT OF ACTING PERSONNEL

When a person holding a management position expects to be unavailable to perform their day-to-day management duties due to vacation, illness, flight schedule requirements, or other circumstances, they will designate another person to perform their duties during the period of unavailability. Extended leaves of absence will be promulgated via e-mail message to the necessary Target Flight Service personnel. In the case of short term or unanticipated absence, the following personnel are delegated authority to exercise the authorities of the following positions in the order shown:

Sr. Director Flight Services-Jim Duffey

a. International Chief Pilot-Jeff Tyson
b. Domestic Chief Pilot-Dustin Anderson
c. Senior Manager Flight Services-Matt Kolberg

Director of Aircraft Maintenance-Oliver Hanson:

a. Sr Aircraft Technician-Chief Inspector -Daniel Sorenson
b. Senior Aircraft Technician-Steven Most, Kevin McCulloch
c. Aircraft Technicians-Brent Hammer, Aaron Sylvester
d. Aircraft Technician Apprentice-Rachel Burkhart

Senior Manager Flight Services-Matt Kolberg:

a. Flight Coordinator-Sonja Super
b. Flight Coordinator-Mollie Erickson

1.4 PILOT COLLATERAL DUTY ASSIGNMENTS

All Collateral Duty Assignments are made by a Chief Pilot or the Sr. Director Flight Services. All Collateral duty assignments report to and are accountable to the pilot's designated Chief Pilot.

1.4.1 Safety Manager

Title: Safety Manager
Division: Flight Services
Report to: Designated Chief Pilot

Basic Function: The Safety Manager shall be accountable for day-to-day administration of the Flight Services Safety Management System. In that role they have direct access to the Senior Director Flight Services and EVP & COO in safety matters.

DUTIES AND RESPONSIBILITIES

a. Monitors and advises on all activities which may have an impact on flight operations safety
b. Leads the TFS Safety Committee and presides over the meeting process

c. Manages the safety management system computer platform
d. Analyzes Safety Reports and other identified safety concerns and makes recommendations to mitigate any associated risks
e. Communicates safety related information to the TFS team to promote safety awareness
f. Monitors industry best practices and safety of flight concerns
g. Maintains liaison with industry safety associations
h. Manages the FOQA program and acts as the gatekeeper
i. Manages the ASAP program and designates ERC members
j. Facilitates the TFS Change Management Process
k. Monitors the effectiveness of safety initiatives
l. Works with IS-BAO manager to ensure SMS conformity to IS-BAO standards
m. Makes recommendations to TFS leadership on matters pertaining to safety
n. Maintains current information in TFS Safety Program Handbook

RELATIONSHIPS

Reports to and is accountable to the pilot's designated Chief Pilot and the Sr. Director Flight Services with direct access to the COO.

QUALIFICATIONS

a. Extensive operational experience, normally achieved as a flight deck crew member or equivalent experience in aviation management; and
b. Training in the following:
    i. Flight safety philosophy
    ii. Human factors and the decision-making process
    iii. Accident prevention
    iv. The role of the Safety Manager as advisor to senior management
    v. Risk management
    vi. Accident/incident management
    vii. Safety management system

1.4.2 Assistant Safety Manager, Flight

Basic Function: Assists the safety manager with day-to-day administration of the Flight Services Safety Management System.

DUTIES AND RESPONSIBILITIES

a. Assists with safety promotion in the flight department
b. Monitors the safety culture of the flight department
c. Assists with management of the safety management system computer platform
d. Assists with SMS components including FOQA, ASAP, CMP, and safety communication as directed
e. Maintains the SPI program and communicates status to the safety manager and flight staff
f. Participates in investigation of safety and ASAP reports originating in maintenance
g. Analyzes identified safety concerns and makes recommendations to mitigate any associated risks
h. Monitors industry best practices and safety of flight concerns
i. Monitors the effectiveness of safety initiatives
j. Maintains the TFS Compliance Database
k. Active member of the TFS Safety Committee

1.4.3 Aircraft Fleet Manager

Basic Function: Ensures all aircraft in assigned fleet have the necessary documents, manuals, equipment and weight and balance information.

DUTIES AND RESPONSIBILITIES

a. Ensures required documents and publications are on board and current
b. Creates/maintain aircraft status sheet and coordinates with Maintenance team, as necessary
c. Briefs the Chief Pilots on manufacturer revisions to Aircraft Flight Manual
d. Stays abreast of information in PlaneBook and My Gulfstream (Journal, Waypoints, Program Updates, MOLs, etc.); briefs Chief Pilots on significant changes
e. Coordinates with Maintenance to ensure current weight and balance data is carried on board aircraft and entered correctly in aircraft FMS and changed in ForeFlight Dispatch
f. Coordinates with Maintenance to ensure Aircraft Status Sheets are current
g. Creates/maintains SAFA binder
h. Coordinates with Maintenance for FAA approval of aircraft Minimum Equipment List
i. Accomplish quarterly document audit using the Double Checker form stored on the TFS SharePoint site
j. Coordinates with Maintenance to ensure necessary supplies, stock and equipment are on board and stored in proper, consistent locations; communicates significant changes to pilot group

1.4.4 Digital Applications Manager

Basic Function: Responsible for maintaining the currency of electronic documents and applications

DUTIES AND RESPONSIBILITIES

a. Develops list of required Electronic Flight Bag (EFB) Apps for pilots
b. Develops control function to assure the currency of electronic aircraft manuals and documents
c. Reviews EFB and application management to ensure alignment with FAA guidance and IS-BAO best practices
d. Disseminates important document and EFB changes to pilots and technicians
e. Maintains Technical Applications document(s) and updates those affected by changes
f. Facilitates technical support of EFBs when required
g. Maintains spare EFB for pilot use
h. Maintains App subscriptions (Jeppesen, ForeFlight, APG, etc.)
i. Maintains relationship with flight planning companies and ensures flight plans stay consistent with TFS preferences (Jeppesen, ForeFlight, Universal, etc.)
k. Participates in App beta-testing and advocates for changes to benefit TFS operations

1.4.5 IS-BAO Manager

Basic Function: Champions and evaluates IS-BAO Standards at Flight Services.

DUTIES AND RESPONSIBILITIES

a. Verifies the flight department adheres to IS-BAO Standards and evaluates IBAC recommended protocols for implementation.
b. Assists the flight department in identifying any safety deficiencies.

c. Assess the appropriateness and effectiveness of the flight department's safety management activities.
d. Conducts analysis of IS-BAO changes and compares to current operations at beginning of each calendar year.
e. Facilitates annual IS-BAO internal audit, log findings in IAP document, and file VOCUS safety reports as necessary.
f. Facilitates annual IS-BAO Progressive Stage 3 external audit, log findings in IAP document, and file VOCUS safety reports as necessary.

1.4.6 Scheduling Manager

Basic Function: Manages flight crew scheduling for Flight Services.

DUTIES AND RESPONSIBILITIES

a. Works with Sr. Director Flight Services, Chief Pilots, Flight Coordinators, and Maintenance to coordinate and facilitate specific pilot assignments, while ensuring adequate day-to-day aircrew staffing
b. Facilitates pilot schedule requests
c. Works with Training and Standards Captains to coordinate required training to minimize impact to service and schedule capabilities
d. Coordinates training with training providers
e. Schedules crews for training
f. Member of Operations Committee

1.4.7 Training and Standards Captain

Basic Function: Champions and develops standards and assists in the management of training for Flight Services.

DUTIES AND RESPONSIBILITIES

a. Works with Sr. Director Flight Services and the Chief Pilots to develop and document a comprehensive training program that complies with FAA, Target Flight Services, and IS-BAO standards
b. Works with Scheduling Manager to coordinate required training
c. Ensures all training and qualifications are maintained and recorded
d. Evaluates Training program for conformity to detailed IS-BAO Audit Protocol
e. Ensure standards conform to IS-BAO recommendations
f. Administers annual pilot standardization training flights
g. Works directly with individual pilots for feedback and training needs identified through the SMS program
h. Reports to the Chief Pilot(s) when evaluations indicate training deficiencies
i. Reviews SOPs to ensure they meet or exceed Industry Best Practices
j. Monitors the effectiveness of current SOPs
k. Makes recommendations for SOP improvements/changes to the Chief Pilots and Safety Committee
l. Communicates and champions TFS Standards to Target flight crews

1.4.8 Security Manager

Basic Function: Responsible for establishing/maintaining a proactive security awareness culture for Flight Services.

DUTIES AND RESPONSIBILITIES

a. Monitor all aspects of flight department security on a continuing basis and report all security-related issues/incidents to the Chief Pilots/Sr. Director of Flight Services
b. Embrace industry best practices regarding intelligence products and services
c. Monitor compliance with applicable security standards (e.g., TSA, CBP, IS-BAO, FAA)
d. Conduct security awareness training and testing for all personnel as needed
e. Makes recommendations for security improvements/changes to the Chief Pilots
f. Communicates and champions TFS security standards to Target flight crews
g. Help maintain DASSP documentation

1.5 PILOT FLIGHT DUTY ASSIGNMENTS

1.5.1 Pilot-in-Command

Basic Function: When designated as PIC, a pilot has final authority and responsibility for the safe operation of the aircraft and for managing the execution of assigned trips. To be designated as PIC, a pilot must hold the title of Captain, Senior Captain or International Captain.

DUTIES AND RESPONSIBILITIES

a. Report for duty 90 minutes prior to the scheduled departure time. Report time may be adjusted, at crew discretion, but will not be less than 60 minutes prior to departure. Crews will notify TFS flight coordinators when report times are changed in order to accommodate required crew rest periods.
b. Assure aircraft is readied for departure and in position for passenger boarding a minimum of fifteen minutes prior to scheduled departure time.
c. Check weather, all applicable NOTAMs where available, and determine fuel, oil and oxygen requirements
d. Assess risk and mitigate, as necessary
e. Determine the aircraft weight and balance
f. Ensure that all flight planning requirements have been met
g. Ensure aircraft is airworthy, duly registered and that the necessary documentation is onboard the aircraft
h. Ensure aircraft crew members have valid passports and visas when required
i. Ensure an aircraft pre-flight inspection is completed prior to each departure
j. Advise passengers concerning status of aircraft and/or any information, which may affect their schedule
k. Ensure that all passengers have required identification, and any documentation required prior to departure
l. Notify Flight Coordinators of any changes to planned itinerary or passengers, prior to departure
m. Ensure passengers are briefed in accordance with the requirements specified in section 4.17.1
n. Ensure that Target Corporation aircraft are operated in accordance with the limitations of the Aircraft Flight Manual, Aircraft Operating Manual, Certificate of Airworthiness, Target Flight Services policies and SOP's, and civil aviation regulations
o. Responsible for compliance with all Customs, Immigration, and cabotage laws
p. Responsible for all post flight duties, including any notifications required under section 3.1.
q. Maintain flight records, aircraft maintenance logs, and other company records required
r. Coordinate with Maintenance for any required aircraft maintenance, while away from home base
s. Report to the Chief Pilot(s) any operational or personal difficulty/problem, which could affect job performance
t. Report hazards and make recommendations to improve operations and safety, via ASAP or Safety Reports

u. Maintain pilot currency as per civil aviation regulations.
v. Perform functional check flights on aircraft when necessary. Requests may come from a Chief Pilot or the Director of Aircraft Maintenance.
w. As soon as possible, report to the appropriate air traffic services (ATS) unit any hazardous weather or flight conditions encountered that are likely to affect the safety of other aircraft.
x. Ensuring that a flight will not be commenced, or will not be continued beyond the nearest suitable airport if a flight crew member is incapacitated
y. Notifying authorities of any accident, suspected communicable disease, acts of unlawful interference, or landing at an airport other than a U.S. airport caused by circumstances beyond the control of the PIC
z. Responsibility for the security of the aircraft during its operation

RELATIONSHIPS

Reports to and is accountable to their designated Chief Pilot. Maintains close relationship with passengers relative to needs and services. Communicates and coordinates regularly with Director Aircraft Maintenance, Senior Manager Flight Service, maintenance team and other pilots to ensure the highest degree of safety.

QUALIFICATIONS

To act as PIC an individual must hold the position of Aircraft Captain and meet the following:
a. Hold a valid FAA Airline Transport Pilot Certificate with an FAA type rating for that aircraft
b. Hold a valid and current FAA Class 1 or Class 2 Medical Certificate
c. Have served as an SIC for a minimum of 6 months at Target Flight Services before acting as PIC
d. Have completed an initial pilot type rating course and a minimum of one pilot recurrent training course at an FAA approved training facility

The PIC has the authority to refuse transportation of any person or object if their carriage poses any risk to the safety of the aircraft or its occupants.

1.5.2 Second-in-Command

Basic Function: When designated as SIC, a pilot is responsible for supporting the PIC in the safe operation of the aircraft and in managing the execution of assigned trips.

DUTIES AND RESPONSIBILITIES

a. Report for duty 90 minutes prior to the scheduled departure time. Report time may be adjusted, at crew discretion, but will not be less than 60 minutes prior to departure. Crews will notify TFS flight coordinators when report times are changed to accommodate required crew rest periods.
b. Assure aircraft is readied for departure and in position for passenger boarding a minimum of fifteen minutes prior to scheduled departure time.
c. Advise passengers concerning status of aircraft and/or any information, which may affect their schedule
d. Ensure that all provisions are on board for the safety and comfort of passengers
e. An SIC may carry out take-offs and landings under the authority of the PIC and shall take over control in the event of PIC incapacitation
f. Maintain flight records, aircraft maintenance logs, and other company records required.
g. Report to the Chief Pilot(s) or Director Flight Operations with any operational difficulty or problem and any personal difficulty, which could affect job performance
h. Report hazards and make recommendations to improve operations and safety, via ASAP or Safety Reports
i. Maintain pilot currency as per Civil aviation regulations

RELATIONSHIPS

Reports to and is accountable to their designated Chief Pilot. Maintains close relationship with passengers relative to needs and service. Communicates and coordinates regularly with Director of Aircraft Maintenance, Sr. Manager Flight Services, Flight Coordinators, and PIC, to ensure safe and smooth operations.

QUALIFICATIONS

To act as SIC of a Target Corporation aircraft requiring at least two pilots, the pilot must:

a. Hold a valid FAA Commercial Pilots License with Instrument rating and Multi-Engine Airplane rating
b. Hold a valid and current FAA Class 1 or Class 2 Medical Certificate
c. Have completed an initial course of training, at an FAA approved training facility, in the aircraft to be flown. This training will satisfy all requirements of FAR 61.55 paragraph a and b or FAR 61.31 if a type rating is to be obtained

1.6 OPERATIONS COMMITTEE

The Operations Committee consists of Target Flight Services team members representing the following functional areas: Safety, Standards, Training, IS-BAO, Aircraft Scheduling, Crew Scheduling, Maintenance, Flight Operations and Leadership (Sr. Director). This committee meets quarterly and follows a formal agenda to address operational items, receive information from the Safety Committee for action, as well as to promote overall department integration.

2. Company Safety Management System

Safety management systems are an evolutionary development of the traditional flight safety program that can significantly enhance the safety of an aviation operation. A successfully developed and implemented safety management system (SMS) will ensure that safety is a core value in an organization or flight operation and that safety is integrated into all management systems including operational, maintenance, financial and human resource management. Target Corporation uses an SMS to ensure that Target Flight Services consistently provides safe and efficient air transportation that meets customer expectations. The Target Flight Services SMS is described in this chapter. Target Flight Services uses the Polaris Vocus online SMS platform to assist in managing the SMS.

2.1 SAFETY POLICY

2.1.1 Policy Statement

Target manages safety risks related to its operations to as low a level as reasonably practicable. All identified safety hazards will be analyzed and, where possible, eliminated or avoided. When this is not possible, mitigation is developed, implemented and tracked to verify that the level of the associated risks is acceptable. To prevent aviation accidents and incidents our organization will maintain an active safety management system.

2.1.2 Purpose

The purpose of the safety management system is to manage safety proactively and effectively. This is done by:

a. Creating and maintaining a just culture
b. Leading by example and supporting safety initiatives
c. Identifying and managing safety risks specific to the company's flight operations; and
d. Actively seeking feedback on and improving safety management activities.

2.1.3 Responsibilities

Target Corporation is responsible for:

a. Sustaining conditions that advance the safe operation of company aircraft.
b. Providing the resources to assure the safe operation of company aircraft.
c. Actively supporting the safety management system.
d. Target Corporation has the ultimate accountability for the safety performance of the organization.

The Sr. Director Flight Services is responsible for:

a. Ensuring that flight operations are conducted in compliance with all applicable safety regulations.
b. Administering the safety management system.
c. Validating and addressing safety-risk management deficiencies in an appropriate and timely manner.
d. Target corporation and the Sr. Director Flight Services have the authority to make decisions regarding Flight Services safety risk tolerability.

Flight Services personnel are responsible for:

a. Adhering to directions contained in flight operations-related manuals, and related procedures.

b. Making decisions within that framework that will contribute to the safety and efficiency of the operation.
c. Participating proactively in the safety management system by:
    i Actively identifying, reporting and mitigating Safety and safety-risk management deficiencies.
    ii Providing timely input to management to ensure that the company's safety-risk profile is accurate and up to date.
    iii When appropriate, applying Safety checklists to make sound pre-flight and in-flight decisions.

2.1.4 Management Support

Flight Services operational, technical and support staff, will always have the full support of Target's leadership if they operate professionally in accordance with company manuals and procedures. All company personnel have a duty to openly and honestly report events and hazards. Target leadership will undertake to ensure that all such reports will be thoroughly investigated in a non-punitive manner.

2.1.5 Designation of Accountable Executive

Target Corporation's Accountable Executive for Flight Service's SMS is the Senior Director, Flight Services.

2.1.6 Related Documents

- United States Civil aviation regulations
- Target Tactical Emergency Response Plan
- International Flight Operations Manual
- Cabin Attendant Manual
- Flight Coordinator Manual
- TFS Safety Program Handbook

The TFS Safety Program Handbook provides safety program details, SMS computer platform information, and vendor information to support management of these programs. This handbook is located in Vocus documents.

2.2 Safety Risk Management Strategy

The TFS SMS will be used to identify safety concerns and show how these concerns will be mitigated through training requirements, SOPs, technology, communication and the use of equipment. The following elements will be used to monitor and evaluate safety performance.

a. Safety Risk Profiles
b. Hazard/Risk identification, and mitigation
c. Safety Performance Objectives
d. Safety Management Goals
e. Risk Management tools
f. Change Management System
g. Safety Management System Audit/Evaluation process
h. FOQA
i. Internal/External audits
j. Safety Committee
k. Safety Performance Indicators

2.2.1 Operator Safety Risk Profile

Target Flight Services utilizes a Safety-Risk Profile to inventory areas of risk associated with its flight operations.

a. Risk is categorized as Low, Moderate or High for individual risk factors and also for an overall summary of TFS operations.
b. Identified risks will be assessed using a risk matrix and references will be provided for mitigations risks deemed Moderate or High.
c. Review of the Operator Safety-Risk Profile will be an agenda item at all Operations Committee meetings. The profile will also be reviewed any time TFS anticipates or is exposed to significant change in its operations.
d. When the risk profile is completed, it will become a part of Target Flight Services Safety Management System and stored on the TFS SharePoint site and ForeFlight Docs.
e. A **FlightRisk Assessment** will be used for all flights. The PIC will conclude each mission briefing by communicating the identified flight risks to all flying crew members**.**

2.2.2 Key Hazards, Risks and Mitigation

Any identified hazard or risks will be mitigated to reduce the hazards/risks to as low a level as reasonably practical. The primary tools used to identify and mitigate risks are:

a. Dedicated Safety Committee meetings and process
b. Operational Safety Risk Profile
c. Change Management form and process
d. Target Safety Reports
e. FlightRisk Assesment
f. Flight Operations Quality Assurance (FOQA)
g. Aviation Safety Action Program (ASAP)
h. AWARE Brief

2.2.3 Safety Management System Objectives

Safety is paramount in all Target Corporation flight operations, and it is the joint responsibility of everyone connected with the flight operation.

The objective of Target Corporation's SMS is to enhance the safety, efficiency and effectiveness of company operations through effective management of safety risks which may result in accidents that cause injuries to persons or damage to company resources. To accomplish that objective, Target Corporation's strategy is to mitigate all identified hazards to a level as low as reasonably practical. To achieve this goal, the following safety management principles will be followed:

a. Safety will be recognized by management and employees as an integral and vital part of the successful performance of any job.
b. Safety, being paramount to our operating practice, will be given priority at all times. No staff member will be asked to compromise our safety standards.
c. Direct responsibility for the safety of an operation rests with the supervisor of each operation. During flights, the designated Pilot-in-Command (PIC) is the supervisor of each operation and will seek to ensure that all operations are conducted without incident.
d. Each individual employee will perform their duties giving primary concern for their own safety as well as that of their fellow employees, our passengers and the property and equipment entrusted to their care.

e. The PIC is the judge as to whether the aircraft shall take-off and where it shall land, taking into account all factors of equipment and weather conditions within the specifications of the Operations Manual and/or the Aircraft Flight Manual. They will exercise this responsibility effectively and will use all of the resources available to make appropriate and effective decisions.

f. The PIC has ultimate authority to refuse or discontinue a trip which, for reasons of safety or security, they feel should not be attempted or continued. They will exercise this responsibility effectively and will use all of the resources available to make appropriate and effective decisions.

g. The Target Corporation's SMS must be proactive, ongoing and fully integrated throughout the operation and all of its activities and is based on the following strategies:

i. All Flight Services employees and users will be involved in the Flight Services Safety Management System.
ii. Employee awareness, compliance, inspection, investigation and education programs will be incorporated into all aspects of the operation. To ensure awareness, safety objectives will be promoted regularly in TFS safety communications.
iii. All employees will endeavor to identify, report and eliminate hazardous conditions.
iv. All events reported to the SMS will be investigated to determine root cause.
v. All proposed new equipment acquisitions, facilities, operations and procedures will be reviewed using the change management system.
vi. All employees will comply with applicable laws and regulations.
vii. All pilots will participate in an annual Standardization Line Check
viii. Target Safety and Compliance will ensure an annual facility inspection has been completed.
ix. The Aircraft Technician on the Safety Committee will report significant changes in the maintenance department utilizing the Change Management Policy in the Flight Operations Manual.
x. An exercise and training for the Target Crises Response Plan will be completed annually. Participants will include primary and alternates to each key CRP role.

2.2.4 **Management Safety Goals**

- Ensure that all personnel understand the hazards and risks inherent in their area of operation by updating and posting the Safety Risk profile and by communicating pertinent safety information via meetings, meeting minutes, read files and direct communications.
- Foster an open reporting culture by ensuring that all hazard identification and tracking reports are received in a positive manner and that feedback is provided as soon as possible - at least within two weeks.
- That Target Flight Services will continue to foster a just culture - all Team members can be confident that they will be supported by Target leadership if they operate with integrity and in accordance with the FOM.

2.2.5 Safety Performance Objectives

Safety performance objectives are specific, measurable goals set by the safety committee, flight management, or maintenance management. Each objective is normally suggested by TFS or industry safety data. The accomplishment of each goal should represent an improvement in the safety culture, increased compliance, or a reduction in risk.

Current and past SPOs (safety performance objectives) and their status are documented in the SPO record policy page on the Vocus SMS platform.

2.2.6 Maintenance Risk Assessment Tool

MRAT is one of many tools used to help the Director of Maintenance (DOM) mitigate the risk associated with many factors that pertain to the day-to-day operations of the Maintenance Department. MRAT factors include but is not limited to the monitoring of weather, staffing levels, vendors on site, weekend ops, scheduled and unscheduled maintenance tasks. The DOM will update the MRAT daily, as required and review the MRAT publication with the Maintenance Department weekly, during the weekly Maintenance Meeting.

2.2.7 Other Risk Management Tools

a. Target's Corporate Command Center
b. Argus Platinum requirement for charter providers
c. Aviation-related iPad apps
d. Runway Analysis (APG)/ ForeFlight Performance
e. Pilot read and acknowledge system
f. Best practice, SOP, and airport information in ForeFlight Docs

2.3 SAFETY RISK MANAGEMENT PROCESS

The TFS safety risk management system is comprised of:

a. Hazard identification
b. Risk assessment
c. Risk mitigation
d. Safety assurance and continuous improvement

2.3.1 Hazard Identification

Hazard identification is composed of:

a. ASAP
b. Safety Reports
c. Safety Committee process
d. Tracking of Safety Performance Indicators
e. FOQA
f. Change Management Process
g. FlightRisk Assessment
h. IS-BAO audits

The purpose of the Target Flight Services hazard identification program is to proactively identify and address safety issues and to promote continuous improvement. All Target Flight Services Team members have a duty to participate in the TFS Safety Management System by openly and honestly reporting safety related events, hazards, and opportunities for improvement. Information gathered from the hazard identification process will be used in a constructive, non-punitive manner and no disciplinary or administrative action will be taken against a Team Member as long as they are operating with

integrity. Willful misconduct or illegal activities are not covered by this immunity policy and will not be tolerated.

Target Flight Services (TFS) has established vocus.aero for team members to report safety concerns and offer suggestions for operational improvement. The collected information is reviewed and analyzed to facilitate early detection and improved awareness of operational deficiencies and adverse trends. Furthermore, the information is used to identify root causes and determine corrective actions when appropriate. Any corrective actions or changes implemented are monitored for effectiveness. This process helps promote cross-functional collaboration within TFS and with our external partners and helps maintains a proactive approach to safety and continuous improvement.

Root cause analysis helps identify how and why an incident occurred. The answers to how and why help to prevent recurrence. Causal factor review is integrated into the Vocus SMS issue management process. Two additional tools for root cause analysis are the Five Whys chart and the Fishbone diagram.

2.3.2 Aviation Safety Action Program (ASAP)

The Aviation Safety Action Program (ASAP) is one of two reporting options available at vocus.aero. Target Flight Services, in cooperation with the Federal Aviation Administration (FAA), has established an ASAP for our Flight Crews, Maintenance Personnel, and Schedulers/Flight Coordinators, administrative support, and specified contract employees. The Target Flight Services ASAP is a voluntary, self-reporting program designed to identify and reduce possible flight safety concerns. ASAP uses employee input to identify significant safety of flight concerns and issues, operational deficiencies, non-compliance with regulations, deviations from company policies and procedures, ATC issues, and unusual events. In partnership with the FAA, each report is investigated and corrective actions determined based on a non-disciplinary approach to flight safety, as established by Target's Memorandum of Understanding (MOU) between TFS and the FAA. Complete details of the program can be found in the TFS ASAP Handbook.

2.3.3 Safety Reports

Safety Reports are the second reporting option available at vocus.aero. Team members may use this option for issues or concerns they would prefer to report outside of our ASAP program. For example, non-safety of flight issues such as hangar or FBO facilities concerns, personal injury events, and suggestions for continuous improvement may be reported here. Additionally, anyone wishing to submit an anonymous report for any type of issue or concern (flight or non-flight related) should use the Safety Report. An anonymous report is created by checking the "Report Anonymously" box as the report is started.

The Safety Manager or a member of the Safety Committee will analyze all Safety reports, and a response will be provided to the person making the report, if their identity has been provided in the report. These reports will be reviewed on a quarterly basis until no further action is required.

Examples of reportable ASAP or Safety Report events:

Flight Operations*

- Rejected takeoff performed
- Go-around performed
- TCAS R/A or GPWS Warning (RA that requires NTSB notification can be done at tcas@ntsb.gov)

- Severe turbulence or windshear encountered
- Bird strike or foreign object damage occurs
- Hazardous material has been discovered onboard the aircraft
- Landing with fuel on board less than 1,500 lbs. in G280 or 3,000 lbs. in G600
- Any part of the aircraft leaves the paved surface during takeoff or landing
- A system defect occurs in-flight which adversely affects the handling characteristics of the aircraft.
- Stall warning or stick shaker activation inflight
- Serious illness, injury, incapacitation or death occurs to crew or passengers during flight or ground operations
- MedAire has been contacted inflight or the emergency medical kit or automatic external defibrillator (AED) has been used
- An emergency has been declared to ATC
- A crewmember feels they have been put under undue pressure from a passenger or other crewmember to operate in a manner they feel would be unsafe
- A disruptive, intoxicated, or otherwise aggressive passenger has been confronted
- A near-collision has occurred, flight or ground
- An aircraft lands anywhere other than the flight planned destination

All Areas of Target Flight Services Operations

a. ANY EVENT WHICH MAY PROVIDE USEFUL INFORMATION FOR THE ENHANCEMENT OF FLIGHT OR GROUND OPERATIONS SAFETY
b. Any deviation from or inability to comply with the standards set forth in the Target Flight Operations Manual
c. Exceedance of duty time
d. Emergency equipment is missing or inoperative
e. A potential hazard, which may cause injury is discovered
f. Any incident involving damage to aircraft or flight related equipment
g. Any event where safety standards may have been compromised

* Many of these are also included under the Mandatory Report Section of 3.10 or under NTSB rule part 830.

2.3.4 Safety Committee

The Safety Committee is comprised of at least the following people: Safety Manager, Assistant Safety Manager, Maintenance, and Assistant Safety Manager, Flight. The Safety Committee meets at least quarterly and follows a formal agenda. The committee's primary purpose is to collect and analyze safety reports, data, and information obtained from external sources to address operational and organizational changes that could impact safety. Information and findings from the Safety Committee is fed to the Operations Committee for action (when needed) or directly communicated to the TFS team.

2.3.5 Safety Performance Monitoring and Measurement

Target Flight Services Monitors, Measures, Trends and Evaluates Safety Performance Indicators (SPI) as an agenda item in the Quarterly Safety Committee Meetings. The Safety Manager is responsible for updating the SPI's based off SMS derived data which has been reviewed and determined relevant by the TFS Safety Committee. Safety Performance Indicators are used to monitor known safety risks, detect emerging safety risks and develop mitigation strategies as part of a comprehensive program.

Target Flight Services uses the following procedures to identify and set the SPI's.

Adoption of SPI's: TFS Safety Committee will evaluate all data and adopt as a group any SPI's they deem relevant at any time. The Safety Committee will ensure that constructs chosen as SPIs support TFS Safety Performance Objectives in FOM 2.2.3.

SPI Data Sources: Quantifiable data will be attained from TFS implemented tools including but not limited to FOQA, ASAP, TFS Safety Reports, Change Management Process and FlightRisk Assessment analysis.

SPI Qualifications:

1. All SPI's will be run through the Safety Committee Risk Matrix and be found to be a level Yellow or lower. (uses as a proactive/predictive tool, higher severity items need immediate attention)
2. All SPI's must have a measurable data set that can be collected, analyzed and trended on a quarterly basis.
3. All SPI's shall be specific in nature and analyzed to the root cause of the indicator.
4. All SPI's will be relevant to the Target Flight Services aircraft, operation, and mission profile.
5. SPIs and their target and alert values will be chosen with the objective of maintaining or continuously improving effectiveness of the TFS SMS.

Once SPI's have been set and agreed upon and adopted by the Safety Committee, they will be assigned target and alert values. The SPI's as well as target and alert values will be recorded in accordance with the Safety Committee documentation procedures.

The Safety Committee will review all SPI's during their quarterly meetings to determine if the target values are being met or if any alert values have been triggered. In the event that a target value has been met by a trend analysis of a specific SPI the Safety Committee will determine if the SPI is still relevant. If the SPI is determined to still be relevant, the SPI will remain for trending purposes. If a trend analysis indicates that target values for a specific SPI has been met AND the Safety Committee determines that the SPI is no longer relevant to the scope of operation for TFS the SPI may be moved off the list.

In the event of an "Alert" value as indicated by a trend analysis for a specific SPI the Safety Committee shall decide on and implement corrective actions to deficiencies found. The Safety Committee will then set parameters to track the effectiveness of the corrective actions and review on a quarterly basis.

A record of SPI values and actions taken in response to a review of SPI data is kept on the collaboration network drive and in the Vocus SMS platform.

2.3.6 Flight Operations Quality Assurance (FOQA)

Safety Goal and Purpose

The Flight Operations Quality Assurance Program (FOQA) is an integral element of the Target Flight Services Safety Management System. Its purpose is to gain consistent and optimal aircraft and human performance by identifying trends affecting safety of flight. Through the non-punitive use of digital flight data taken from routine operations, we can identify potentially adverse trends and proactively take appropriate corrective action. Examples of corrective action are modifying training, modifying our SOPs, or using communication to bring increased awareness of potential problem areas to pilots.

Equipment, Components and Process

All Target Corporation aircraft are participating in FOQA. Each aircraft has a quick access recorder (QAR) installed in it to capture the appropriate flight data parameters to be analyzed. Raw flight data is downloaded by maintenance at specified intervals and then uploaded to General Electric (GE) for processing and analysis. TFS and GE tools and process ensure secure download and transfer of all flight data. At GE, dedicated Flight Data Monitoring/Flight Operations Quality Assurance (FDM/FOQA) software is used for data processing. Triggered events, as detected by the flight safety events profile, are reviewed individually by GE. The Safety Manager receives quarterly analysis reports from GE through a secure web interface. The Safety Manager, who acts as the sole gatekeeper for all FOQA data, removes any information which might reveal crew identities such as dates, tail numbers etc. Once de-identified, the reports will be reviewed by the Safety Committee and subsequently distributed to the pilot group.

FOQA data & Reporting Policy

FOQA data will be used solely in a constructive, non-punitive manner. No disciplinary action will be taken against flight crew members based on data taken from aircraft flight data recorders or the FOQA program. There are two circumstances in which the gatekeeper will use the date and city to find out more about a flight:

a. The crew has asked for information about their flight
b. When the ERC would benefit from further information about an ASAP reported event

If a report is used or shared for education or research the date, city pair (if necessary), and tail will be hidden. A flight crew will never be contacted because of an event that becomes known solely via a FOQA event. FOQA provides an aggregate picture of Target flight operations.

Confidentiality

FOQA data from Target aircraft is kept confidential by GE and Target Flight Services. GE ensures that all data is de-identified before being compiled with GE customer aggregate data. Aggregate data refers to the collective data received by other operators in the FOQA program.

FOQA annual and periodic summary reports are sensitive information and may not be shared outside of Target without permission from Target Flight Services management. FOQA summary reports are made available to Target flight services team members.

2.3.7 Change Management Process

Proposed changes to a process, procedure, or program will be subjected to the TFS Change Management Process (CMP). The first step for all proposed changes will be review of the Change Management Decision Flow chart (form 13.2). The project owner is responsible to ensure the CMP is applied to the project. The Safety Committee will facilitate the CMP for a specific project by assisting with risk assessment, developing mitigation strategies, monitoring the effectiveness of the mitigation strategies, and documenting the change management process. The SMS will be used to monitor the effectiveness of the implementation in the sustain phase.

TFS Change Management Process is a proactive process implemented to achieve the following objectives:

- Identify and mitigate risk associated with the change.
- Mitigate deviations from SOP and best practice due to the change.
- Change management will be documented using the Vocus SMS system.

The TFS Change Management Process is executed in three phases.

Initiation Phase
The Initiation phase has two main components.

a. Evaluate the risk to Target Corporation and to TFS.

The project owner and a TFS Safety Committee member will determine one of three possible risk assessment outcomes:

a) No further CMP is required. (The policies and procedures TFS has in place are sufficient to manage risk to an acceptable level.)
b) Risk mitigation strategies are required.
c) The project is terminated because it has been determined that the risks that would be introduced are not acceptable.

b. Determine risk mitigation strategies as required by the risk assessment.

Risk assessment and mitigation strategies will be documented using the issue management process on the Vocus platform. Management approval is required for risk controls.

Implementation Phase

The implementation of the risk mitigations will be integrated into the project plan. The project owner will maintain the project plan. The change management process in Vocus may reference the project plan when documenting risk mitigations.

Sustain Phase

The objectives of the sustain phase are to ensure that the intended change has occurred, mitigations are effective, and that unforeseen hazards are identified. The Safety Committee will review data from FOQA, ASAP, Safety Reports, FlightRisk and all other resources to monitor the risk controls and identify new hazards. Other means of measuring any hazards introduced by the change will be developed as necessary. If unacceptable risk is identified the Safety Committee and the project owners will take corrective action.

Once the TFS Safety Committee and project owners are confident the change is implemented safely, the Safety Committee will continue to review SMS data in relation to the changes made for a period of time appropriate for the change.

If the sustain phase requires monitoring or auditing activities in addition to the normal functioning of the SMS, that monitoring plan will be documented using the Vocus platform.

Change management from completed projects have been archived in the TFS SharePoint site and on the Vocus platform.

2.3.8 Departure Risk Briefing and FlightRisk Assessment

The pilot in command will conduct a pre-departure briefing to discuss time enroute, weather, expected delays, routing and any other operational issues. Passenger needs will also be covered noting transportation and catering requirements.

The acronym "**AWARE**" should be used as a guide for briefing:

Aircraft (MEL, Maintenance briefing details, pre-flight concerns, fuel)
Weather (en route and aerodrome weather, turbulence, alternates)
Airports (FBOs, NOTAM's, special considerations)
Route (SID's STAR's, filed route)
Extra (FlightRisk Assessment items and any safety or security concerns, catering, ground transportation, lodging etc.)

The Vocus SMS system provides a FlightRisk Assessment tool to highlight both strategic and tactical hazards. The FlightRisk Assessment will be updated by one of the pilots during the preflight preparation. An analysis of the trip is presented in the FlightRisk schedule, providing a strategic forward look. The FlightRisk Assessment will also be used as an AWARE briefing tool to raise awareness of the specific hazards for a specific flight leg. Each hazard on the FSR should be reviewed by the flying pilot and considered for inclusion in the AWARE briefing. The briefing should include mitigation strategies for each included risk.

Based upon the hazards identified with the help of the FlightRisk Assessment, the crew will determine if the flight leg has elevated risk. The hazards identified by FlightRisk, weather, and NOTAM information may indicate that mitigations are required. The presence of numerous hazards have a cumulative impact on the flight operation. The crew may need to consult with a Chief Pilot or the Sr. Director prior to departing to discuss the elevated risk level and possible mitigations. The intent is to have another objective point of view on the flight operation.

If a Cabin Attendant or Executive Services is onboard they will also be given a pre-departure briefing.

The acronym "**FAACCTS**" should be used as a guide for briefing:

Flight Time (Enroute time and and anticipated weather or ATC delays)
Aircraft (Safety equipment checked, any MEL items that might affect the flight)
Armed (Executives Services declaration of their armed status)
Catering (Whats onboard for the passengers to eat)
Coms (Estabilish a communications text chain for the crew)
Turbulence (Forecasted turbulence)
Signals (Seatbelt sigh on below 10,000' is a reminder of sterile cockpit, and other time it means turbulence)

2.3.9 **Risk Assessment**

Risk management consists of hazard identification and risk assessment. Risk is evaluated in terms of likelihood of the occurrence and severity of the consequences. TFS personnel evaluate hazards using the risk matrix in Chapter 13 of this manual.

2.3.10 **Risk Mitigation**

It is the policy of Target Corporation to mitigate unacceptable risk to a level as low as reasonably practical. Tools for risk mitigation include standard operating procedures, policies, training, compliance with industry best practices, and continuous SMS improvement.

2.4 SAFETY ASSURANCE AND SMS EVALUATION

2.4.1 Safety Assurance

The ongoing monitoring of operational systems, processes and procedures to ensure that they are appropriate and effective is an integral part of an SMS. Target Flight Services safety assurance activities are used to:

- Ensure that operational systems, process and procedures are appropriate and effective,
- Ensure that identified problems have been resolved, and
- Assist in maximizing the efficiency of safety management activities. Safety assurance activities include:
    a. Using the Compliance Monitoring Checklist to conduct assessments of the appropriateness and effectiveness of operational processes at least once a year in order to assess compliance of daily operations.
    b. Using forms and processes referenced in the operations manual to conduct safety evaluations,
    c. Assessing the activities of contractors where their services may affect the safety of the operations,
    d. Having the annual internal audits reviewed by the auditor who conducts our IS-BAO registration audits,
    e. Documenting the annual internal audit results, corrective actions and both positive and negative observations
    f. Sharing the results of the annual internal audit and corrective actions with all personnel,
    g. Utilizing available technology such as FlightRisk Analysis and FOQA data to identify operational issues,
    h. Holding regular safety meetings,
    i. Keeping the COO informed of safety issues, and
    j. Investigating incidents and providing feedback to management and staff

2.4.2 Continuous Improvement and SMS Evaluation

Regular evaluation of safety performance is an integral part of an SMS. Target Flight Services conducts internal evaluations of the SMS by completing the current IS-BAO Audit Protocol on an annual basis. External audits are accomplished annually via participation in the IBAC Progressive Stage 3 program. In addition to these internal and external audits, SMS effectiveness will be continuously evaluated through:

a. Safety Committee meetings
b. Review of SPI's at quarterly Safety Committee Meeting
c. Benchmarking at the Midwest Safety Roundtable
d. Safety Seminars
e. TFS Team meetings
f. FOQA

When the external evaluation is completed, it will be analyzed to ensure that the agreed acceptable level of risk, the safety objectives and goals and related SMS expectations are being achieved. Corrective action plans will be developed and implemented for any short comings identified in the evaluation. The results of the external evaluations will be reviewed with the Accountable Executive and shared with all TFS team members.

2.4.3 Compliance Monitoring

TFS will continuously monitor our compliance with regulations, standards, approvals and exemptions applicable to our operations. The following activities will be utilized to ensure compliance:

a. Periodic review of external information (SAFOs, Advisory Circulars, Manufacture publications, OPSGROUP, NBAA etc.). Information will be logged and tracked using the External Compliance Database Log.
b. Attendance of seminars, conferences, roundtables and industry benchmarking forums.
c. Completion of the Compliance Monitoring Checklist to ensure applicable regulations, standards and exemptions are being followed during daily operations.
d. Analysis of IS-BAO changes at the beginning of each calendar year.
e. IS-BAO Internal Annual Audit.

The External Compliance Database Log, results of the Compliance Monitoring Checklist and all IS-BAO Audit results will be stored on the TFS SharePoint site.

2.5 SMS PROMOTION

Target Flight Services will work diligently to ensure that a positive safety culture prevails throughout the organization. In order to achieve that objective, open communication up and down the organization chain will be encouraged and safety information will be shared. This occurs through:

- Quarterly safety meetings
- FOQA quarterly analysis summary
- Pilot mandatory read file communications
- Safety Emails
- ASAP ERC debrief communications
- Read & Toss
- Read and acknowledge documents in SMS platform

To ensure that all employees understand the framework within the company SMS, all flight department personnel and new hires will be trained on the following:

- Initial and recurrent SMS training
- Target Flight Operations Manual training

2.6 OCCUPATIONAL HEALTH AND SAFETY

Target Flight Services complies with national and local Occupational Health and Safety (OH&S) regulations applicable to its operations. OH&S is included in the Compliance Monitoring program. TFS personnel training will include OH&S requirements specific to ramp and hangar safety.

3 Operational Control

3.1 Operational Control System

Operational control means the exercise of authority over the preparation, filing and amendment of a pilot's flight plan in respect to a flight, and the subsequent flight following during the course of the flight until it arrives at its destination. Target Corporation aircraft shall be operated in accordance with the limitations of The Aircraft Flight Manual, Target Flight Services policies and SOP's, and applicable Civil Air Regulations.

3.1.1 General Description

All requests to use Target Corporation aircraft will be sent to the Flight Coordinators. The Flight Coordinators will then assign an aircraft based on availability and mission requirements and load the trip information into TripPlanning.biz. It is the Flight Coordinators responsibility to determine whether the trip will utilize company aircraft, fractional owned aircraft, charter aircraft, or a combination of any of these types to complete the trip.

An airport scheduling risk analysis will be performed anytime a scheduling request is received for a TFS operated flight to a destination having a primary runway that is less than 6,000 feet long or 100' wide. Completed risk analyses are valid for all flight requests within one year of the date of the completed analysis. This analysis is to be completed by a Chief Pilot, but may be performed by a TFS Captain, if it is time critical and the Chief Pilots are unavailable. The form for this analysis can be found in FOM Chapter 13 or in SharePoint documents under Flight Ops > SMS > Airport Information.

After a trip has been loaded into TripPlanning.biz, a Scheduling Manager will assign the crew for domestic and Canadian trips, and the International Chief Pilot will assign crew for all other locations. The crew will consist of one PIC and one or more SICs. A Flight Coordinator will assign a Cabin Attendant for domestic flights when required. The International Chief Pilot will assign a Cabin Attendant and/or a Flight Mechanic for international flights when required. The assigned PIC has the final authority and responsibility for the operation and safety of the flight.

At TFS, it's standard operating procedure to rotate the duties of Pilot Flying (PF) and Pilot Monitoring (PM) during a given trip. At the discretion of the PIC, the crew changes seats so that the roles of PF (accomplished from the left seat) and PM (accomplished from the right seat) are shared. In the case of an augmented crew, the PIC will assign duties at their discretion to ensure that all crew members are well rested.

The details of the trip will be housed electronically within TripPlanning.biz. Once the details of the trip are confirmed, a Flight Coordinator will release the finalized trip to each crewmember, along with any supporting documents or notes, via a chatter message within the software. Any revisions to the trip will be updated in TripPlanning.biz and a chatter message will be sent to the crew.

3.1.2 Responsibilities and Authorities

All flights or series of flights away from base must be authorized before departure by the Flight Services Scheduling team. The operational control of a flight is delegated to the PIC.

Target Corporation uses a pilot self-dispatch system. A flight release will be deemed to have been given when the PIC has determined that:

a. The flight may be conducted in accordance with the United States Civil aviation regulations, International Civil Aviation Organization, and the regulations and guidance material of individual states when applicable.

b. The validity of all required licenses, permits, certificates, has been verified and the required equipment, documents and manuals are on board the aircraft.

The following is a list of documents that are to be carried on the aircraft (electronic if applicable):

- Aircraft Certificate of Airworthiness
- Aircraft Certificate of Registration
- Radio Telephone License or Permit
- Aircraft Flight Manual
- Weight and Balance data
- TFS Aircraft Maintenance Binder
- Aircraft MEL and NEF
- FAA Letters of Authorization
- Required Insurance Certificates
- TFS Flight Operations Manual
- TFS International/RVSM Operations Manual
- TGT Normal aircraft checklist
- Required Aeronautical Charts
- Gulfstream PlaneBook
- Intercept Procedures

c. The meteorological conditions are such that the flight can be conducted safely and within State and International regulations and standards; and
d. The appropriate flight planning has been completed.
e. The aircraft will remain within weight and balance limitations during the flight(s)

A sign-off in the Maintenance Turnover Log by a Flight Services Aircraft Technician indicates that no open discrepancies exist, there are no overdue mx inspections/deferrals, no upcoming inspections will be due for the entirety of the trip and a post-flight/pre-flight has been completed.

Post-flight and pre-flight notes will be listed in the turnover log. In the event that a new requirement for a flight develops when operating away from base, the PIC will have the authority to release the aircraft after having satisfied him/herself that conditions (a) to (d) in the preceding paragraph have been met. The crew should notify the scheduling team as soon as practical to keep them informed of changes to the trip itinerary.

3.2 FLIGHT PLANNING AND PREFLIGHT REQUIREMENTS

A flight shall not be commenced until all pertinent flight data has been compiled and a flight plan has been filed. Target Flight Services aircraft will operate on IFR flight plans. VFR flight is permitted for training flights and in cases where an IFR clearance will be obtained once airborne.

TFS utilizes Jeppesen for flight planning and following of domestic flights. Flight schedules are pushed to ForeFlight from TripPlanning.biz. Preliminary flight plans for each flight are released to the pilots two days prior to departure from Jeppesen Dispatch via ForeFlight. On the day of the flight, Jeppesen Dispatch reviews the flight four hours prior to departure and files the FAA flight plan. Jeppesen services are intended to increase safety by utilizing the capabilities of Jeppesen Dispatchers as an enhancement to pilot situational awareness in the planning and execution of flights. It is not a replacement for pilot

authority or responsibilities as prescribed by the Federal Aviation Regulations and the Target Flight Operations Manual.

International trips typically utilize the services of third-party providers such as Universal for flight planning and following as well as ground handling at international destinations. Arrangements for these services are handled on a per-flight basis in consultation with the Sr. Director of Flight Services and/or the International Chief Pilot.

As Target Corporation uses a pilot self-dispatch system, it is the PIC's responsibility to ensure that all flight planning documents required by the Flight Operations Manual have been prepared and filed prior to departure. They shall also ensure that flight planning requirements of the State in which the operation is being conducted have been met. The State Aeronautical Information Publication shall be consulted if there is any doubt as to the State requirements.

If the names of the passengers are not accurately stated on the trip sheet, a crewmember shall notify the scheduling team prior to flight, to include a complete list of passengers on a given flight segment. If there are any unplanned enplanements or deplanements of passengers, the PIC shall ensure that the scheduling team is advised.

3.2.1 Flight Planning Requirements

General

Before commencing a flight, the PIC shall be familiar with the available flight information that is appropriate to the intended flight. The PIC shall not commence a flight unless it has been ascertained that the facilities available and directly required for such flight and for the safe operation of the aircraft are adequate, including communication facilities and navigation aids and that all regulatory requirements for the area of operation can be met.

Airports with unique or challenging operating environments may be placed on the TFS Special Airport List. This list highlights items for crew awareness and may list TFS-imposed operating restrictions, when deemed necessary for safety. The current TFS Special Airport List can be found in ForeFlight Docs.

Before commencing a flight, the PIC shall be familiar with all available meteorological information appropriate to the intended flight. Preparation for all flights shall include:

a. A review of available current weather reports and forecasts; and
b. The planning of an alternative course of action to provide for the possibility that the flight cannot be completed as planned, because of weather conditions.

3.2.2 VFR Flight

A flight, to be conducted in accordance with the visual flight rules shall not be commenced unless available weather information indicates that the meteorological conditions along the route, or that part of the route to be flown under the visual flight rules, will permit flight under visual flight rules.

When VFR operations are to be conducted in high performance aircraft, risk factors related to the routes and traffic shall be assessed by the PIC and mitigation developed to ensure that the identified risks are reduced to an acceptable level.

If the destination aerodrome has only one usable runway with an operational instrument approach procedure at the estimated time of use, at least one destination alternate aerodrome will be selected and specified in the flight plan.

3.2.3 IFR Flight

Destination alternate airport

For a flight to be conducted in accordance with instrument flight rules, at least one suitable destination alternate airport shall be selected and specified in the flight plan. Flight shall not be commenced or continued unless the latest available meteorological information indicates that the conditions at the destination alternate will be compliant with FAR 91.169 and be at or above the conditions specified in the Jeppesen 10-9A pages for the estimated time of arrival at such alternate.

An IFR destination alternate is not required when:

A. The airport of intended landing is isolated and there is no suitable destination alternate aerodrome; and.

   a) An instrument approach procedure is prescribed for the aerodrome or heliport, of intended landing; and
   b) A point of no return has been determined and the flight is not to be continued past this point unless available current meteorological information indicates that the following meteorological conditions will exist at time of use:
      i) A cloud base of at least 300 m (1,000 ft.) above the minimum associated with the instrument approach procedure, and
      ii) Visibility of at 3 miles (5.5 km) or of 2 miles (4 km) more than the minimum associated with the procedure, whichever is greater.

3.2.4 Fuel and Oil Supply Requirements

Any flight shall not be commenced unless, taking into account both the meteorological conditions and any delays that are expected in flight, the aircraft carries sufficient fuel and oil to ensure that it can safely complete the flight and land with the planned final reserves as outlined below.

The amount of fuel to be carried must permit:

a. When no alternate aerodrome is required, to fly to the destination aerodrome and thereafter for a period of 45 minutes at normal cruising speed; or
b. When an alternate aerodrome is required, to fly to the destination aerodrome, then to the alternate aerodrome and thereafter for a period of 45 minutes at normal cruising speed; or
c. When the flight is conducted in accordance with the visual flight rules by day, flight to the aerodrome of intended landing, and after that, for at least 30 minutes at normal cruising speed; or
d. When the flight is conducted in accordance with the visual flight rules by night, flight to the aerodrome of intended landing and thereafter for at least 45 minutes at normal cruising speed.
e. All flights will be planned with an additional contingency which is the greater of 5% of the trip fuel or 5 minutes holding consumption at 1500' above destination airfield elevation computed based on calculated arrival weight.

The final reserve fuel is calculated as 45 minutes at top of descent fuel flow. The crew should not plan to land with less than:

G280:	**1500 lbs.**
G600:	**3000 lbs.**

In addition, sufficient fuel shall be provided for:

a. taxiing and foreseeable delays prior to take-off;
b. adverse meteorological conditions;

c. foreseeable air traffic routings and traffic delays;
d. landing at a suitable aerodrome in the event of loss of cabin pressurization or, in the case of a multi-engine aircraft, failure of any engine, at the most critical point during the flight; and
e. any other foreseeable conditions that could delay the landing of the aircraft.

In-flight fuel checks and fuel management shall be performed as detailed below:

a. The pilot-in-command shall continually ensure that the amount of usable fuel remaining on board is not less than the fuel required to proceed to an aerodrome where a safe landing can be made with the planned final reserve fuel remaining upon landing.
b. The pilot-in-command shall advise ATC of a minimum fuel state by declaring "**MINIMUM FUEL"** when, having committed to land at a specific aerodrome, the pilot calculates that any change to the existing clearance to that aerodrome may result in landing with less than planned final reserve fuel.
c. The pilot-in-command shall declare a fuel emergency by broadcasting **"MAYDAY MAYDAY MAYDAY FUEL"**, when the calculated usable fuel predicted to be available upon landing at the nearest aerodrome where a safe landing can be made is less than the planned final reserve fuel.

Note: Specific State requirements may vary in the application of this requirement. The PIC must be aware of and apply the specific requirements of the State in which the operation is being conducted.

3.2.5 Oxygen Supply Requirements

A flight to be operated at altitudes at which the cabin altitude will be greater than 10,000ft shall not be commenced unless sufficient stored breathing oxygen is carried to supply:

a. All crew members and at least 10 percent of the passengers for any period in excess of 30 minutes that the cabin altitude will be between 10,000 and 13,000ft; and
b. All crew members and passengers for any period that the cabin altitude will be greater than 13,000 ft.

A flight to be operated with a pressurized airplane shall not be commenced unless a sufficient quantity of stored breathing oxygen is carried to supply all crew members and passengers, as is appropriate to the circumstances of the flight and in accordance with the civil aviation regulations.

3.2.6 Search and Rescue Services

Prior to flights over remote areas the PIC should consider what search and rescue services are available or that such information is available to whoever would take the actions described in section 5.2. Search and rescue facility information can be found in the Jeppesen Airway Manuals.

3.2.7 Environmental and Sustainability

TFS complies with all national and local environmental laws and requirements applicable to its operations, including those related to:

a. Ground operations noise abatement to include engine run-ups and APU operations consistent with safety, including airport curfews
b. Ground operations including aircraft fueling and de/anti-icing procedures
c. Spill containment of toxic and flammable materials and chemicals, including disposal of collected materials
d. Disposal of waste materials
e. The operation and/or use of
    i. Hangars, workshops, stores
    ii. Anti-ice fluid

Sources to identify such laws and requirements will include Jeppesen Reference Charts, Jeppesen Airway Manuals, Ops Group, Country AIP's, International Handlers, FBO's, Airport Facilities Directory, Airport Managers, International Operations Manual, OSHA requirements, US Ecology department and Benchmarking.

Crews are encouraged to utilize Sustainable Aviation Fuel in Target aircraft, when available, even though it may be more expensive than the conventional jet fuel option. SAF purchases should be reported to TFS Flight Coordinators by checking the "SAF" box in the fuel section of the flight log. An email should also be sent to the Sr Manager Flight Services and Sustainability Manager.

3.2.8 Aircraft Weight and Balance

The PIC will ensure the aircraft is loaded within the Aircraft Flight Manual limits prior to taxing for flight. All fuel, passengers, baggage and items brought on board will be properly stowed and accounted for in the weight and balance calculation for each flight. ForeFlight or APG will be used for W&B calculations; the AFM method may be used as a backup. The current aircraft Basic Operating Weight will be used for all calculations and must be verified in the aircraft Flight Management System during performance initialization. The current BOW should populate in ForeFlight and can be checked against the official BOW listed in the aircraft AFM or the weight and balance document carried in the aircraft document binder.

The take-off and landing weights shall not exceed the maximum weights specified in the approved Aircraft Flight Manual and shall not exceed that which would preclude the aircraft meeting performance requirements for takeoff, enroute and landing at any airport used.

3.2.9 Aircraft Performance

Prior to take-off, the PIC shall determine that the takeoff and landing performance requirements can be met to conduct the flight safely. Runway Analysis via ForeFlight or APG will be used for all preflight calculations. The summary that is generated in the ForeFlight app will be viewed and saved within the app before departure. Compliance with Runway Analysis weight limitations will ensure one engine inoperative performance which provides obstacle clearance either straight out from the takeoff runway, or along the ForeFlight or APG special departure procedure routing when applicable. The aircraft FMS or AFM may be used in cases where Runway Analysis is unavailable.

Pre-departure Runway Performance Calculations:

Takeoff performance calculations will consider the use of aircraft anti-ice systems if the aircraft encounters icing conditions prior to the level-off/acceleration altitude published in ForeFlight or APG runway analysis.

The crew cannot depart unless the forecast to arrive at a destination, and any alternates, permits them to land within 60% of the available runway. Compliance with this requirement is checked automatically when runway analysis is completed prior to flight. The required runway can be manually calculated by multiplying the dry, unfactored landing distance by 1.67 for a dry runway and multiplying the dry, unfactored landing distance by 1.92 for a wet runway.

The crew may depart and plan to land within 80% of available runway (1.25 factor) if the following conditions are forecasted or anticipated at ETA:

a. Arrival will not occur at night, as defined by FAR 1.1, unless the following are operational:
   1. Low, medium or high intensity runway edge lights, and;
   2. A visual slope indicator or electronic glide slope with a glide path angle between 2.5° and 3.5°
b. VFR weather conditions

c. Dry runway conditions, as defined in the FAA RCAM matrix
d. Reported turbulence on final approach must be less than moderate
e. Reported maximum gusts on the surface must be 20 knots or less
f. Reported maximum crosswind shall be 15 knots or less
g. Thrust Reverser(s)/Lift Dump Devices must be operational and checked prior to takeoff
h. Anti-Skid must be operational
i. The Pilot Flying must have at least 100 hours of PIC in type

Target Corporation aircraft shall not be ***scheduled*** to an airport without at least one operational runway with the listed minimum runway lengths and widths, without the approval of a Chief Pilot, the concurrence of the crew scheduled to fly the trip, and in accordance with the 60% or 80% requirements listed in this section.

- G280 minimum runway length of 5000' and a width of 100'
- G600 minimum runway length of 6000' and width of 100'

Cruise Performance:

The PIC will consider aircraft single engine driftdown performance as it relates to terrain clearance for the route of flight.

For reference, the driftdown altitude at ISA using the most restrictive weight and starting altitude in the G600 is 21,200' and the G280 is 24,700'. Consult AFM or QRH for actual performance.

Landing Performance Assessment at Time of Arrival:

In preparation for arrival, crews will assess landing performance based on runway surface conditions/braking action, winds, temperatures, slope, pressure altitude, icing condition, final approach speed, airplane weight and configuration, and deceleration devices used.

The required runway length for landing the G280 is equal to the computed unfactored landing distance times a factor of 1.67 (60% of Landing Distance Available). The required runway length for landing the G600 is equal to the computed unfactored landing distance times the Enroute Landing Factor of 1.33 (75% of landing distance). This Enroute Landing Factor of 1.33 is compliant with FAA TALPA and SAFO recommendations. Alternatively, a factor of 1.25 (80% of LDA) may be used if complying with all conditions listed in a.) through i.) of this section. In the event of an emergency, the safety margins created by these factors may be reduced at the discretion of the crew.

3.2.10 Wet and Contaminated Runways

In accordance with FAA and aircraft manufacture guidance, a runway with a reported RCAM code of 5 will be treated as wet for performance calculations. Note that a damp runway falls into category 5 and therefore is to be treated as wet. Condition codes of 4 or less are considered contaminated and the corresponding contaminant type and depth will be used in calculating performance. At airports that do not report runway conditions, pilots will consider recent, current and forecast weather conditions while referencing the RCAM table for guidance in performing calculations.

Target Corporation will not conduct flight operations if the runway braking action report is "nil". or reporting an RCAM code of 0.

(RCAM table located on next page)

OPERATIONAL RUNWAY CONDITION ASSESSMENT MATRIX (RCAM) BRAKING ACTION CODES AND DEFINITIONS

TFS RUNWAY CONDITION ASSESMENT MATRIX

Assessment Criteria RCAM			Target Recommended Crosswind Limit (Including Gusts)
Runway Surface Description	**RWYCC**	**Pilot Braking Action**	**G280 and G600**
DRY	6	N/A	G280 25 / G600 30
WET (The runway surface is covered by any visible dampness or water up to and including 1/8 inch (3 mm) depth) **Up to and including 1/8 inch (3 mm) depth:** SLUSH DRY SNOW WET SNOW	5	GOOD	15-24
Outside Air Temperature -15°C and Colder: COMPACTED SNOW	4	GOOD TO MEDIUM	12-14
SLIPPERY (WHEN) WET (wet runway) DRY SNOW or WET SNOW (any depth) ON TOP OF COMPACTED SNOW **Greater than 1/8 inch (3 mm) depth:** DRY SNOW WET SNOW **Warmer than -15°C outside air temperature:** COMPACTED SNOW	3	MEDIUM	10-12
Greater than 1/8 inch (3 mm) depth: STANDING WATER SLUSH	2	MEDIUM TO POOR	0-9
ICE	1	Poor	0
WET ICE SLUSH ON TOP OF ICE WATER ON TOP OF COMAPACTED SNOW DRY SNOW or WET SNOW ON TOP OF ICE	0	LESS THAN POOR / NIL	Are you crazy, why are you even looking here?

Note: The unshaded portion of the RCAM is associated with how an airport operator conducts a runway condition assessment.
Note: The shaded portion of the RCAM is associated with the pilot's experience with braking action.
Note: The Operational RCAM illustration will differ from the RCAM illustration used by Airport Operators.
Note: Runway condition codes, one for each third of the landing surface, for example 4/3/3, represent the runway condition description as reported by the airport operator.

3.3 FLIGHT FOLLOWING AND FLIGHT WATCH

Current information of the location of Target Aircraft is made available using a combination TripPlanning.biz, ForeFlight, Jeppesen Dispatch, and/or Satcom Direct. Satcom Direct will send departure and arrival messages to the Senior Manager Flight Services, Flight Coordinators, Chief Pilots, Director of Aircraft Maintenance, and each Aircraft Technician. They will be notified via cell phone text message each time one of the Target Corporation aircraft departs and arrives. This communication is provided through Satcom Direct. The Director of Aircraft Maintenance shall insure that one team member from their area is designated as the person responsible for monitoring flight progress any time one of the Target Corporation aircraft is scheduled to be airborne. This team member will have immediate access to flight itineraries and passenger manifests and will remain within adequate cell phone coverage areas at all times while assigned to flight monitoring duties. The Director of Aircraft Maintenance may arrange to have other team members take responsibility for flight monitoring when necessary. It is critical that the person assigned has their cell phone added to the Satcom Direct ON/OFF notification list. The Director of Maintenance or designated administrator can add a person to the ON/OFF text message list for Satcom Direct.

Jeppesen Dispatch provides flight following support for all TFS flights. Jeppesen flight following staff consists of licensed and experienced FAA part 121 Flight Dispatches who work together with the National Business Aviation Association (NBAA) General Aviation Air Traffic Desk and Air Traffic Control (ATC) System Command Center, to monitor the National Airspace System for enroute flow constraints, anticipated or assigned reroutes and airport demand. This service also serves as another set of eyes and ears for the flight and supports pilots by providing information regarding weather, airports and other factors affecting flight.

Fireside Partners provides another layer of flight following for all domestic and international flights. The flight following staff will notify designated TFS leadership when any of the following parameters are detected:

- Diversions
- Returns-to-field
- Route deviations over 50nm
- Go-arounds and missed approaches
- Extended holding (3 turns or more)
- High-rate descents (more than 10,000 feet per minute)
- Loss of position data for more than 30 minutes
- 7500, 7600, 7700, or 7777 emergency transponder codes
- Other abnormalities as data and service structure allow

3.4 REPORTING AIRCRAFT OVERDUE

Target flight operations are continually monitored by a variety of internal and external partners such as Flight Schedulers, C3, Jeppesen and Fireside Partners. The internal flight services person that gets notified or becomes aware of an overdue aircraft becomes the **Responsible Person** for activating procedures to locate the aircraft and will take the following actions:

30 MINUTES AFTER ETA (Estimated Time of Arrival)

The **Responsible Person** will:

1. Review the flight itinerary,
2. Begin a communications search.
    1. Crew and passenger cell phones
    2. Fireside Partners **302-613-2020**
    3. Aircraft phone **321-292-3270** (select aircraft tail number and cockpit #1, cabin #2)
    4. Jeppesen Dispatch **1-562-797-6015**
    5. Destination FBO

3. Contact Sr. Director Flight Services and/or Chief Pilots - have flight itinerary available.
4. If Sr. Director Flight Services and/or Chief Pilots are unavailable, contact **Corporate Command Center @ 612-761-1500** and advise them of the situation.

60 MINUTES AFTER ETA

The Sr. Director Flight Services or a Chief Pilot will Contact Fireside Partners at **302-613-2020.** Fireside Partners will assist from this point on with the following:

1. Contact the Air Traffic Control Unit
2. Continue the communication search
3. Contact the State accident investigation authority **NTSB: 1-202-314-6290**
4. Activate Target Tactical Emergency Response Plan
5. Reach out to Next-Of-Kin

Responsibility for monitoring fractional aircraft while operated on Target Corporation trips lies with the fractional provider.

3.5 CLOSING FLIGHT PLANS/FLIGHT ITINERARIES

When operating in controlled airspace flight plans will normally be closed automatically by ATC. If there is any doubt, the PIC shall check with the ATC unit upon arrival at destination to ensure that the flight plan has been closed.

3.6 AIRCRAFT DEFECTS

It is the responsibility of the PIC to ensure that the aircraft Certificate of Airworthiness is in force before commencing a flight. The Certificate of Airworthiness of an aircraft is not in force unless the equipment, systems and instruments prescribed in the applicable airworthiness standard and all required equipment are functioning correctly.

The Certificate of Airworthiness of an aircraft is also not in force if the aircraft has any malfunction or defect, unless the details of the malfunction or defect are recorded in the aircraft log and unmistakable warning is given at the flight crew station by removing, placarding or tagging the affected item. In the case of deferred defects, the PIC shall assure themselves that the affected equipment will still allow the flight to be completed safely.

3.6.1 Aircraft with a MEL

Flight crews shall comply with MEL procedures approved for the specific aircraft.

MEL Defect Deferral Procedures

MEL deferral procedures are specified in each MEL approved for the aircraft. Flight crews shall ensure that all “Operations” and “Maintenance” procedures are followed.

3.6.2 Aircraft without a MEL

Not applicable, all Target Corporation aircraft have an approved MEL.

3.6.3 Recording of Aircraft Defects

All defects shall be recorded by the PIC or their designee in the aircraft log at the termination of the flight during which they were detected.

3.6.4 Ferry Flights

A Flight Permit will be required whenever the Certificate of Airworthiness (C of A) is not in force (e.g. overdue inspection, airplane damage, serviceability, etc.).

Essential crew only (no passengers) shall be carried on Ferry Flights. The flight shall be conducted in accordance with all conditions specified in the Flight Permit.

3.6.5 Expired Navigation Databases

Navigation databases should be current for the duration of flight. However, if a database is not current prior to flight, or if the Aeronautical Information Regulation and Control (AIRAC) cycle changes during flight, flight crews must ensure the accuracy of the navigation database for the route to be flown.

A flight may be conducted with an out of currency database under the following conditions:

A. Prior to dispatch, the flight crew will:
   1. Compare the database with the current applicable aeronautical charts to verify navigation information prior to dispatch. If changes to the current charts for the route to be flown (including alternate information) have been published, the aircraft database should not be used to conduct flight operations, and the flight crew must manually tune Navigation Radios for affected portions. Verify that the enroute and terminal operations do not require use of the affected database. Note: Special consideration shall be given when planned operations involve flight in Performance Based Navigation (PBN) airspace for any restrictions.
   2. Verify the status and suitability of Navigation and Communication Facilities used to define the route of flight.
   3. Review the ICAO flight plan to ensure the current aircraft navigation and communication capabilities are reflected.
   4. Ensure current paper or electronic copies of required navigational charts and communications frequencies are carried onboard the aircraft. These charts should include those required for the projected route of flight, as well as those for alternate airports.

B. The flight may not be conducted outside of United States domestic airspace

3.7 DISTRIBUTION OF OPERATIONAL INFORMATION

Target Corporation will disseminate operational information to pilots and other personnel through any of the following: Vocus Read and Acknowledge, ForeFlight Docs, company email, safety committee meeting minutes, or department meeting minutes.

The Director of Flight Operations or designee will ensure that pertinent Target Corporation personnel are aware of the latest operational information. The Director of Flight Operations or designee will also notify pilots who are operating away from the main base of pertinent new information.

3.8 SUPPLEMENTAL LIFT/ADDITIONAL AIR TRANSPORT CAPACITY

Target may contract third-party aircraft operators for additional air transport capacity. When this need arises, the Sr. Director Flight Services, a Chief Pilot, or the Senior Manager Flight Services shall ensure that the contracted company is qualified and competent to perform operations safely and effectively.

They shall verify that the company holds valid authorizations to perform the intended services from their State of Registry as well as valid aircraft certificates of airworthiness.

Preference shall be given to NetJet's or contracting companies which hold a valid certificate from internationally recognized safety standards such as Wyvern Wingman or the combination of IS-BAO and Argus Platinum. If any doubts remain, a dedicated audit shall be performed by Flight Department personnel or contracted auditors.

3.9 PERFORMANCE BASED COMMUNICATION AND SURVEILLANCE

Performance Monitoring

With the implementation of performance-based navigation and communications systems, monitoring of those systems ensures compliance. Monitoring provides a higher level of confidence that the operational system will continue to meet the Required Communication Performance (RCP)/Required Surveillance Performance (RSP) specification. Target participates in monitoring via PBCS charter membership in the FANS-Central Reporting Agency.

Reporting

TFS crews will report data link (CPDLC and ADS-C) related issues or anomalies to ensure effective identification, tracking, and follow-up of data link-related events. Common reasons for submitting a problem report are:

1. Failure to log on/notify,
2. Logoff/disconnect,
3. Corrupted messages, and
4. Excessive delay.

Mandatory reports will be made using the appropriate reporting option listed below. These reports should then be forwarded by email to the Chief Pilot(s). Crews are also strongly encouraged to file a TFS internal report using one of the reporting options available within Vocus by using the iPad App or logging into https://vocus.aero/.

Oceanic and Remote Continental Problem Reporting. For Future Air Navigation Systems (FANS) 1/A(+) problem reporting in oceanic and remote continental airspace, notify the FANS Central Reporting Agency (CRA) at http://www.fans-cra.com/ (Username: TFS, Password: TFSflight). This site is maintained by Airways New Zealand as a service to the global FANS community and includes the:

- International Civil Aviation Organization (ICAO) North Atlantic (NAT) Data Link Monitoring Agency (DLMA),
- Informal South Pacific ATS Coordinating Group (ISPACG) CRA,
- Informal Pacific ATC Coordinating Group (IPACG) CRA, and
- FANS Interoperability Team (FIT) Asia CRA.

U.S. Domestic Airspace Problem Reporting. For data link communication problems in U.S. domestic airspace, an Operational Problem Report (OPR) should be filed with the FAA by downloading the from Data Comm Operational Problem Report Ticket. The completed information should be faxed or emailed as shown on the form. Harris Corporation is contracted by the FAA to process problem reports.
Note: There are no established RCP/RSP standards in U.S. domestic airspace as of the publication date of AC 90-117. As Controller-Pilot Data Link Communication (CPDLC) is introduced into enroute operations for U.S. domestic airspace, RCP standards will be published.

3.10 MANDATORY NOTIFICATIONS

Team members will ensure that notifications are made to the designated party for the following circumstances. When a director or chief pilot are all given as a recipient, the recommended process is to start with the lowest level in your own working group. The person contacted may ask the reporting person to contact additional personnel. The manager receiving the reports below will contact the NTSB as required.

These notifications are not intended to replace ASAP or TFS Safety Reports as discussed in section 2.3.3 of this manual. Team members are encouraged to use these reporting tools in addition to the below reporting requirements. **If a report is required by this section, and the team member decides to also submit an ASAP report, the policies of the ASAP program will be applied to that report, regardless of the knowledge of the report that comes through a second source.**

NOTE: A safety or ASAP report should be made for any items listed below.

Notify whom, how, and when	Select one of checked			Phone call, as soon as reasonably possible	Email, within 24 hours of last flight of the day	Flight coordinators, timely message	Jepp Dispatch, timely message or phone call	NTSB, immediately	Safety or ASAP Report
	Senior Director	Dir of Maintenance	Chief Pilot						
Occurrence									
Aircraft accident or incident	x		x	x					
Aircraft collision inflight			x	x				x	
Aircraft, or any part of the aircraft, has left the paved surface during takeoff or landing			x	x					
Aircraft system defect occurs in-flight which adversely affects the handling characteristics of the aircraft.			x		x				
Aircraft discrepancies that would require grounding multiple aircraft are identified		x		x					
Alternate airport on flight plan is no longer valid							x		
Altitude deviation of 300ft or greater in RVSM airspace			x		x				
Ambulance called	x	x	x	x					
Audit, internal or external, reveals a deviation or finding									x
Biohazard possible exposure	x	x	x	x					
Bird strike (also file FAA wildlife report)			x		x				
Bird strike with potential damage		x		x					
Blood-borne pathogen possible exposure	x	x	x	x					
Bomb threat	x	x	x	x					
C3 contacted	x	x	x	x					

Notify whom, how, and when	Select one of checked			Phone call, as soon as reasonably possible	Email, within 24 hours of last flight of the day	Flight coordinators, timely message	Jepp Dispatch, timely message or phone call	NTSB, immediately	Safety or ASAP Report
	Senior Director	Dir of Maintenance	Chief Pilot						
Occurrence									
Cockpit displays, a complete loss of information, excluding flickering, from more than 50 percent of displays			x	x				x	
CPDLC, ADS-B or ADS-C technical issues or problems have been experienced (See FOM section 3.9)			x		x				
Damage (aircraft, property, or equipment)	x	x	x	x					
Damage to property, other than the aircraft, estimated to exceed $25,000 for repair (including materials and labor) or fair market value in the event of total loss, whichever is less.			x	x				x	
Death (pax or crew)	x	x	x	x					
Defibrillator used	x	x	x	x					
Departure time will vary by more than 60 minutes from the trip sheet scheduled departure time. (Notify prior to taxi.)						x	x		
Drug or alcohol use by any coworker or contractor while on duty	x	x	x	x					
Duty time, an unplanned exceedance of duty time has occurred (planned exceedances require a Chief Pilot approval)			x		x				
Electrical system in-flight failure which requires the sustained use of an emergency bus powered by a back-up source such as a battery, auxiliary power unit, or air-driven generator to retain flight control or essential instruments			x	x				x	
Emergency medical kit used	x	x	x	x					
Emergency has been declared to ATC			x	x					
Emergency equipment non-operational or missing		x		x					
Emergency equipment used	x	x	x	x					
Engines, sustained loss of the power or thrust produced by two or more engines			x		x				
Evacuation of an aircraft in which an emergency egress system is utilized			x	x				x	
Evacuation of building	x	x	x	x					
Access door or panel on aircraft found not secure during pilot preflight.		x		x					
Fatigue has prevented an employee from completing a duty assignment	x	x	x	x					

Notify whom, how, and when	Select one of checked			Phone call, as soon as reasonably possible	Email, within 24 hours of last flight of the day	Flight coordinators, timely message	Jepp Dispatch, timely message or phone call	NTSB, immediately	Safety or ASAP Report
	Senior Director	Dir of Maintenance	Chief Pilot						
Occurrence									
Fire alarm activated	x	x	x	x					
Fire department called	x	x	x	x					
Fire extinguisher used	x	x	x	x					
Fire inflight			x	x				x	
Flight control system malfunction or failure			x	x				x	
Flight crewmember unable to perform normal flight duties due to injury or illness			x	x				x	
FOD (tooling, equipment, rags, parts) left on aircraft after return to service is discovered		x		x					
FOD from ramp or facilities									x
FOM deviation, unplanned									x
Fuel on board at landing less than 1,500 lbs. G280 or 3,000 lbs. in G600			x		x				
Go-around									x
GPS Anomalies or Disruption (See FOM 3.11 for required reports.)			x		x				
Gross navigational errors in oceanic airspace			x		x				
Ground support equipment or facility malfunction that could cause injury or property damage		x		x					
Hazardous materials or chemical spillage, leakage or fumes associated chemicals or fuel	x	x	x	x					
Hazardous material has been discovered onboard the aircraft (see also FAR 175.31)		x	x	x					
Hazardous materials improper storage or disposal	x	x	x	x					
Hijacking	x	x	x	x					
Hydraulic system in-flight failure that results in sustained reliance on the sole remaining hydraulic or mechanical system for movement of flight control surfaces			x	x				x	
Illness or serious Illness (passenger or crew)	x	x	x	x					
Injury (passenger or crew)	x	x	x	x					
Incapacitation (pax or crew)	x	x	x	x					
Interference with crewmember	x	x	x	x					
International operations anomalies	x		x		x				

Notify whom, how, and when	Select one of checked			Phone call, as soon as reasonably possible	Email, within 24 hours of last flight of the day	Flight coordinators, timely message	Jepp Dispatch, timely message or phone call	NTSB, immediately	Safety or ASAP Report
	Senior Director	Dir of Maintenance	Chief Pilot						
Occurrence									
Landing anywhere other than the flight planned destination. (Notify prior to landing if practical, otherwise, as soon as possible after landing.)						x			
Law enforcement called	x	x	x	x					
Maintenance found to be incomplete, undocumented, or improper on an aircraft		x		x					
MedAire has been contacted inflight	x		x	x					x
Overdue aircraft (Immediate actions in FOM 3.4)	x		x	x					
Passenger who is disruptive, intoxicated, or otherwise aggressive and has been confronted	x	x	x	x					
Passenger names and count for a flight do not match those on the trip sheet manifest (notify prior to taxi)						x			
Police were called	x	x	x	x					
Pressure from passenger or other team member to operate contrary to best safety judgement has been received									x
RA, Airborne Collision and Avoidance System (ACAS) resolution advisories issued when an aircraft is being operated on an instrument flight rules flight plan and compliance with the advisory is necessary to avert a substantial risk of collision between two or more aircraft.			x	x				x	
Ramp inspection of the aircraft by any regulatory authority or government agency			x		x				
Rejected takeoff			x		x				
SAF purchase (Check “SAF” in the fuel section of the flight log)						x			
Safety equipment discovered to be defective, inadequate, or expired	x	x	x	x					
Safety standards compromised	x	x	x	x					
Severe turbulence or severe windshear has been encountered			x	x					
Shelter in place has occurred	x	x	x	x					
Spillage, leakage or fumes associated with hazardous materials, chemicals, or fuel	x	x	x	x					
Stall warning or stick shaker activation in flight									x

Notify whom, how, and when	Select one of checked			Phone call, as soon as reasonably possible	Email, within 24 hours of last flight of the day	Flight coordinators, timely message	Jepp Dispatch, timely message or phone call	NTSB, immediately	Safety or ASAP Report
	Senior Director	Dir of Maintenance	Chief Pilot						
Occurrence									
Suspected Unapproved Part (SUP) found at hangar, on the aircraft or supplied by a vendor		x		x					
Turbine engine internal component failure that results in the escape of debris other than out the exhaust path			x	x				x	

NOTE: An act of aggression (e.g. bomb threat, hijacking), unlawful interference with a flight crewmember or breach of security procedures may also require notification of local and federal authorities.

3.11 GPS ANOMALIES

Prior to departure:

The flight crew should be aware of potential risk locations, check for any relevant Notices to Air Missions (NOTAMs), plan fuel contingencies, and research alternative conventional arrival/approach procedures at the destination and all alternate airports. When available, operators should plan to use conventional Navigational Aids (NAVAIDs) in these locations. The crew should be familiar with and follow the detailed guidance from the respective OEM.

During flight:

1. Be vigilant for any indication that the aircraft's GPS/GNSS is being disrupted by reviewing the manufacturer's guidance for that specific aircraft type and avionics equipment. Verify the aircraft position by means of conventional NAVAIDs, when available. Indications of disruption may include:
    - Changes in actual navigation performance
    - Aircraft clock changes (e.g., incorrect time)
    - Incorrect Flight Management System (FMS) position
    - Large shift in displayed GPS/GNSS position
    - Primary flight display (PFD)/navigation display (ND) warnings about position error
    - Other aircraft reporting clock issues, position errors, or requesting vectors
2. Assess operational risks and limitations linked to the loss of GPS/GNSS capability, including any on-board systems requiring inputs from a GPS/GNSS signal.
3. Ensure NAVAIDs critical to the operation for the intended route/approach are available.
4. Remain prepared to revert to conventional instrument flight procedures.
5. Promptly report disruption to ATC,

Post Flight:

Report any domestic GPS anomaly via a detailed written report at: Report a GPS Anomaly Federal Aviation Administration. Report the same event information to the Chief Pilot(s). An ASAP or Safety report is also strongly recommended.

4 Operating Requirements

4.1 Fuel Oil and Oxygen Requirements

Fuel, oil and oxygen requirements are identified in section 3.2.4 Flight Planning Requirements.

4.2 FUELING PROCEDURES

Pilots or maintenance staff will ensure the aircraft is properly fueled.

4.2.1 Fuel Contamination Precautions

If there is any reason to question the quality of the fuel, it should be checked during the pre-flight check. A reasonable quantity of fuel should be drawn from the lowest point in the fuel system into a clear glass jar. A "clear and bright" visual test should be made to establish that the fuel is completely free of visible solid contamination and water (including any resting on the bottom or sides of the container) and that the fuel possesses an inherent brilliance and sparkle in the presence of light.

4.2.2 Bonding Requirements

The aircraft and fueling equipment through which fuel passes all require bonding. The hose nozzle must be bonded to the aircraft before the tank cap is removed. All funnels or filters used in fueling are to be bonded together with the aircraft. Grounding of the fuel service vehicle and bonding of the service vehicle and hose nozzle to the aircraft, before fueling begins, should safely dissipate any static or stray electricity that has built up in the aircraft or service vehicle. Bonding prevents sparks by equalizing or draining the electric potentials. When using drum fuel, the drum must be bonded to the aircraft before opening either the drum or aircraft fuel caps.

4.2.3 Fuel Spill Procedures

Should a spill occur, ensure the appropriate authority has been notified (this would usually be done by the fueling vendor). In MSP, Signature is supposed to call the fire department for anything more than 5 gallons of spilled fuel. A fuel spill containment kit is located outside the hanger next to the garbage dumpsters. In the event of a spill, the items in this kit can be used to contain the fuel to as small an area as possible until Signature staff arrive to assist. There are also three spill kits located inside the hanger that can be used if necessary. Also, per FOM section 3.10 (i), notify Sr. Director, a Chief Pilot or Director of Maintenance as soon as reasonably possible.

4.2.4 Fueling with Passengers On-Board

Aircraft may be fueled with passengers on board, embarking or disembarking, under the following conditions:

a. The pilot supervises the fueling and remains near the aircraft to immediately communicate with and assist in the evacuation of passengers in an emergency.
b. The cabin door remains open.
c. All exits are clear of obstruction and available for passenger evacuation.
d. Electrical power supplies are not being connected or disconnected, and any equipment likely to produce sparks or arcs is not being used.
e. Smoking is not permitted in the aircraft or in the vicinity of the aircraft.

f. Fueling is suspended when there are lightning discharges within 5 miles of the aircraft.
g. Combustion heaters in the aircraft or in the vicinity of the aircraft are not operated; and
h. No engines are operating
i. Known high energy equipment such as High Frequency (HF) radios are not operated, unless in accordance with the approved flight manual where the manual contains procedures for the use of this equipment during fueling.
j. Any restrictions on the use of radio communication that may be imposed by the AFM or particular airport are observed.

4.3 AIRCRAFT CRITICAL SURFACE CONTAMINATION

Where frost, ice or snow exists, the pilot-in-command shall not commence a flight unless the aircraft has been inspected to determine whether any frost, ice or snow is adhering to the critical surfaces as defined by the AFM. Such inspection shall be carried out by:

a. The pilot-in-command.
b. A crew member designated by the pilot-in-command; or
c. A person other than a crew member, who:
    i. Is authorized by Target Corporation; and
    ii. Has received training concerning surface contamination.

When any frost, ice, and/or snow is found adhering to any critical surface, the contaminant will be removed completely before any flight is attempted.

Takeoff with frost under the wing in the area of fuel tanks is permitted if allowed by and conducted in accordance with the procedures in the AFM.

The methods for removing of frozen contaminant include:

a. The application of heat; i.e. warm hangar, solar heat (the sun); or
b. The application of a de-icing fluid (holdover times for the fluid type and the environmental conditions should be consulted.

When ground icing conditions are present, a pre-takeoff contamination check should be conducted by the PIC/SIC within 5 minutes prior to takeoff. This check is to ensure the aircraft critical surfaces are free of contaminants and that if applied, the deice/anti-ice fluids are still protecting the airplane. When deice/anti-ice fluid has been applied, the check will be accomplished by observing the surface of the aircraft where spraying was started. If this surface cannot be clearly seen from the cockpit, inspection will be made from the cabin window nearest the spray starting point or from outside the aircraft, if necessary.

Anti-Ice holdover timetables are for *reference only*. The minimum type IV fluid quantities (spraying of wings and tail) for use of holdover times as reference are as follows:

G600: 37 gallons total (30 gal. wing & winglet, 7 gal. tail)
G280: 16 gallons total (12 gal. wings, 4 gal. tail)

Wing leading edges shall always be fully sprayed when anti-ice fluid is being applied to the aircraft. Refer to aircraft manufacture guidance when operating wing anti-ice with fluid on the leading edges.

Holdover time begins at the start of fluid application on the first surface sprayed, regardless of whether or not the aircraft has been exposed to precipitation yet. The pre-takeoff contamination check will always be

controlling as to whether or not it is safe to depart. If a clean aircraft cannot be assured, the aircraft may not depart.

No Target Corporation pilot shall commence or continue a flight into known or forecasted severe icing. In all cases, the PIC will have the total responsibility in deciding whether or not a flight will operate in conditions of icing.

4.4 MINIMUM AIRCRAFT CREW

4.4.1 Pilots

Target Corporation shall designate a Pilot-In-Command and Second-In-Command (Co-Pilot or Co-Captain) for each flight. The decision as to which role is being fulfilled by which crewmember on a designated flight segment shall be determined as outlined in section 3.1.1.

A pilot who is eligible for only Second-in-Command flight privileges, due to general landing currency, will not be allowed to perform takeoff and landings unless approval of the PIC and a Chief Pilot or Sr. Director has been obtained.

4.4.2 Evacuation Crewmember

Cabin Attendants, or other trained personnel, will be assigned when required by State Civil aviation regulations and trained in accordance with any aircraft AFM requirement and/or qualifications specified in section 7.4 of this manual.

4.5 AIRCRAFT CREW QUALIFICATIONS

It is the responsibility of each individual to ensure that all required licenses, certificates and ratings are in force before acting as crew on Target Corporation aircraft. For any operations outside of United States domestic airspace all flight crew shall meet the licensing requirements specified in ICAO Annex 1. Specifically, for two crew aircraft both pilots shall hold a valid type rating, valid medical certificate and meet the qualifications specified in section 7.1. Target flight Crews will meet the ICAO language proficiency requirements.

Any suspected or known medical condition that might invalidate a license is to be brought to the attention of the Flight Services Sr. Director Flight Services or a Chief Pilot immediately.

All aircraft crew members shall meet the training and competency requirements specified in chapter 7 prior to acting as aircraft crew.

4.6 USE OF CHECKLISTS

- Checklists have been established for all Target Corporation aircraft. Each checklist contains the date of the last revision. The checklists prescribe the normal and emergency procedures to be followed for each aircraft type. Every aircraft crew member shall follow the checklist in the performance of their assigned duties.
    - For checklists created by TFS, the Chief Pilot(s) will ensure that the checklists are in accordance with the manufacturers checklists and are revised to incorporate any changes in the manufacturer's checklists with a documentation of the revisions.
- Required checklists will be accomplished utilizing a combination of the "challenge response" method, "read accomplish method, and cockpit flows. "Challenge response" items are preceded by an asterisk on the checklist.

- Checklists will be called for by the PF. The PF will monitor "read accomplish" items and respond to "challenge response" items.

4.7 USE OF STANDARD OPERATING PROCEDURES (SOPS)

Standard Operating Procedures have been established for all Target Corporation aircraft that are operated by a crew of two pilots. Every aircraft crew member shall follow the Standard Operating Procedures in the performance of their assigned duties. Target Flight Service's SOP's are located in Chapter 12 of this manual.

4.8 OPERATING WEATHER MINIMA

All Target Corporation aircraft shall be operated in accordance with the weather minima specified in the State civil aviation regulations in which the aircraft is being operated, however, the aircraft shall not be operated to minima less than those specified in the United States civil aviation regulations. Operations at airports without weather reporting service may be conducted at the discretion of the PIC.

4.8.1 VFR

VFR flight shall not be commenced unless current weather reports and forecasts indicate that weather conditions along the route, and at destination, will be such that the flight can be conducted in compliance with VFR.

VFR operations outside of the traffic pattern are discouraged and shall only be conducted when IFR flight is impractical or impossible. These flights must be planned and executed with extreme caution and vigilance. Additionally, TAWS, TCAS, and SVS systems must be fully operational for any VFR flight outside of the traffic pattern.

Night VFR flights outside of the airport traffic pattern are prohibited.

4.8.2 IFR

The weather minima used for IFR departures and approaches shall be those specified in the standard instrument approach procedures used by Target Corporation. Where there is no published instrument approach or departure procedures the take-off minima will be ½ mile visibility. Operations at reduced take-off minima must be conducted in accordance with section 4.8.2.1.

4.8.2.1 IFR Take-Off Minima

Target Corporation is authorized to conduct take-offs when reported weather is less than that specified as the standard take-off minima when the following conditions are met:

a. If weather conditions at the airport of departure are below the applicable airport operating minima or it would not be possible to return to the airport of departure for other reasons, a take-off alternate airport must be:
    i. Within the distance that can be flown in 60 minutes at the normal cruising speed
    ii. Forecasted to be at or above landing minimums at the estimated time of arrival
    iii. Suitable considering airport infrastructure and services
b. Visibility of 1/4 mile or 1600' RVR with adequate visual reference.
c. Visibilities 1/8 mile or 500' RVR or *greater* but *less* than 1/4 mile or 1600' RVR provided:
    i. The runway is equipped with serviceable and functioning high intensity runway lights
    ii. Runway centerline lights and runway centerline markings that are plainly visible to the pilot throughout the take-off run.

iii. The PIC is satisfied that the required RVR 500' exists for the runway to be used before commencing takeoff;
iv. The flight crews have received training on 500' RVR departures and aborts

Prior to take off from uncontrolled airports pilots shall ensure there are no vehicles, aircraft or other obstructions on the runway. In case of reduced visibility, it may be necessary to taxi the length of the runway to make this determination.

4.8.2.2 Instrument Approach Procedures

Target Corporation flight crews shall not precede past the final approach fix on an instrument approach procedure when the reported visibility is less than the published visibility for that approach. If visibility deteriorates below minimums after the aircraft is positioned inside the final approach fix, that approach may be continued to the applicable approach minimums. Properly trained and current crews operating aircraft with approved EVS/HUD systems may proceed past the final approach fix of a straight-in approach if the reported visibility is at least 50% of the published RVR or statute mile visibility required for the approach. This reduction is only authorized for flights operating within the United States.

Aircraft approach categories are based on Vref at the aircraft's maximum certificated gross landing weight. Accordingly, the G600, and G280 are category C aircraft unless conditions such as winds or circling maneuvers place the approach speed to be flown (Vtgt) above 140 kts.

4.8.2.3 Alternate Aerodrome Requirements

Target Corporation flight crews will utilize FAR minima when determining the suitability of a destination alternate airport.

4.8.2.4 Circling Approach Criteria

Circling Approach Criteria are as follows:

- **Day:** 1000' ceiling and 3 miles visibility or Cat D minimums plus 500' and 1 mile, whichever is greater.
- **Night:** 2000' ceiling and 5 miles visibility or Cat D minimums plus 1000' and 3 miles, whichever is greater.
  - No night circling at designated mountainous terrain airports. Designated mountainous terrain airports are defined by the TFS Special Airports list or the Jeppesen Airport Qualification and Familiarization charts.
  - No night circling unless there is a trained weather observer on the field at time of arrival (i.e. control tower, Flight Service Station, Nav Canada MF, etc.)
  - No Night circling at airports outside of the United States.

4.9 Operations Requiring Special Authorization

4.9.1 CAT II and III Operations

Target Corporation flight crews are not authorized to conduct Category II or Category III instrument approaches.

4.9.2 RNP/NAT HLA/RVSM

Operating requirements and procedures for RNP, NAT HLA and RVSM (including D-RVSM) airspace are addressed in chapter 6.

4.10 NOISE ABATEMENT PROCEDURES

The aircraft Noise Certificate shall be carried on all Target Corporation aircraft. All aircraft shall be operated so as to adhere to all published noise abatement procedures within the safe operating limits of the aircraft. There is no official single source for airport noise information but the following resources may be used: Whispertrack, Boeing Airport Noise, Gulfstream Noise Information Manual and/or Jeppesen Airway Manuals for airport specific information. Individual airport websites are also good sources for noise information.

4.11 AIRCRAFT EQUIPMENT

4.11.1 Enhanced Ground Proximity Warning System (EGPWS)

Where installed, GPWS or EGPWS will be checked in accordance with the manufacturer's instructions before the first flight of the day. Also, the maintenance release airworthiness signature for that flight ensures the flight crews that the most current EGPWS terrain database has been uploaded to the aircraft.

Flight crews will immediately respond to a GPWS or EGPWS warning when terrain proximity cannot be instantly verified by visual observation. Maximum available thrust will be applied and the aircraft rotated to achieve best angle of climb without delay in accordance with the aircraft manufacturer’s recommended procedures.

The GPWS/EGPWS shall not be deactivated unless there is an obvious malfunction.

4.11.2 Cockpit Voice Recorder (CVR) and Flight Data Recorder

Where installed, the CVR and the FDR shall be operated continuously from the time the electrical power is first applied to the time that the aircraft is shut down and the electrical power is removed.

No communications may be erased from the CVR from the time that the electrical power is applied for the purpose of flight.

The CVR and FDR are tool used exclusively for the purpose of investigating an accident or incident. Any information gathered from the CVR is to be used only for that purpose and will not be released to anyone not involved in such investigations.

In the event an aircraft becomes involved in an accident or incident, Target and all its employees shall ensure, to the extent possible, that all related flight recorder records, and if necessary the associated flight recorders, are preserved and retained in safe custody pending their disposition as determined in accordance with ICAO Annex 13. If able, crews should pull CVR circuit breaker to prevent data being lost on subsequent power-up.

4.11.3 TCAS/ACAS II

Where installed, TCAS/ACAS will be checked in accordance with the manufacturer's instructions before the first flight of the day.

Compliance with Traffic Advisories (TAs) and Resolutions Advisories (RAs) is mandatory unless there is clear evidence that in complying, the aircraft will be placed in collision with the ground or another object.

The TCAS/ACAS shall not be deactivated unless there is an obvious malfunction.

It's recommended to limit rates of climb or descents to 1,000 fpm when operating within five (5) NM and 2,000 ft of other aircraft to reduce the occurrence of TCAS TA's and RA's.

4.11.4 Protective Breathing Equipment

In aircraft where protective breathing equipment is installed, it shall be donned at the first sign of smoke in the aircraft, before any other action is taken to identify or isolate the source of the smoke.

4.11.5 Oxygen Equipment and Use

Where an aircraft is operated at cabin-pressure-altitudes above 10,000 ft. ASL (700 hPa) but not exceeding 13,000 ft. ASL (620 hPa), each crew member shall wear an oxygen mask and use supplemental oxygen for any part of the flight at those altitudes that is more than 30 minutes in duration.

Where an aircraft is operated at cabin-pressure-altitudes above 13,000 ft. ASL (620 hPa), each person on board the aircraft shall wear an oxygen mask and use supplemental oxygen for the duration of the flight at those altitudes.

4.11.6 Navigation and Communication Equipment

a. Navigation and communication equipment should be checked in accordance with the AFM
b. All flight crew members who are required to be on flight deck duty shall communicate through a boom microphone during all critical phases of flight.

4.12 HAZARDOUS WEATHER

Flight in the vicinity of hazardous weather such as convective activity, windshear, turbulence, and severe icing can pose significant risk to the safety of flight. TFS crews should exercise extreme caution when operating in areas of known or forecasted hazardous weather. The following polices and guidelines should be observed:

4.12.1 Convective Weather

- Flights shall not takeoff or land when there is convective weather with windshear and/or lightning within 5 miles of the airport.
- Thunderstorms with tops over 35,000 ft. are considered severe. When possible, crews should not fly over them, but rather avoid horizontally by a minimum 30 miles. When flying over the top of storm cells is necessary, it is suggested to use a margin of at least 1,000 ft. of vertical clearance for each 10 knots of horizontal wind at the top of the storm.
- TFS crews will not begin a flight under IFR or night VFR conditions when current weather reports indicate that thunderstorms may reasonably be expected along the route to be flown, unless the airborne weather radar is in satisfactory operating condition.
- For reference: the G600 and the G280 have an 18 inch antennae and beam width of 5.7 degrees

4.12.2 Wind Shear

Wind shear is a difference in wind speed and direction over a relatively short distance in the atmosphere. Wind shear itself is a microscale meteorological phenomenon occurring over a very small distance, but it can be associated with mesoscale weather features such as squall lines and cold fronts. It is commonly observed near microbursts and downbursts caused by thunderstorms, fronts, areas of locally higher low-level winds, surrounding terrain, and radiation inversions. Wind shear has a significant effect during take-off and landing of aircraft due to its effects on control of the aircraft, and it has been a sole or contributing cause of many aircraft accidents.

Horizontal and/or vertical wind shear during the take-off can result in sudden loss of airspeed and/or reduction in climb rate with potentially disastrous consequences. Wind shear during approach can result in a sudden loss of airspeed and apparent loss of power, with the same disastrous consequences. A sudden loss of wind component or drift prior to landing can make the approach unstable at a point where a go-around is not possible or would be extremely hazardous. It is vital that such conditions should be quickly recognized if they are encountered, and that the pilot response should be immediate and correct.

- *If at any time a red "Wind Shear Warning" (meaning decreasing performance) is received on approach to landing, a mandatory go-around must be executed.*

In all aircraft, the recovery could require full power and pitch attitude consistent with the maximum angle of attack for the aircraft. In addition, warn others as soon as possible by sending a PIREP to the closest ATC facility.

4.12.3 Turbulence

- Flights should not be planned through areas with forecast or reported turbulence greater than **Moderate** in intensity. A combination of the following indicators may be used to determine if excessive turbulence is likely to be encountered:
  - Pilot Reports
  - SIGMETS
  - Flight plan Sheer rate factors greater than 7
  - Eddie Dissipation Rates greater than .30.

- Passengers will be advised to fasten seat belts prior to anticipated turbulence or severe weather and seat belt signs illuminated.

4.12.4 Icing

The flight crew shall give careful consideration to all factors involved when operating into areas of known or anticipated areas of icing and assure that the aircraft anti-icing and de-icing systems are functioning properly. Continued flight into areas of icing greater than moderate should be avoided. If icing conditions are encountered which have not been reported or forecast, it should be reported to the nearest Flight Service Station or Air Traffic Control unit.

4.13 FLIGHTS OVER WATER

All aircraft operated on extended flights over water (more than 50nm, or 30 minutes) at normal cruising speed, whichever is the lesser, way from land suitable for making an emergency landing) shall be equipped with, at a minimum, one life jacket or equivalent individual floatation device for each person on board, stowed in a position easily accessible from the seat or berth of the person for whose use it is provided. Each life jacket shall be equipped with a means of electric illumination for the purpose of facilitation the location of person.

Prior to an aircraft being operated on an extended flight over water the risks to survival of the occupants of the aircraft in the event of ditching shall be assessed. This assessment shall take into account the operating environment and conditions such as, but not limited to, sea state and sea and air temperatures, the distance from land suitable for making an emergency landing, and the availability of search and rescue facilities. Based upon the assessment of these risks, a determination shall be made as to what equipment in addition to life jackets is necessary to ensure that the aircraft is appropriately equipped with:

a. Life-saving rafts in sufficient numbers to carry all persons on board, stowed so as to facilitate their ready use in emergency, provided with such lifesaving equipment, including means of sustaining life, as appropriate to the flight to be undertaken; and
b. Equipment for signaling distress.

4.14 FATIGUE MANAGEMENT

4.14.1 Flight and/or Duty Time Limitations

When scheduling Flight Department personnel for service, all managers shall ensure the applicable flight and/or duty time limitations described below are complied with and shall also carefully consider the safety-risks associated with fatigue and its cumulative effects.

4.14.2 Aircraft Crew

All aircraft crew members (pilots, cabin attendants and flight mechanics) are expected to manage their personal time so as to be well rested when they report for work. Target Corporation crewmembers shall observe the flight and duty time limitations as described in this section and will not work when fatigued. Should unforeseen circumstances create an exceedance of these limitations, such deviations will be reported on a Safety Report or ASAP and retained within the Safety Reporting and Tracking System. It shall be the responsibility of the PIC to terminate flight activity anytime they consider that crew fatigue may jeopardize the safety of the flight.

Definitions:

Window of Circadian Low	The window of circadian low is best estimated by the hours between 0200 and 0600 for individuals adapted to a usual day-wake/night-sleep schedule. This estimate is calculated from scientific data on the circadian low of performance, alertness, subjective report (i.e., peak fatigue) and body temperature. For duty periods that cross three or fewer time zones, the window of circadian low is estimated to be 0200 to 0600 home-base/domicile time. For duty periods that cross four or more time zones, the window of circadian low is estimated to be 0200 to 0600 home-base/domicile time for the first 48 hours only. After a crew member remains more than 48 hours away from home-base/domicile, the window of circadian low is estimated to be 0200 to 0600 local time at the point of departure. Recommended guidelines related to the window of circadian low should be applied when any of the following operations occur: landing within the window; flight through both sides of the window; or duty period that starts at 0400 or earlier within the window.
Off Duty	A continuous, predefined period of uninterrupted time during which a crew member is free of all duties.
Duty	Any task a crew member is required to perform by the operator, including flight time, Pre and Post flight duties, administrative work, managerial duties, training and deadheading.
Duty Cycle	A continuous period of time during which tasks are performed for the operator, determined from report time until free from all required tasks.
Flight time	The sum of all flight time, calculated from block to block for each flight segment.
Acute Fatigue	

Chronic Fatigue

Acute fatigue is closely related to recent sleep (last 24 hours), time since last sleep, and current time of day. Less than 8 hours sleep in the last 24 hours, being awake longer than 17 hours, and working between midnight and 0600 are associated with acute fatigue in the average person.

The average person needs about 8 hours of sleep per day. If the average person gets less than the required amount of sleep each day for multiple days, then a state of chronic fatigue can occur. With chronic fatigue, performance is degraded and recovery tends to be relatively slow. A person can hasten recovery by attempting to sleep longer than the normal amount for several days.

Flight and Duty Time Limitations

Duty/Rest Times for Non-Augmented Crews

Standard: 14 Hour Duty Cycle			Off-Duty Period
Pre-Flight	10 Hours Maximum Flight Time	Post Flight	10 hours
1.5 Hours		.5 Hours	

Extended: 14 Hour Duty Cycle			Off-Duty Period
Pre-Flight	12 Hours Maximum Flight Time Maximum 2 Landings	Post Flight	12 Hours
1.5 Hours		.5 Hours	

Extended: 16 Hour Duty Cycle			Off-Duty Period
Pre-Flight	8 Hours Maximum Flight Time 6 Hours Rest Opportunity During Duty Day	Post Flight	10 Hours
1.5 Hours		.5 Hours	

WOCL: 12 Hour Duty Day *Window of Circadian Low (0200 to 0600 local) limitations apply when any one of the following conditions exist:* • *A landing occurs during the WOCL* • *The flight passes through both sides of the WOCL* • *The duty period starts 0400 or earlier.*			Off-Duty Period
Pre-Flight	10 Hours Maximum Flight Time	Post Flight	12 Hours
1.5 Hours		.5 Hours	

Duty/Rest Times for Augmented Crews

Standard: 18 Hour Duty Cycle			Off-Duty Period
Pre-Flight	16 Hours Maximum Flight Time Max 2 Landings	Post Flight	12 hours
1.5 Hours		.5 Hours	

Special Considerations for 18 Hour Duty Cycle
• Reclining seat available for rest • Mandatory in-flight rest with a minimum of 4 hours total sleep opportunity • Use Fatigue Mitigation for Augmented Crew

Extended: 20 Hour Duty Cycle			Off-Duty Period
Pre-Flight	18 Hours Maximum Flight Time Use Fatigue Mitigation	Post Flight	12 hours
1.5 Hours		.5 Hours	

Special Considerations for 20 Hour Duty Cycle
• Supine bunk (bed) must be available for rest • Mandatory in-flight rest with a minimum of 4 hours total sleep opportunity • Use Fatigue Mitigation for Augmented Crew

Crossing Multiple Time Zones
• Crossing 4 to 6 time zones: 48 continuous hours off-duty on return home • Crossing 7 or more time zones: 72 continuous hours off-duty on return home

Fatigue Mitigation for Augmented Crew:

- When possible, the PIC shall plan rest periods as well as notify all crew members of duty assignments prior to the flight. This should include approximate times of rest in the crew rest area.
- Pilots will change seats at intervals as assigned by the PIC. It should be understood that the intent is to rest from cockpit duties, not always sleep. It may be more appropriate at times, to stretch, eat or simply relax.
- PIC will ensure that the Cabin Attendant and Flight Mechanic rest requirements are met as listed in the Cabin Attendant Manual.
- Strategic naps are encouraged. Less than 45 minutes to refresh. Or, approximately 2 hours for a complete sleep cycle.
- Refraining from the use of alcohol prior to extended duty days, above and beyond the 12-hour policy, should be considered due to the effects of alcohol on REM cycle sleep.
- Caffeine should be used strategically at roughly 15-45 minutes prior to an anticipated need.

- Use food strategically. Eat mostly protein and treat carbohydrates as you would caffeine.
- The crew rest area will be used for rest, not the jump seat.
- Flight crew members are encouraged to obtain hotel/motel rooms to take advantage of long layovers at intermediate airports to rest for periods of 6 hours or more duration.
- The Flight Mechanic will accomplish the preflight/post flight and prep the cabin for departure so as to allow both flying pilots to remain in the cockpit. If a third pilot is assigned, then they will assist the Flight Mechanic whenever possible.

4.14.3 Flight Mechanic and Cabin Attendant

Flight Mechanics and Cabin Attendants will abide by the Flight and Duty Time Limitations listed in the Cabin Attendant Manual.

4.14.4 Non-Aircraft Crew Personnel

All non-aircraft crew personnel, particularly aircraft maintenance personnel, shall report for duty adequately rested. It is the responsibility of the on-duty Aircraft Technician to not to work when fatigued. Two technicians are required to be on duty for duty days longer than 12 hours. Target Corporation Aircraft Technicians shall be limited to a 16-hour shift.

4.14.5 Deviations

Duty days will always be scheduled within the outlined Duty Time limitations as stated above. If, however, a duty day has begun and operational contingencies require an extension of the flight and/or duty limitations, such an extension can only be granted by the Sr. Director Flight Services, a Chief Pilot, or Director of Aircraft Maintenance, with the specific concurrence of all involved personnel. If a flight delay occurs after departure, then it's at the discretion of the crew whether or not to continue the flight.

Prior to granting such an extension, the Sr. Director Flight Services, a Chief Pilot, or Director of Maintenance, shall ensure that the associated risks are assessed, and appropriate mitigation actions are applied to maintain an acceptable level of risk for that operation. Such considerations could include prior rest, weather conditions, day/night operation, etc.

Such extensions will be formally recorded with an ASAP or Safety report submitted by the PIC. The manager granting the extension will record the deviation in the Duty Day Deviation Record on SharePoint.

Limitations on extensions for flight crews:

- On the Standard 14 Hour Duty Cycle, the maximum allowable extension cannot exceed 1 hour of duty time.
- Extended 14 Hour Duty Cycle, the maximum allowable extension cannot exceed 1 hour of duty time. No planned extensions are permitted if operating during WOCL.
- On the Extended 16 Hour Duty Cycle utilizing a 6-hour rest and hotel dayroom, the maximum allowable extension cannot exceed 1 ½ hours of duty time. If no dayroom used then max allowable extension is 1 hour.
- On the Augmented 19 Hour Duty Cycle, the maximum allowable extension cannot exceed 1 ½ hours of duty time.
- On the Augmented 21 Hour Duty Cycle, the maximum allowable extension cannot exceed 1 hour of duty time.
- Flight crew members will be limited to one Duty Cycle extension per rolling seven-day period and will not exceed six extensions per calendar year.

4.14.6 Evaluation Process

As fatigue is a recognized hazard and the limitations contained in this section is the mitigation designed to manage the associated risks to an acceptable level, the limitations and any extensions of duty time, shall

be regularly evaluated as part of the company SMS evaluation. Additionally, company personnel are encouraged to provide feedback on the fatigue management program, as well as report any situations where fatigue become an issue via a TFS Safety Report or ASAP report.

4.15 USE OF ALCOHOL AND OTHER PSYCHOACTIVE SUBSTANCES

It is extremely important that all persons involved in aviation activities not be impaired in any manner. Therefore, Flight Department personnel shall not at any time be under the influence of any psychoactive substance that might in any way limit their ability to perform their duties in a safe and effective manner

Aircraft crew and maintenance personnel shall not consume any alcoholic beverage within 12 hours of operating or working on a Target aircraft and shall not use any drug that may impair the person's ability to perform their duties.

Psychoactive substances include alcohol, opioids, cannabinoids, sedatives, hypnotics, cocaine, other psychostimulants, hallucinogens, and volatile solvents, whereas coffee and tobacco are excluded.

4.15.1 Problematic Use of Psychoactive Substances

ICAO defines the problematic use of psychoactive substances as the use of one or more psychoactive substance by aviation personnel in a way that:

- Constitutes a direct hazard to the user or endanger the lives, health or welfare of others; and/or
- Causes or worsens an occupational, social, mental or physical problem or disorder.

If a member of the TFS engages in the problematic use of psychoactive substance, he/she shall be removed from his/her safety-critical functions as soon as this condition is identified. The case will be evaluated by the Sr. Director Flight Services with the help of Target Human Resources. Return to safety-critical functions may be considered (1) after successful treatment or, in case where no treatment is necessary, after cessation of the problematic use and (2) upon determination that the person's continued performance of the function is unlikely to constitute a direct hazard to the user or endanger the lives, health or welfare of others. Periodic evaluations may be performed for a period as long as TFS deems necessary.

4.16 SEATING REQUIREMENTS

4.16.1 Flight Crew

a. *Take-off and landing*. All flight crew members required to be on flight deck duty shall be at their stations.
b. *Enroute*. All flight crew members required to be on flight deck duty shall remain at their stations except when their absence is necessary for the performance of duties in connection with the operation of the airplane or for physiological needs.
c. *Seat belts*. All flight crew members shall keep their seat belts fastened when at their stations.
d. *Safety/shoulder harness*. When safety/shoulder harnesses are provided, any flight crew member occupying a pilot's seat shall keep the safety/shoulder harness fastened during the take-off and landing phases. All other flight crew members shall keep their safety/shoulder harnesses fastened during the take-off and landing phases unless the shoulder straps interfere with the performance of their duties, in which case the shoulder straps may be unfastened but the seat belt must remain fastened.

Note: Safety/shoulder harness includes shoulder strap(s) and a seat belt which may be used independently.

4.16.2 Cabin Crew

Each cabin crew member shall be seated with seat belt or, when provided, safety/shoulder harness fastened during take-off and landing and whenever the pilot-in-command so directs.

4.16.3 Passengers

During take-off and landing and whenever considered necessary, by reason of turbulence or any emergency occurring during flight, all passengers on board an aircraft should be secured in their seats by means of the seat belts or harnesses provided.

4.16.4 Cockpit Observer Seat Use

The following persons may be scheduled to occupy the cockpit observer seat (jump seat) on Target aircraft:

a. A flight crewmember assigned to the flight
b. Company Aircraft Technicians or other technical personnel directly involved in maintenance related activities requiring an in-flight evaluation or adjustment.
c. Any other person authorized by the Sr. Director to provide pilot training, conduct a flight crew performance evaluation/line check, or to otherwise observe a flight.

A passenger scheduled to ride in the aircraft cabin may occupy the jump seat for any phase of flight, at the discretion of the designated PIC ***and*** with the consent of the other crewmembers. The passenger's cabin seat must remain available to them at all times. If at any time, ***any*** crewmember determines that continued use of the jump seat by a passenger is no longer safe, then the passenger is required to exit and return to their normal cabin seat.

The TFS Observer Seat Checklist will be utilized anytime the jump seat is occupied for takeoff or landing, to ensure the occupant has been briefed on the following:

a. Operation of the jump seat
b. Use of the oxygen mask
c. Sterile cockpit procedures
d. Actions to take in case of an emergency

4.17 PASSENGER AND CABIN SAFETY PROCEDURES

4.17.1 Passenger Boarding and Deplaning

Passengers will be escorted by a TFS flight crewmember when walking to and from the aircraft at all airports.

4.17.2 Passenger Briefings

Normal Operations

The pilot-in-command shall ensure that passengers are given a pre-flight safety briefing as required under FAR 91.519. The brief will be given prior to the first departure of each trip and any time a passenger is subsequently added to the trip. The pre-flight briefing must include, at a minimum:

a. No smoking policy
b. Use of seatbelts
c. Mandatory compliance with crew instructions
d. Seat backs secured and in an upright position, and tables stowed

e. Proper stowage of carry-on baggage
f. Location and means for opening doors and window exits
g. Location of survival equipment
h. Operation of O2 equipment
i. If over water, ditching procedures and location of equipment
j. Proper use of portable electronic devices
k. The location and purpose safety briefing card

Where the foregoing safety briefing is insufficient for a passenger because of that passenger's physical, sensory or comprehension limitations or because that passenger is responsible for the care of another person on board the aircraft, the pilot-in-command shall ensure that the passenger is given an individual safety briefing that meets their special needs.

In-flight, when the "Fasten Seat Belt" sign has been turned on for reasons of turbulence, passengers and cabin crew will be made aware of the need to fasten seatbelts and stow carry-on baggage.

Prior to passenger deplaning, if deemed necessary, guidance will be given to passengers on the safest direction and most safe-free route away from the aircraft and any additional dangers such as protruding static wicks, icy ramps, or threats from other aircraft.

Emergency Operations

The PIC shall ensure that, in the event of an emergency and where time and circumstances permit, all passengers are given an emergency briefing covering the following items:

a. Safety belts or safety harnesses use.
b. Seat backs secured and in upright position, and tables stowed.
c. Stowage of carry-on baggage.
d. Safety features cards.
e. Brace position (when to assume, how long to remain);
f. Evacuation procedures
g. If applicable, life preservers; flotation devices and life rafts; and
h. If applicable, evacuation procedures for an occupant of a child restraint system.

Passenger Safety Briefing Card

A Passenger Safety Briefing Card shall be available at each passenger seat containing, in printed or pictographic form, information on at least the following safety features of the aircraft:

a. The location of emergency exits.
b. How to open the emergency exits.
c. The location of life jackets and life rafts; and
d. The location of emergency equipment on board the aircraft.

4.17.3 Stowage of Hand Luggage and Galley Equipment

Immediately prior to take-off and landing, the PIC, or person so designated by the PIC, will visually check that galley equipment is securely stowed and the cabin is secure.

In the event of moderate or worse, in-flight turbulence, the PIC, or person so designated by the PIC, will ensure that hand luggage, galley equipment and other loose articles are securely stowed.

4.17.4 Transportation of Animals

a. Animals are to be always secured in the cabin.
b. Dogs, cats and other small animals may be secured by using either an approved animal carrier or a leash and harness if appropriate. Carriers must be secured in a passenger seat; leashed pets must be anchored to an aircraft seat belt and/or shoulder harness.
c. Carriers cannot block access to the aisle or emergency exits.
d. When carrying multiple large pets (60 pounds or more) each additional pet above one will be counted against the number of seats available.
e. If the PIC determines that transporting a particular pet(s) is contrary to safe operating practices they will contact a flight coordinator and /or a Chief Pilot for coordination.
f. Prior approval from a Chief Pilot is required for international flights.
g. Refer to Transportation of Animals Policy and best practices in Appendix section for additional information

4.18 Mobile Phones and other Portable Electronic Devices (PED)

The use of mobile phones and PED is prohibited during critical phases of flight and ground operations, operating vehicles, and maintenance work.

4.19 Health Issues

In the event a crew member or passenger becomes ill onboard the aircraft, the procedures specified in sections 5.4 and 5.5 shall be followed.

When planning trips, public health issues at destinations should be considered and assessed as necessary. The PIC may use resources such as MedAire, Jeppesen, Universal, government websites, etc. to obtain information. In the case where significant health risks prevail, specialist advice shall be obtained on appropriate precautions.

Crew members should ensure they have proper immunizations/vaccinations for travel. Target Clinic TPS can be used for personal travel consultations and administering immunizations/vaccinations. To schedule an appointment with the clinic, call 612-696-2875 or make an appointment online.

4.20 Personnel Qualified to Taxi Aircraft

An aircraft shall not be taxied on the movement area of an airport unless the person at the controls is an appropriately qualified pilot or:

a. Has been authorized by the Director of Maintenance in writing.
b. Is fully competent to taxi the aircraft
c. Is qualified to use the radio if radio communications are required; and
d. Has received instruction from a competent person on normal, abnormal and emergency operations related to taxiing the airplane
e. Trained to competency on all airport operating procedures

4.21 Maintenance Check Flights

Some maintenance items performed on an aircraft may require a maintenance check flight prior to being released from maintenance, and the carriage of passengers. When it has been determined that a maintenance check flight is required, the following requirements beyond the normal flight planning and operation must be met:

a. Aircraft must be released for the check flight by Director of Maintenance.
b. Only crew members essential to perform the flight check are permitted on the aircraft.
c. The flight crew must be at an experience level to competently perform a check flight.
    i. This includes a minimum of 100 hours in type
d. Crew members must have clearly defined rolls for the check flight. Duties may include;
e. One pilot strictly flies.
f. One pilot performs the task items and checks.
g. Flight Mechanic on board monitors and assists in the checks.
h. A thorough briefing between the flight crew and maintenance detailing what systems on the aircraft have been affected, and the task items to be checked.
i. A risk assessment must be performed, and the ways to mitigate that risk must be discussed.

Other things to be considered before performing a maintenance check flight may include;
a. The aircraft items or systems repaired should be considered unreliable.
b. Weather conditions should be appropriate for the items being checked.
c. Day/Night conditions.
d. ATC and Airspace congestion.

4.22 CIRCUIT BREAKERS

Resetting circuit breakers that have tripped or cycling of circuit breakers to recover/reboot systems should be a ground maintenance function unless, in the judgment of the flight crew, resetting is necessary for the safe completion of the flight. In such cases, one reset may be attempted. Non-essential circuit breakers may only be pulled and reset in flight when instructed by Maintenance.

5 Emergency Procedures and Equipment

5.1 AIRBORNE EMERGENCIES

5.1.1 Airborne Emergency Management

The PIC should declare an emergency when any abnormal situations affect the safety of flight. Management of the emergency will be in accordance with the aircraft SOP and well defined as to:

1. Who will fly the aircraft
2. Who will accomplish the checklist
3. Who will navigate and communicate with ATC

The Pilot-In-Command has the option for canceling the emergency if later developments so dictate.

5.1.2 Use of Transponder/Radar Assistance

Appropriate transponder codes will be selected for the flight area and situation.

5.1.3 Emergency Landing and Evacuation Procedures

The emergency briefing provided in the event of an emergency, where time and circumstances permit, shall consist of instructions pertaining to:

a. Safety belts or safety harnesses:
   i. Lap belts must be fastened snug around the hips. If equipped shoulder harnesses must be used.
   ii. If carried child/ restraint devices should be checked to ensure they are secured to the aircraft seat with a seat belt and do not restrict access to emergency exits.
   iii. Seat belts must remain fastened until the aircraft comes to a complete stop.
b. Seat backs and tables (as applicable):
   i. Seat backs and tables must be secured in the upright and locked position.
c. Carry-on baggage:
   i. All carry-on baggage including handbags, or any other items of mass must be safely stowed in approved locations. Seat pockets may be used for smaller items.
d. Safety features card:
   i. Advise passengers to review the safety features card and to pay particular attention to exit locations and operation.
   ii. Ensure that passengers seated next to emergency exits are willing and able to open that exit. If not, request the assistance of an able-bodied person.
   iii. If possible, assign an able-bodied person to assist young or special needs passengers.
   iv. Advise passengers of the safest direction and least safe route to move away from the aircraft once outside.
e. Brace position (when to assume, how long to remain and considerations for side facing seats):
   i. advise passengers that they will receive two verbal commands:

      #1, Prior to Landing:

      The command “Brace”, will be given prior to impact / landing, at which time the passengers will assume and maintain the brace position illustrated on the safety features card until the aircraft has stopped and;

#2, After Impact / Landing:

If required, the command "Evacuate" will be given after the aircraft has stopped and the engines shut down. Passengers should then be instructed to immediately "release seat belts" and "get out" of the aircraft using the nearest useable exit.

If an evacuation is not required, the command "Remain Seated" will be given.

f. Life preservers (as applicable):
   i. If an emergency landing is anticipated on water, advise passengers to immediately locate and don life preservers, secure with straps and to inflate only when outside the aircraft.

g. Child restraint system (if applicable):
   i. Evacuation procedures for the occupant of a child restraint system.

If possible, crew members should retrieve the first aid kit and emergency equipment prior to evacuating the aircraft.

5.2 AIRCRAFT ACCIDENT & INCIDENT REPORTING

All aircraft accidents and incidents will be reported to the Director of Flight Operations and Chief Pilots. Director of Flight Operations will report all accidents or incidents to the State civil aviation authority as required by State regulations and when an accident occurs outside the State of Registry, the appropriate international rules.

In the case of an accident, the aircraft, its components and contents shall not be moved or otherwise disturbed, (except to prevent destruction by fire or other cause, or to avoid danger to any person or property) without approval of the State civil aviation accident investigation authority in which the accident occurred.

The Target Crises Response Plan will be activated in the case of an aircraft accident or incident.

5.3 TARGET TACTICAL EMERGENCY RESPONSE PLAN

The Target Tactical Emergency Response Plan will be activated by Flight Services management personnel in coordination with Fireside Partners. Working through the Tactical Emergency Response Plan the Target Corporate Command Center (C3) will be brought into the initial aviation huddle group. A copy of the plan is located on the Green Team SharePoint site, the TFS SharePoint site and ForeFlight Docs.

5.4 PILOT INCAPACITATION

Flight crews will use the "two communication" rule as a means of detecting and responding to suspected subtle incapacitation. Any time the pilot flying the aircraft does not respond appropriately to two communications associated with a significant deviation from a standard operating procedure or a standard flight profile, the Pilot Monitoring will announce "I have control" and assume command of the flight.

As a guideline, the following call-outs may be useful in detecting subtle incapacitation:

- "**Airspeed**" - when the IAS is below Vref or exceeds Vref +20 knots

- "**Localizer**" - when localizer deviation reaches one dot from center.
- "**Glide Slope**" - when glide slope deviation reaches one dot from center.
- "**Sink Rate**" - when sink rate exceeds 1,000 ft. per minute.

Flight crews must understand the necessity for the communication rules to avoid difficulties in the transfer of command responsibilities, and that compliance is MANDATORY.

5.5 IN-FLIGHT PASSENGER ILLNESS

If an occupant becomes ill, the Cabin Attendant or non-flying pilot (as workload permits and at the discretion of the PIC) will contact Med-Link, administer First Aid and oxygen as necessary, or delegate these tasks to passengers as appropriate for the safety of flight. If the PIC determines that an occupant needs immediate medical assistance, he/she will divert the aircraft to the closest suitable airport. Suitability of an airport, military or civilian, will depend on the nature of the illness and the medical support available.

NOTE: If oxygen is necessary, the "walk-around" bottle or therapeutic oxygen supply will be used so that 100% oxygen is available to the person. (The diluter demand oxygen system in the cabin provides very little oxygen through a passenger mask at normal cabin altitudes.)

ATC may be able to assist in providing information regarding medical Services available at airports within their area. ATC should be utilized to relay requests for medical assistance to the airport of intended landing. Advise ATC of the medical emergency and the nature of support required on landing.

An emergency may be declared if the PIC believes that the situation demands priority handling.

If a passenger is removed from a company aircraft for medical reasons, a crew member or other company employee should accompany the passenger to the hospital. The Flight Services Sr. Director of Flight Operations or a Chief Pilot should be notified as soon as possible.

If the illness is other than airsickness, the PIC shall advise the medical authorities at the destination airport of the on-board illness prior to arrival. Such notification will normally be made through the air traffic control agency and should be done as soon as practical after the illness has been identified in order to facilitate provision for the presence of any special medical personnel and the equipment necessary for medical assistance and health procedures on arrival.

Cases of suspected death shall be handled in a similar manner.

5.6 FIRST AID KITS

Target Corporation aircraft shall have onboard at all times the enhanced medical kit and automatic external defibrillator (AED), supplied from MedAire.

5.7 EMERGENCY/SURVIVAL EQUIPMENT

For flights across land areas which have been designated by the State concerned as an area in which search and rescue would be difficult, or at the pilot's discretion, survival kits included with life rafts will be carried on Target Corporation aircraft so as in the event of forced landing the passengers and crew can be provided with fire, shelter, drinking water and a means of signaling.

Target Corporation aircraft will carry approved life rafts with survival equipment when required by FAR 91.509.

5.8 UNLAWFUL INTERFERENCE

For information see chapter 10 of this manual and reference material in Jeppesen Emergency Section (ICAO) and FAR AIM 6-3-4.

5.9 NON-AVIATION ACCIDENTS AND INCIDENTS

All Non-aviation accidents and incidents will be managed by C3 using the Target Crises Response Plan. Examples include:

a. Active shooter
b. Natural disasters
c. Evacuation plans
d. Ammonia Response
e. Infections Disease
f. Bomb threats or similar acts
g. Kidnap and Ransom

6 International Operations

6.1 OPERATING REQUIREMENTS

6.1.1 Flight Rules

The territory of a State is deemed to be the land area and territorial waters adjacent thereto under the sovereign protection of such State. The airspace above such land and water is sovereign airspace.

For the purpose of this chapter, all airspace outside of the United States of America is referred to as international airspace, which includes the sovereign airspace of other contracting States and the airspace over the high seas.

When operating in the sovereign airspace of a State other than the United States of America, the flight crew shall identify and apply the more restrictive operating requirements of either the U.S.A. or the State where the operations are being conducted. Flight Crews will consult the Jeppesen Airway Manual to identify where state requirements deviate from ICAO SARPs. The State AIP shall be consulted if there is any doubt as to the State requirements. This information is reproduced in NOTAMs/INOTAMs and/or the Jeppesen Airway Manual under the *Air Traffic Control, Emergency Procedures*, and/or *Entry Requirements* sections and in the TFS International Ops Manual.

The rules in force relating to flight and maneuver of aircraft when operating outside the airspace of any sovereign state, i.e. oceanic or high seas, shall be in accordance with ICAO Annex 2, "Rules of the Air." Responsibility for enforcement of these rules rests with the State of Registry of the aircraft or State of the Operator.

The flight rules are contained in *ICAO Annex 2, (Rules of the Air),* and procedural aspects are covered in:

- *ICAO Procedures for Air Navigation - Air Traffic Management (PANS – ATM), (Doc.4444);*
- *ICAO Regional Supplementary Procedures, (Doc.7030);* and
- *Individual State Aeronautical Information Publications (AIPs).*

6.1.2 Flight Crew Training and Authorization

Prior to operating in international airspace, flight crew members must complete the general training program specified in 6.3 and the specific training programs specified in chapter 7 for the area or airspace type, in which the operation is to be conducted, or with International Chief Pilot approval. Crews must be authorized by the International Chief Pilot for operation in international airspace. Recurrent training shall be undertaken every two years.

The training and authorization will be recorded on the crew member's training record.

6.2 STANDARD OPERATING PROCEDURES

When operating in international airspace, flight crews shall operate in accordance with the Target Corporation International Standard Operating Procedures. A copy of the International SOP's is listed in the TFS International Operations Manual, which is available to all crewmembers authorized to conduct operations in international airspace.

Company crews are to follow the procedures in the International Operations Manual when operating in international airspace. The PIC must check that a current copy of the International Operations Manual is on board the aircraft prior to commencing operations in international airspace.

The PIC is to report any anomalies to both the relevant ATS unit and the International Chief Pilot or the Sr Director of Flight Operations as soon as practicable.

6.3 TRAINING PROGRAMS

The following general training program shall be completed prior to **Target Corporation** authorization of flight crews to operate in international airspace:

a. Altimetry
b. Automated Cockpit Considerations & Limitations Concerning International
c. Operations
d. Basic Navigation Exercise
e. Contingencies & Required Equipment
f. FAA vs. PANSOPS, Terminal Procedures Integrating Approach Chart Review
g. with ICAO Enroute Considerations
h. ICAO / FAA Oceanic Communication and Navigation Equipment Requirements
i. & Considerations
j. ICAO Flight Plan
k. ICAO Structure vs. FAA Regulations & Procedures
l. International Flight Operations Resources
m. International Handling
n. International Meteorology
o. North Atlantic Operations
p. Oceanic Airspace Design
q. Pacific Operations
r. Route Planning Considerations
s. Special Areas of Authorization:
t. RVSM, NAT HLA, RNP10, BRNAV/RNP5, RNP4, PRNAV/RNP1, RNAV 1 and 2, CRNPC, WATRS Plus
u. CPDLC OR ADS-C
v. ADS-B

6.3.1 International Operating Experience (IOE)

Flight crew qualification for serving as PIC on international flights will be tracked using the PIC Qualification Grid. This document tracks the international training and operating experience needed to serve as PIC in each of the three tiers which represent distinct geographic regions of the world. The steps for progressing through the tiers are broken down as follows:

a. International Procedures training for appropriate tier
b. Participating crew member
c. Participating crew member actively involved in trip planning with PIC

e. Performs all PIC Duties on a trip with another appropriately qualified PIC performing SIC duties
f. Proficient in all PIC duties and responsibilities. Ready to lead and execute trips without any oversight.

Tier One: Mexico, South America, Central America, or Caribbean.
Tier Two: Hawaii, Europe, Atlantic and Pacific Oceans.
Tier Three: The rest of the world.

Previous international experience outside of Target corporation subject to the approval of the International Chief Pilot. Crewmembers must demonstrate competency for each qualifying step before moving to the next. International Chief Pilot approval is required to complete Tier Two and Tier Three.

Operations to Canada are exempt from these requirements. The International Chief Pilot will assign crew and training for operations to Canada based on the PICs previous experience.

6.4 PASSENGER HANDLING

For operations to destination where the aircraft, crew and passengers are subject to customs clearance the PIC shall ensure that all documentation is prepared and that passengers have appropriate passports and related documents.

When arriving at such destinations one flight crew member (or handler) shall maintain control over the passengers and, if appropriate, escort them to the customs area.

6.5 DISPOSAL OF INTERNATIONAL GARBAGE

Catering waste and garbage that contains, or is suspected of containing, animal products or by-products, that originated outside the country of destination either as food taken on board, or as a result of transportation of animals in an aircraft, shall be disposed of in approved international garbage disposal facilities.

At home base, Signature Flight Support is approved and will dispose of any international garbage.

Away from home base, we will coordinate disposal of international garbage with our trip handler to ensure all international garbage is disposed of properly at approved handling facilities.

6.6 REFERENCE MATERIAL

The primary reference document that flight crews need to be familiar with when planning and conducting international operations, is the TFS International Operations Manual. Additional resources available for pilot reference are:

a. Appendix A of the TFS International Operations Manual
b. Annex 2 (Rules of the Air): Jeppesen General Airway Manual
c. Annex 3 (Meteorology Service for International Air Navigation): Jeppesen General Airway Manual
d. Annex 10 (Aeronautical Telecommunications) Jeppesen General Airway Manual
e. Annex 11 (ICAO ATS Airspace Classifications) Jeppesen General Airway Manual
f. Emergency Data and Search and Rescue: Jeppesen General Airway Manual
g. ICAO PANS/OPS (Document 8168) Jeppesen General Airway Manual
h. ICAO PANS/ATM (Document 4444) & Jeppesen General Airway Manual
i. International Ops Notices
j. AIP's: Jeppesen Airway Manuals

7 Qualifications and Training

7.1 FLIGHT CREW LICENSES AND RATINGS

To act as Pilot-in-Command (PIC) of a **Target Corporation** aircraft that must be operated by a crew of at least two pilots, the PIC must hold a valid Airline Transport Pilot Certificate with a type rating for the aircraft to be flown. To act as Second-in-Command (SIC) the pilot must hold a valid Commercial Pilot License with multi-engine and instrument ratings and a type rating for the aircraft to be flown.

- Pilots must hold a valid 2nd Class Medical when operating domestically and/or 1st Class Medical for international Operations
- Pilots must hold a valid aeronautical radiotelephone license.
- Pilots must meet demonstrate the ability to communicate effectively in the English language.

7.1.1 Flight Crew Qualifications and Competency

As well as holding current licenses and medical certificates, **Target Corporation** flight crews must have successfully completed the training programs and competency checks as prescribed in this chapter. That training shall include:

Initial and annual recurrent training in:

- Company procedures
- Aircraft type, and
- Aircraft Systems
- Security/DCA
- Aircraft surface contamination

Initial and every two years thereafter, training in:

- Emergency procedures
- Crew Resource Management
- Threat Error Management
- International Procedures
- RNP/NAT HLA/CPDLC
- Safety Management System
- High altitude training
- Dangerous goods recognition training
- OSHA
- CPR/AED/First Aid
- MEL, NEF and CDL
- Weather Radar
- FOM
- Fatigue Management
- RVSM (Initial Only)
- EFB

All required training, whether professional or nonprofessional, shall be conducted using a syllabus approved by a Chief Pilot. In addition, pilots must have made within the previous 90 days, a minimum of 3 take-offs and landings in the aircraft type or a flight simulator that is operated by a certified FAA part 142 training provider (preferably with level D capability) before acting as PIC. At least one right seat landing shall be conducted in the aircraft **or** simulator within 24 months. Flight crew members are not required to meet the above qualifications for ferry, training, or positioning flights.

7.1.2 Aircraft Type Simulator Training

Initial Training Aircraft Type:

Target Corporation utilizes only approved Level C or D flight simulators for aircraft type flight training. Zero-time flight training is permitted in a Level D flight simulator. In order to be permitted zero flight time training in a Level C flight simulator, candidates must have previous experience on a similar aircraft type. Similar aircraft type means an aircraft possessing the following relationship: turbo-jet to turbo-jet, turbo-prop to turbo-prop, or reciprocating engine to reciprocating engine.

Where the flight simulator has differences in performance, systems, avionics or cockpit layout and configuration, from the Target Corporation aircraft additional training on these differences will be given.

All training will be conducted using Target Corporation checklists and SOPs.

The flight simulator training program will be conducted IAW Civil aviation regulations 61.57 and 61.58 by a certified FAA Part 142 training provider.

7.1.3 Aircraft Type Ground Training

Initial Training

This training is to ensure that each flight crew member is knowledgeable with respect to aircraft systems and all normal, abnormal, and emergency procedures. This training shall be conducted at a certified FAA Part 142 training provider (such as Flight Safety) and in accordance with Civil aviation regulations. The following subjects should be included:

a. Aircraft systems operation and limitations as contained in the Aircraft Flight Manual or Aircraft Operating Manual, Certificate of Airworthiness and Standard Operating Procedures;
b. Operation of all the aircraft equipment;
c. Differences in equipment, operation, and layout between aircraft of the same type if applicable;
d. Standard operating procedures for normal, abnormal and emergency procedures for the aircraft;
e. Aircraft performance and limitations;
f. Aircraft Minimum Equipment List;
g. Weight and balance system procedures; and
h. Aircraft servicing and ground handling

7.1.4 Annual Recurrent Aircraft Training

Flight crew will be given annual flight simulator training program to ensure that they continue to maintain a high level of competency. The annual training program will cover critical emergency procedures and selected items from the initial training syllabus. The recurrent training program will be conducted so as to ensure that all items are covered over a two-year period and at least yearly shall include the requirements of FAR 61.57 and 61.58

7.1.5 Company Training

This training is required for all newly hired people involved in control of flight operations as appropriate to their assigned duties and all new flight crew members. The purpose of this training is to ensure that those people have an adequate knowledge of policies, processes, and procedures unique to Target Flight Services.

The training shall include:

- Company organization, reporting relationships and communication procedures, including duties and responsibilities of flight crew members and the relationship of those duties to other crew members and/or others performing any duties on board;
- ForeFlight iPad App including ForeFlight Documents
- ForeFlight Dispatch Website
- Universal uvGo App (for those involved in international operations)
- FOM
- TFS Special airports
- Target Tactical Emergency Response Plan
- Target SOPs
- APG familiarity
- TripPlanning.biz website and app
- MX items
  a. DU swapping
  b. Start valve operation

7.1.6 Initial Operating Experience

a. New pilots will receive a minimum of 25 hours of type-specific flight training with a designated Captain.
b. New pilots will participate in a mentoring program with a designated TFS Captain
c. New pilots will complete a TFS Line Check to ensure a basic understanding of Flight Service's Standard Operating Procedures.
d. Current TFS pilots transitioning to new aircraft types will receive type-specific flight training with a designated Captain. The minimum flight hours required will be at the discretion of the training Captain and a Chief Pilot.
e. Pilots with less than 100 hours of flight experience in type will have the following restrictions on them:

   1. All destination MDA/DAs and visibility minimums will be increased by 100' and ½ mile visibility (or +2400 RVR). When diverting to an alternate, the landing minimums need not be raised by 100' and ½ mile. However, the minimums used at an alternate must not be less than 300' AGL and 1-mile visibility.
   2. Properly trained and current crews operating aircraft with approved EVS/HUD systems may not use lower than published minimums. The visibility must be at or above the published minimum in order to start an EVS/HUD approach.
   3. The manufacturer's published maximum demonstrated crosswind limit is a hard limit for all landings.

   The 100 hours of flight time required by part (e) may be reduced (not to exceed 50 percent) by substituting one landing as PF for 1 required hour of flight time.

7.1.7 Upgrade Training for Pilots

Pilots, who have served as a Co-Pilot will be considered for upgrade when they have met the following:

a. Have consistently demonstrated mastery of the aircraft along with sound command and decision making, as determined by a Chief Pilot
b. Trained and demonstrated proficiency as pilot-in-command from both left and right pilot seats, in all areas of aircraft handling and operation as outlined in the initial course.
c. Completed an initial pilot type rating course and a minimum of one pilot recurrent training course at an FAA approved training facility.
d. Meets the flight times as defined in Section 1.2.6
e. Completed all TFS required training

7.1.8 Lower than Standard Minima Takeoff Training

Prior to conducting takeoffs in weather conditions lower than standard takeoff minima, pilots will undergo the following training. The Flight Simulator training will be conducted annually

Flight Simulator Training (RVR 500')

a. One completed take-off at RVR 500'; and
b. One rejected take-off at RVR 500'

7.1.9 Special Aircrew Authorization for Aspen Operations

All Target Flight Services pilots are required to train biennial on the potential hazards associated with KASE operations. The training will be completed by a certified FAA Part 142 training provider. Training will include, but not limited to:

- Departure Procedures
- Climb Requirements
- IFR Approaches
- TFS Special Airport operating limitations

7.1.10 Simulated Emergencies During Passenger Transportation Flights

Emergencies or abnormal situations shall not be simulated during passenger transportation flights.

7.1.11 Transportability of Pilot Proficiency Check

Pilots that have a current qualification (a valid pilot proficiency check from an operator or commercial operator that uses a similar training program and proficiency check) will be considered to meet Target Flight Services training and proficiency requirement when they have completed training on the following:

a. Company Operations Manual;
b. Emergency procedures on each type of aircraft the pilot is assigned to fly;
c. Pilot ground training on each type of aircraft the pilot is assigned, sufficient to cover the aircraft Standard Operating Procedures, equipment differences and special authorizations.

7.1.12 Proficiency Certification

All Target Flight Services training will be done on the basis of "training to performance". That means that the person conducting or providing the training will not consider the training complete until the candidate can effectively perform the tasks that they are being trained to do. Upon completion of the training, the

person providing the training will ensure that the training has been recorded in each individual's training record.

Pilots will complete an exam set by the training school or the Sr. Director of Flight Operations at the end of initial Aircraft Type Ground Training. The exam will be reviewed with the candidate to ensure that the correct answers to all of the questions are understood.

At the completion of initial and recurrent aircraft type flight training, pilots will be certified as proficient by one of the following:

a. The Sr. Director of Flight Operations;
b. Chief Pilot(s);
c. A Standards Training Captain;
d. An examiner in the flight training school that Target Flight Services has contracted to provide pilot aircraft type simulator flight training.
e. A civil aviation examiner approved by the civil aviation authority.

The proficiency certification will be done to the standards set forth by the Part 142 simulator/flight training vendor and/or the requirements of FAR 61.57 and 61.58 as applicable and must be assessed as "Satisfactory" in order to constitute a completion of training. The Pilot Proficiency Check Form used by the flight training school should be used to record the results of the training to proficiency. The form will then be retained in the individual's Training Record for a minimum of three years.

When performing any of the procedures, a pilot shall demonstrate judgment commensurate with a high level of safety, and, in determining whether the pilot has shown such judgment the Standards Training Captian pilot shall consider:

a. The pilot's adherence to approved procedures;
b. The pilot's actions in situations requiring a decision based on the pilot's analysis where there are no prescribed procedures or recommended practice;
c. The pilot's qualities of airmanship in selecting a course of action; and
d. The crew co-ordination when operating in the multi-crew concept.

In addition, all Target pilots will complete an internal flight standardization check on an annual basis. The line check will be administered by a Chief Pilot, or a designated Standards Training Captain and will place emphasis on the pilot’s knowledge and adherence to Flight Service’s checklists and Standard Operating Procedures.

7.1.13 Failure to Achieve or Maintain Required Standards

Should the competency of any person in the flight department come into question, they shall receive remedial training to performance on the related policies, processes or procedures. Should the person fail to achieve the performance standard during remedial training, they will be removed from duties until the performance standard is met.

7.2 AIRCRAFT MAINTENANCE PERSONNEL QUALIFICATIONS AND COMPETENCE

Aircraft maintenance personnel shall hold valid aircraft maintenance licenses with ratings appropriate for the type of aircraft and nature of work being performed. The Director of Aircraft Maintenance will conduct quality assurance reviews on the maintenance program and work of individual maintenance personnel. Should shortcomings be identified, he/she will institute training programs aimed at rectification of identified deficiencies.

Professional vendor training on various items, such as aircraft systems, engines, auxiliary power unit, avionics, etc., shall be attended at least once every two years. Maintenance personnel shall work towards and maintain appropriate Type Specific Master Technician Certification and FAA Inspector Authorization Certification.

Training will be provided by approved FAA and OEM training providers. The syllabus will be approved by and maintained by the approved training provider.

Aircraft Maintenance Personnel shall receive training in:

Initial Training:

a. Taxi and Run-up Procedures (before performing these procedures)
b. CMP

Initial and annual recurrent training in:

a. Security/DCA
b. Surface Contamination
c. Safe Towing Practices/Tug Operation

Initial and every two years thereafter, training in:

a. CPR/AED
b. MRM
c. Dangerous Goods/Hazmat
d. OSHA
e. Fatigue Management
f. FOM
g. MEL
h. SMS
i. High Altitude Operations
j. Aircraft Marshalling

If acting as Flight Mechanic, the following additional training will be required:

a. G280/G600 Emergency Equipment training
b. FACTS training
c. Authority of PIC training
d. Means of communication and Sterile Cockpit training

7.3 FLIGHT COORDINATOR PERSONNEL QUALIFICATIONS AND COMPETENCE

Flight Coordinators shall receive training appropriate for their duties including but not limited to:

Initial training in:

a. Target Welcome and On-Boarding
b. TripPlanning.biz scheduling and record keeping software.
c. Target Flight Operation Manual and Flight Coordinator Manual familiarization

Initial and annual recurrent training in:

a. Security/DCA
d. Target Corporation required LMS Training
e. training with Advanced Aircrew Academy

Initial and every two years thereafter, training in:

a. CPR/AED
b. CRM/HF
c. Dangerous Goods/Hazmat
d. OSHA
e. Fatigue Management
f. FOM
g. SMS

Initial training will be assigned by the Senior Manager Flight Services. Industry conferences can be used for additional training and development.

7.4 CABIN ATTENDANT QUALIFICATIONS AND COMPETENCY

To act as aircraft crew on Target Aircraft, Cabin Attendants must have successfully completed training and passed a proficiency check as specified in this chapter. The training shall include:

Initial and annual recurrent training in:

a. Safety procedures
b. Security/DCA

Initial and every two years thereafter, training in:

a. Aircraft type (Flight Safety or CAE)
b. Emergency procedures
c. First Aid training
d. Aircraft Surface Contamination
e. Fatigue Management
f. High Altitude
g. OSHA
h. SMS
i. CRM/HF
j. Dangerous Goods/Hazmat

7.4.1 Cabin Attendant Aircraft Type Training

For each aircraft type a Cabin Attendant will receive the following initial type training:

a. Operation of aircraft doors and exits
b. Evacuation slide training (if installed on aircraft)
c. Evacuation procedures
d. Use of oxygen equipment
e. Aircraft safety, first aid and emergency equipment and its use
f. Donning and use of protective breathing equipment
g. Securing aircraft cabin
h. Aircraft checklist and SOP's Operation of aircraft doors and exits
i. Evacuation slide training (if installed on aircraft)
j. Evacuation procedures
k. Use of oxygen equipment
l. Aircraft safety, first aid and emergency equipment and its use
m. Donning and use of protective breathing equipment
n. Securing aircraft cabin
o. Aircraft checklist and SOP's

7.4.2 Cabin Attendant Safety Procedures Training

Cabin Attendants will receive initial and annual safety procedures training to perform passenger safety duties including

a. Authority of the PIC
b. Means of communication
c. Knowledge of the relationship of the procedures with respect to those of the other crew members
d. A general description of the aircraft in which the person is to serve and the proper use of cabin installed systems controls
e. Safety procedures training for the handling of normal and abnormal situations including:
f. Safety movement in the vicinity of the aircraft and safe movement to and from the aircraft
i. Briefing of passengers
ii. Handling of passengers
iii. Securing of cabin
iv. Location, operation and use of emergency, lifesaving and survival equipment carried
v. Location of fire extinguisher
vi. Decompression; and
vii. Location, operation and use of emergency exits.

7.5 EXECUTIVE SERVICES AIRCRAFT QUALIFICATIONS AND COMPETENCY

Target Executive Services team members who are qualified to serve on Flight Services aircraft will receive training in the following areas:

a. G600 and G280 Emergency Procedures and Equipment (AAA online training module and/or a trainer designated by a Chief Pilot)
b. DCA DASSP training (AAA online training module)
c. Aircraft Entry Into Service training (Gulfstream EIS trainers)
d. FACTS emergency training (FACTS trainers)

7.6 GENERAL TRAINING PROGRAM REQUIREMENTS

7.6.1 Instructional Staff

Not applicable at this time.

7.6.2 Training Conducted on a Contract Basis

All individuals and training schools providing training to Target Flight Services personnel shall:

a. Be conducted in accordance with the Target Corporation training programs and appropriate Civil aviation regulations.
b. Be conducted using the manuals, publications, check lists and other relevant documents used by Target Corporation; and
c. Be given on the same type and model aircraft or approved flight simulator of the same type and cockpit layout, as that used by Target Corporation.

Aircraft flight training is the responsibility of the Sr. Director of Flight Operations or Chief Pilot(s). They shall ensure that any person designated to conduct aircraft flight or simulator training is competent to do so.

7.7 INITIAL AND RECURRENT SAFETY MANAGER TRAINING

The initial training of the Safety Manager will be done using a mentoring system. The Safety Manager will be responsible for training the Assistant Safety Manager or other successor in all aspects of the Target Flight Services Safety Management System, specifically:

a. Safety Policy
b. Purpose
c. Responsibilities
d. Safety Committee
e. Related Documents
f. The Operator Safety Risk Profile
g. Safety Management Strategy
h. Safety Performance Goals
i. Safety Risk Management
j. Safety Identification and Tracking System
k. Change Management Process
l. Safety Management System Audit
m. SMS Evaluation
n. Target Corporation Flight Department Flight Risk Assessment Tool and Risk Briefing

The Safety Manager will attend formal Safety Management System training within the first year of their appointment. Ongoing safety training will consist of attending, at least every other year, industry Safety Seminars and Conferences.

7.8 OVERVIEW OF PERSONNEL TRAINING REQUIREMENTS

Training requirements are tracked within TripPlanning.biz, with additional information located in the SharePoint Target Flight Services Records site. Training is also tracked by training providers and can be accessed as needed.

8 Record Keeping

8.1 Employee Training and Qualifications

Chief Pilots and Training and Standards Captain(s) shall maintain a file for each aircraft crew member. The file shall contain copies of valid licenses, medical certificates, passports, radiotelephone licenses, and any other pertinent documents required for crew members to operate **Target Corporation** aircraft.

The Director of Aircraft Maintenance shall maintain a qualification and training record for each member of the maintenance staff.

The Sr. Director of Flight Services shall maintain employee records for each of the other Flight Services employees.

All training and currency requirements will be tracked by their respective manager for a minimum of 3 years. Records are stored within TripPlanning.biz, TFS SharePoint site, training file, or with training providers.

8.2 Routes and Flight Records

Manifests, passenger data, pilot data, and other flight records will be kept for each flight and retained by Flight Services. These records are stored within TripPlanning.biz.

9 Aircraft Maintenance

9.1 Responsibilities of the Director of Aircraft Maintenance

The Director of Aircraft Maintenance is responsible for the planning and control of all maintenance, liaison with the civil aviation authority on maintenance topics, and liaison with all persons or Approved Maintenance Organizations (AMOs) performing maintenance on the operator's aircraft. They shall have access to all applicable technical and regulatory publications necessary to perform these duties and shall ensure that those publications are kept up to date. The Director of Aircraft Maintenance shall remove from service any aircraft that are unsafe, or that do not comply with the regulatory requirements of United States of America civil aviation regulations and the ICAO requirements for international operations or this Manual. In cases of absence, the duties of the Director of Aircraft Maintenance may be assigned to another qualified person with the approval of the Director of Flight Operations. Director of Maintenance will also supply and maintain database subscription services for EGPWS, NAV, TERRAIN, & CHART data.

9.2 Maintenance Program

All aircraft shall be maintained and inspected in accordance with the aircraft and/or component manufacturer's maintenance manuals. The use of a computerized database system, CMP, shall be used to track maintenance tasks required by the maintenance schedule /inspection program, tasks required for the rectification of a deferred defect, any additional tasks required for operation in specific flight operations or environments, status of Airworthiness Directives (ADs), Service Documents, and major components on each aircraft. The system shall also track all life limited components, inspection time limits, component time limit, and include any Instructions for Continued Airworthiness (ICA) that have been added by the incorporation of a Supplemental Type Certificate (STC). It is the technician's responsibility to add the specific inspection item to the computerized maintenance program to cover the incorporated STC's ICA inspection criteria.

TFS uses MyCMP as the primary computerized maintenance program for tracking the current aircraft status and all maintenance inspection items and schedules. MyCMP program and maintenance schedules will be checked for accuracy against the aircraft manufacturer's chapter 5 requirements within 6 months from a new aircraft's EIS(entry into service) date.

Thereafter, any updates/revisions to the chapter 5 inspection requirements will be received in the form of an MOL (Maintenance Operation Letter) or an ASC (aircraft service change). If any changes, revisions or ASC's are found applicable, a review will be completed to ensure the MyCMP system has been updated with those newly added/changed items. This will be a continuously ongoing process to make sure the MyCMP is accurate and always up to date.

Checklists shall be used when performing maintenance. These checklists may be in the form of a work card, inspection checklist, or MM reference. Any maintenance procedures that are printed from MyCMP for the purpose of completing a maintenance and or inspection procedure, whether scheduled or unscheduled, must be checked for accuracy by comparing it with the current maintenance manual revision. When work has been interrupted and/or the technician has been distracted by a coworker or electronic device, the technician shall go back three steps on the checklist that was being utilized to ensure no steps have been neglected.

All Aircraft Technicians are required to employ some type of tool shadowing for their tool control system. This system can be in the form of "shadowing" or marking drawers of toolboxes and is up to the Technician to ensure their tools are controlled. The purpose of this is to ensure that all tools and equipment have been removed from the aircraft before that aircraft is returned to service following maintenance.

Following maintenance to certain aircraft systems such as; flight controls, hydraulics, landing gear, or engines, the following items must be accomplished.

a) Before work can be returned to service, a second technician shall perform an inspection of the work performed to ensure satisfactory completion and that tools, supplies and test equipment are accounted for. This inspection should be performed throughout the task for multistep work, and before closure of access panels.
b) After servicing engine oils, a second technician shall check that the oil cap is securely fastened and oil servicing panel is closed.
c) Tool inventory assessment shall be accomplished before an aircraft can be returned to service.

For aircraft performance trending purposes, a database has been created referred to as the “Virtual Whiteboard”. This database shall be updated with Pilot reported items that Target Maintenance team members could not duplicate, and for tracking high replacement components. The virtual whiteboard is only a tool for trending and is not considered part of the aircraft technical record, therefore it cannot be used for return to service. The purpose of the whiteboard is to include any in-depth troubleshooting notes that may be useful for future similar discrepancies or tracking down a recurring defect.

9.3 AIRCRAFT TECHNICIANS WORKING ALONE

Target Flight Services will try to ensure that there are always two technicians on duty, however there are times when the schedule does not permit two technicians on duty. When this happens the technician on duty must carry a communication device at all times in case of an emergency. Also, if a Technician is required work alone there are certain duties that are prohibited, including but not limited to:

- Jacking of entire aircraft
- High power engine ops checks
- Work to critical aircraft systems
- Working at high levels

9.4 AIRCRAFT TOWING REQUIREMENTS

These towing requirements are intended to aid the maintenance and flight crew members in safely moving all aircraft at the Target hangar. A minimum of three people is required when towing an aircraft in, out, or around the hangar ramp area. The three-person team will consist of a tug operator, an aircraft brake rider, and a wing walker.

The tug operator must be a qualified Aircraft Technician. If an Aircraft Technician is not on duty, the flight crew may call Signature ramp services to help move the aircraft. Flight Crews are not allowed to drive the Target tug vehicle.

The brake rider must be in the cockpit to stop the aircraft in case the towbar gets disconnected during the towing operation. They must be a qualified maintenance or flight crew member that has been trained on that aircraft specific type.

Wing walkers should position themselves adjacent to the wingtips of the aircraft, to help ensure adequate clearance of any obstruction that may be in the path of the aircraft being towed. The wing walker must always be in visual contact with the tug operator. If visual contact is lost, the tow operation should stop until visual contact is resumed. The wing walker does not need to be trained as a tug operator or brake rider.

At the completion of the aircraft towing a minimum of one set of wheel chocks should be installed. Wheel chocks should only be removed after positive verification that the parking brake is set, and the aircraft will be continuously attended.

9.5 MAINTENANCE ARRANGEMENTS

All maintenance that is not accomplished by the company's own qualified maintenance persons must be through an Approved Maintenance Organization (AMO). Currently, Gulfstream is the preferred AMO to be used when outsourcing maintenance for scheduled or unscheduled maintenance items. For any AMO, other than the aircraft manufacturer, an audit checklist or self-audit checklist will be used to determine if that AMO meets the intended standards. An AMO that Holds an FAA certificated repair station license will be audited on a biannual basis. If the AMO is not an FAA certificated repair station, an audit will be conducted on an annual basis or before initial use. The AMO audit checklist is located on the TFS SharePoint site under the Maintenance Ops>Forms section. Completed audit forms will be kept in the TFS SharePoint site under the Maintenance Ops>AMO Audit Checklists section. Any AMO that falls short of meeting the standards the Director of Aircraft Maintenance will determine if the risk is acceptable and will identify if any additional action is needed to mitigate the risk. AMOs shall hold proper license/ratings for scope of the work to be undertaken and be authorized in writing in the form of a contract, purchase order, or letter. Each request for maintenance shall specify that the work be performed and certified in accordance with the applicable requirements of the United States of America Civil aviation regulations and in accordance with this document.

The Director of Aircraft Maintenance or designee shall make all maintenance arrangements. The Director of Aircraft Maintenance or designee will provide oversight over work performed by an AMO or another third-party contract maintenance provider. Target pilots will work in partnership with the Director of Aircraft Maintenance or his designee to resolve aircraft maintenance issues when away from home base.

When maintenance is performed by any AMO or third party contract provider, the accountability for aircraft airworthiness remains with Target Flight Services. TFS will maintain oversight to ensure that the AMO conforms to regulatory and TFS requirements. If the third party AMO does not have access to the correct technical data and procedures, It is Target's responsibility to provide those for them. In areas where the AMO does not conform, gaps and associated risks will be identified and managed using the TFS SMS process and procedures.

Maintenance Arrangements Process:

a) Determine and define the work scope that shall be accomplished.
b) Deliver the aircraft, logbooks, weight and balance manual and any other required reference material to the AMO.
c) Target Flight Services Maintenance personnel are responsible for ensuring that all work done to company aircraft was accomplished in accordance with this manual.
d) Complete an audit of the work order package to ensure all work has been completed and make note of the following items.
    a. FAA Form 337s.
    b. Any changes to Weight and Balance.
    c. Maintenance and Flight Crew operational changes from an installation or Service Document.
    d. The addition of any Instructions for Continued Airworthiness (ICA) from and STC installed, must documented into our inspection program.
    e. Is an operational check flight required?
    f. If unscheduled maintenance was accomplished a signoff in the Aircraft Turnover Log (ATL) on form MX1 needs to be completed.
e) An Aircraft Acceptance Checklist has been created to assist with the delivery and acceptance of the aircraft with the AMO. This checklist can be found in Section 13.17 of this manual.

9.6 AIRCRAFT WEIGHT & BALANCE CONTROL

The Director of Aircraft Maintenance, in accordance with the Manufacturers Approved Weight and Balance Manual shall maintain and retain weight and balance reports and amendments for all aircraft. Details of the empty weight and center of gravity of each aircraft shall be kept in the aircraft log or on board the aircraft and related operational data will be updated whenever there is a change in the aircraft basic weight or center of gravity. A weight and balance calculation form has been created for documenting changes in weight and balance. Instructions on how to properly fill out, where to file, and who to distribute information too have been attached to the form. Example of W&B form and instructions for completing can be found in section 13.16 of this manual.

Aircraft W&B Process:

a) Determine if work performed requires a change in W&B, refer to manufactures W&B Manual.
b) Complete W&B Change form.
c) Supersede the previous W&B form in the W&B Logbook.
d) File new W&B form in the W&B Logbook.
e) Complete logbook entry or MTR stating a change in the W&B, and file in the aircraft technical record.
f) Update MX Document Double Checker.
g) Email a copy of new weight and balance form to: the Chief Pilots, Aircraft Compliance Manager, and APG at weightandbalance@apgdata.com.

9.7 INCOMING INSPECTION OF PARTS AND MATERIALS

All parts and materials ordered for the use of maintenance, preventative maintenance and servicing, must meet the CAA regulatory requirements by having the proper certification paperwork to ensure eligibility and traceability. Proper certification paperwork includes FAA form 8130, EASA Form 1 or a certificate of conformance.

An incoming inspection shall be accomplished upon receiving any aircraft part, component, consumable to ensure the airworthiness of the article. A physical inspection of the article along with an audit of the paperwork shall be accomplished to ensure the applicability, serviceability, and traceability of the article.

Incoming Parts Inspection Process:

a) Inspect packaging for damage.
b) Inspect article for cracks, dings, dents, leaking or any other defects that could affect the airworthiness of the article.
c) Inspect and ensure the appropriate documentation validating traceability to approved sources accompanies the article.
    a. Check Part Number and Serial Number to make sure they match.
    b. If repaired, modified, or overhauled component ensure a teardown report is included with the documentation.
d) If article fails the incoming inspection;
    a. Keep part or material segregated from the rest of the serviceable parts and or materials.
    b. Contact vendor immediately for replacement.
    c. Attach a reject parts tag to identify the issue.
e) If the article passes the incoming inspection, check the article in by stamping the top of the packing sheet form with the “Receiving Complete” stamp that is located on the front table in the maintenance office. Then, fill out the “Signed”, “Date” and “Assign To” sections from the stamp. Once this is completed, this shows that the incoming inspection has been accomplished.
f) Place the stamped and signed packing sheets in the proper location at the parts manager’s desk for entry into the CMP inventory system in MyCMP.com site.

g) The parts manager or designee will then enter all part information with shelf or life limit information into the CMP inventory system.
h) Label expiration date on all Shelf-Life items. Monitor all expiration dates of shelf-life limited materials and discard expired items.
i) Packing sheets must be placed in the appropriate mailbox for billing.

9.8 PRESERVATION AND STORAGE OF AVIATION ARTICLES

Parts required for maintenance and servicing shall be held under the control of the Director of Maintenance. All parts and components shall be kept in a climate-controlled room in an organized fashion and accompanied by its certification tag. Any part that is found to be without a certification tag shall be red tagged and disposed of properly with consideration to local, state, and federal regulations. Consumable shelf-life items shall be labeled with an expiration date.

Fuels, oils, lubricants and cleaning materials shall be kept in closed containers, clearly marked with the contents and handled in accordance with applicable industry recommendations. No fluids shall be dispensed from any unmarked container.

All waste material shall be handled in accordance with Local, State and Federal regulations.

Only Target Corporation contracted waste haulers shall be used to remove unsafe waste from Target Corporation Flight Services facility.

9.9 SCHEDULED MAINTENANCE OR ALTERATION

Schedule maintenance is a type of maintenance that includes; inspections, ADs, Service Bulletins/Letters, Replacements of Life Limited items, Replacement of components for periodic overhaul or repair, Checks or tests, Lubrication or servicing. The maintenance/inspection time limits can be found within the applicable Maintenance Manual and shall be followed as the manufacturer has defined them. There are also scheduled maintenance items Target has defined that are above and beyond that of which the manufacture has recommended and has been added to our due lists. All recurring scheduled maintenance items shall be tracked using a computerized aircraft maintenance program, i.e. CMP. The use of a Scheduled Maintenance SQ sheet (MX2 Form) is encouraged when a large work scope is being accomplished, for organizational reasons. However, if the scope of work is reasonably small the AMM procedure/checklist will be sufficient.

Scheduled Maintenance Process:

a) Determine work to be performed.
b) Place the “Maintenance in Progress” placard at the Main Entrance Door to communicate that the aircraft is out of service.
c) Obtain the required Technical Publications to complete the work; inspection checklists and tasks or work cards.
d) Obtain the calibrated tooling if required for the task to be performed.
e) Obtain the components and/or consumables required to complete the tasks.

*NOTE: *Only approved components with certificates (8130, EASA Form 1, Serviceable Tags) may be used.*

f) Complete the work tasks or inspections.
g) Identify any discrepancies found during inspections on MX2 Form.
h) Document work performed in the “Corrective Action” on the MX2 Form, and sign-off as work is completed.
i) Fill out FAA Form 337 for Major Repair or Alteration as required.
j) Fill out Weight and Balance Change form as required.
k) Perform final inspection audit of the aircraft and work package to ensure all work is complete.

l) Perform a visual inspection of the aircraft or area of work performed to assess for possible Foreign Object Damage (FOD) and/or other accidental damage.
m) Complete a logbook entry or MTR using the computerized maintenance program (CMP) to approve aircraft for return to service.
n) Sign the Logbook entry or MTR, attach all component certification tags, and file in the appropriate airframe or appliance logbook.
o) File the completed inspection forms/checklists in the appropriate folder in the maintenance office.
p) Remove “Maintenance in Progress” placard from Main Entrance Door.

9.10 UNSCHEDULED MAINTENANCE

Unscheduled maintenance is a type of maintenance that includes; pilot reported items, servicing, preventative maintenance, or unforeseen events such as hard or overweight landings, or ground damage. Unscheduled maintenance shall be documented on the MX1 Form that is part of the Maintenance Turnover Logbook that is kept in the aircraft. This form meets the requirements of 14 CFR 43.9 and can be used for approving an aircraft for return to service.

Unscheduled Maintenance Process:

a) Determine work to be performed.
b) Place the “Maintenance in Progress” placard at the Main Entrance Door to communicate that the aircraft is out of service.
c) Document the work to be performed on a MX1 Form found within the Maintenance Turnover logbook.

Note: *If defect is to be deferred using the Approved MEL, NEF or CDL; follow Deferred Rectification of Defects Procedure in Section 9.13 of this manual.*

d) Obtain the required Technical Publications to complete the work; inspection checklists, tasks or work cards.
e) Obtain the calibrated tooling if required for the task to be performed.
f) Obtain the components and/or consumables required to complete the tasks.

NOTE: *Only approved components with certificates (8130, EASA Form 1, Serviceable Tags) may be used.*

g) Complete the work.
h) Document work performed in the “Corrective Action” on the MX1 Form.
i) Sign-off MX1 Form with date, signature, and certificate number to approve aircraft for return to service.
j) Perform a visual inspection of the aircraft or area of work performed to assess for possible Foreign Object Damage (FOD) and/or other accidental damage.
k) Remove “Maintenance in Progress” placard from Main Entrance Door.
l) All major component changes also require a Maintenance Transaction Report (MTR) using the computerized maintenance program (CMP).

MX1 Forms are part of the aircraft permanent technical record and shall be filed in the appropriate folder for that aircraft. MX1 Forms must stay in the Aircraft Turnover log for a minimum of 90 days to continue a history of work performed for flight crew communication.

NOTE: *If a discrepancy cannot be duplicated and no defects are found with the affected system, an entry into the “Virtual Whiteboard” shall be made for tracking and trending purposes.*

9.11 RECURRING DEFECT CONTROL

At intervals not to exceed one month, the Director of Aircraft Maintenance shall review the aircraft technical records and “Virtual Whiteboard” to detect any recurring defects. If a defect that has been reported as a recurring defect occurs again within one month of receiving the report, the Director of Aircraft Maintenance shall ensure that the corrective action includes a complete investigation of the

affected system(s), taking into consideration all previous occurrences of the defect and the actions taken to correct them. When deemed necessary to communicate recurring defects to aircrew or other personnel, the following methods may be utilized: Wrenched Reports, company email, Safety Committee meetings or Team meetings.

9.12 SDR Reporting

The Director of Aircraft Maintenance shall submit Service Difficulty Reports (SDR) to the Federal Aviation Administration via FAA Form 8070-1. In the case of service difficulties discovered during maintenance, the maintenance person/AMO performing the maintenance will prepare the SDR and pass it to the Director of Aircraft Maintenance. Between scheduled maintenance activities/visits to the AMO, any employee discovering a defect that may warrant submission of an SDR must immediately bring it to the attention of the Director of Aircraft Maintenance, who will determine whether a report is required.

9.13 Deferred Rectification of Defects

All defects shall be rectified before further flight of the aircraft, except as provided in this section. Where permitted by United States of America civil regulatory provisions as applicable, aircraft having outstanding defects may be operated subject to the following procedures where a Minimum Equipment List (MEL) has been approved. The MEL/Deferral section on the MX1 form can be found in the Aircraft Turnover Logbook, and shall be utilized to track all deferred items.

Deferred Rectification of Defects Procedure:

a) Aircraft defect found.
b) Contact Maintenance Team for assistance.
c) Identify defective system or component and note defect on Unscheduled Discrepancy MX 1 form.
d) Locate appropriate item within Target Flight Services approved MEL, NEF or CDL manual.
e) Identify any/all limitations within the Remarks and Exceptions column pertaining to the deferred item.

Note: *Repair category does not apply to Part 91 Operators, however if a repair limitation is listed within the Remarks and Exception section for the deferral that limitation must be adhered to and noted within the corrective action.*

f) Follow (M) &(O) procedures as required within the Remarks and Exceptions for the deferral
g) Enter system or component and MEL item number being used in the deferral section on the MX 1 form.
h) Enter initials of individual completing the deferral and enter date deferred.
i) The aircraft is now returned to service with that system or component deferred.

Note: If for any reason the Deferral cannot be cleared before the next flight, Maintenance will make a larger/brighter Placard and attach it to the exterior of the Aircraft Turnover Logbook referencing the MEL/NEF/CDL item number, a brief description and any due dates/times for that deferral. This will ensure the deferral will be more visible to flight crews and maintenance.

j) Upon rectification of deferred system or component is completed, document corrective action on MX 1 form in the Aircraft Turnover Logbook.
k) Enter the Signature of the technician completing the corrective action, Enter certificate number and date completed.
l) Remove all placards in aircraft and on aircraft turnover logbook. This action closes the loop of the discrepancy.

9.14 Final Inspection and Approval for Return to Service

Approval for return to service of an aircraft or component are accomplished differently. Components that Target Maintenance are approving to be reinstalled in an aircraft after maintenance has been accomplished shall be by means of a Serviceable Tag containing a brief description of the work performed to that component. For instructions on how to fill out the Serviceable Tag refer to the Forms section of this manual.

Aircraft can also be approved for return to service using two different methods dependent on the type of maintenance performed (scheduled or unscheduled) which has been addressed in sections 9.9 and 9.10 of this manual. A Final Inspection is required to be performed before any aircraft can be approved for return to service following scheduled maintenance. A final inspection shall consist of an audit of all paperwork to ensure completeness, and physical inspection of the aircraft to ensure all work has been completed, that there has been no sign of accidental damage or foreign object damage during the maintenance process, and all tooling is accounted for.

Final Inspection Process:

a) Perform walk around inspection of entire aircraft to ensure all panels are installed.
b) Check that there has not been any accidental damage or foreign object damage during the maintenance process.
c) Check each circuit breaker panel to ensure all circuit breakers are engaged.
d) Ensure all flight deck switches are in the off/normal position.
e) Ensure all flight controls are free and clear.
f) Ensure all tools have been removed from the aircraft and a tooling inventory has been taken.
g) Audit all paperwork (discrepancy sheets, inspection checklists, logbook entries) to ensure all items have been completed.

9.15 Continuing Analysis and Surveillance System (CASS)

The Director of Aircraft Maintenance shall continually evaluate the effectiveness of the quality control system, operating procedures and maintenance programs. At intervals not greater than three months, a review of the aircraft technical records must be conducted, in conjunction with the maintenance staff and AMO (if used), to ensure that the system, procedures and schedules are satisfactory and in compliance with any revisions in the OEM/Type Certificate Holders Instructions for Airworthiness and /or regulatory requirements, and that all personnel doing maintenance on the operator's aircraft are properly trained on the equipment and processes. This review shall include the use of a Computerized Aircraft Maintenance Program to assess all defects reported during the period, to identify any negative trends in aircraft performance or reliability. Where deficiencies are discovered, the Director of Aircraft Maintenance shall act to correct them. Where the deficiencies relate to the performance of maintenance, details of the deficiencies shall be communicated to the applicable maintenance personnel and/or AMO.

9.16 Calibration Policy and Process

Only properly calibrated tools and equipment specified for the maintenance task will be used. Tool and equipment calibration schedule shall be maintained on the Flight Department collaboration folder, and a folder will be kept containing the calibration certificates in the filing cabinets in the maintenance office and on the Sharepoint site. Calibration of tools is performed by approved vendors only.

a) Determine which device will be required to complete the task.
b) Inspect device for any physical defects or damage.
c) Determine if the device is within its calibration date by checking the tag attached, or viewing the certificate in the maintenance office and/or the Sharepoint site.
    a. If it is expired; tag it and ship out for calibration.
    b. If calibration date is good continue to job task.
d) If device calibration is questioned during a job;
    a. Check device against another calibrated device, and tag for recalibration if faulty.
e) If device is dropped or damaged during a job; tag it and ship out for calibration.
f) When equipment is received from calibration;
    a. Update the calibrated tool list with the new expiration date.
    b. File certification in the Calibrated tool folder and the Sharepoint site.

9.17 TECHNICAL RECORDS

Aircraft Technical Record (Permanent Record) consists of several different logbooks; airframe, engines, APU, W&B, and flight log. The records shall be stored in fireproof containers within the maintenance office, and kept up to date with all maintenance compliance information. All aircraft technical records shall be retained in accordance with 14 CFR part 91.417. Furthermore, if an aircraft, unit or component is removed when reaching its end of usable life or is beyond economic repair (BER), those records will be kept at a minimum of 90 days after the date of removal. All records with exception to the flight log shall be kept in paper form and include any certification tags of parts/components installed during maintenance. Immediately following scheduled maintenance, the appropriate technical record shall be updated with a logbook entry/MTR to indicate what work was accomplished. Unscheduled maintenance items are kept in the Maintenance Turnover Logbook located in each aircraft until the MX1 form booklet is full. Once full, the MX1 booklet will be removed from the maintenance turnover logbook and kept in the file cabinets with the rest of the aircraft logs. A new MX1 booklet will then be inserted into the maintenance turnover logbook for further use.

If an aircraft is permanently transferred to a new operator/owner, all aircraft technical records will be transferred to the new owner/operator.

9.18 TECHNICAL DATA

The majority of technical data used for maintenance on company aircraft are on a subscription basis, and are accessed online through the manufacturer's website. Any manuals that have been printed in the past shall be marked "For Reference Only", and only used after verifying that the manual revision number is current. If work needs to be accomplished on components that have old or no manuals on hand, then it is the responsibility of the technician to obtain current Technical Publications to accomplish the work.

A list of Technical Data shall be kept on the company collaboration folder referred to as the MX Document Double Checker. The list will be updated anytime a document has been revised or superseded.

Technical Data currency process:

a) Locate the revision number of Technical Data to be used.
b) Go to the Manufactures website and locate the latest revision number.
c) If on hand data has been superseded,
    a. Order or print latest revision, or
    b. Download and place in Manuals folder on TFS SharePoint site.
    c. Dispose of old superseded data

d) Update the MX Document Double Checker with latest revision.
e) Complete required work with current data.

9.19 MAJOR REPAIRS OR ALTERATIONS

Major Repair and Alterations must be done in accordance with technical data approved by the FAA. Part 43, appendix A, contains a list of repair and alterations that are considered to be major. However using only appendix A may result in the misclassification of some repairs and alterations so a procedure has been created to assist in the classification of major or minor. Also, all major repair and alterations completed within our facility shall be documented with FAA Form 337, and signed by the appropriate aircraft technician as authorized on the employee roster. All FAA Form 337s shall be filed with the aircraft technical record.

Major Repair or Alteration Classification Process;

a) Does the repair or alteration appear in 14 CFR 43 Appendix A?
    a. Yes. File Form 337
    b. No. Continue to step b.
b) Is the repair or alteration a STC?
    a. Yes. File Form 337
    b. No. Continue to step c.
c) Does the repair or alteration effect weight and balance, and is not part of a SB/SL?
    a. Yes. File Form 337
    b. No. Continue to step c.
d) No Form 337 required.

9.20 AIRWORTHINESS DIRECTIVES AND OEM SERVICE DOCUMENTS

Airworthiness Directives (AD) compliance is ensured by the use of a computerized maintenance program CMP or the FAA's DRS (Dynamic Regulatory System) website. CMP is the primary computerized compliance tracking program that is used for scheduled maintenance on our aircraft. The FAA's DRS website is a secondary system for double checking compliance with ADs to ensure we are never in noncompliance. CMP and the FAA's DRS site shall be checked during scheduled maintenance periods.

OEM Service Documents are a type of scheduled maintenance that is much like an AD. Service documents come in many classifications; Mandatory, Recommended, Optional, Discretionary, and Informational, however they are not required to be complied with unless accompanied by an AD. Target Flight Services has decided that all Mandatory service documents issued by the OEM will be complied with. All other service documents shall be reviewed by the Director of Aircraft Maintenance to determine if compliance is appropriate. Where necessary, he shall obtain technical advice from the qualified maintenance personnel/AMO currently responsible for maintenance of the operator's aircraft. The Director of Aircraft Maintenance will keep a record of each such decision made, and retain the record along with the service bulletin or equivalent document

9.21 PREVENTATIVE MAINTENANCE AND SERVICING

Preventative maintenance and servicing shall be performed in accordance with the methods and procedures recommended by the aircraft manufacturer. If tasks are being performed by Pilot then these tasks should be accomplished under the guidance (i.e. phone, fax, etc.) of Target Corporation Maintenance personnel. Preventative maintenance shall be documented as per the Unscheduled Maintenance Process found in Section 9.10 of this manual.

9.22 SPECIAL FLIGHT PERMITS OR AUTHORIZATIONS

The Director of Aircraft Maintenance and/or designated representative shall be responsible for all applications made to the United States of America civil aviation authority for flight permits or special flight authorizations, and is authorized to make any required declarations for this purpose on behalf of the company. Permits are obtained by working directly with the local Flight Standards District Office where the aircraft is currently located. A special flight permit is issued to allow the aircraft to be flown for the following purposes:

a) Flying the aircraft to a base where repairs, alteration, or maintenance are to be performed.
b) Delivering or exporting the aircraft.
c) Evacuating the aircraft from areas of impending danger.

After obtaining the special flight permit the aircraft shall be inspected by an appropriately certificated A&P mechanic, certificated repair station, or the FAA inspector to determine its safety for the intended flight. The inspection must be documented in the aircraft technical record. Any restrictions and/or limitations in the special flight permit must be strictly adhered to.

9.23 TECHNICAL DISPATCH

Technical dispatch of aircraft shall be by means of the aircraft Maintenance Turnover Logbook (MTL). This logbook is a method of communication between the maintenance department and the pilot group to make them aware of any maintenance that may have been accomplished on the aircraft is compliant with the TFS maintenance control system, and incorporates two main sections; preflight sheets, Unscheduled Maintenance and deferral MX1 Form. The MTL shall be found onboard the aircraft behind the pilot's seat at all times. By signing the preflight sheet, the aircraft technician is stating that all maintenance (scheduled and/or unscheduled) has been completed in compliance with the applicable regulations and the TFS maintenance control system, and signed off unless deferred per approved MEL, and the aircraft is currently in an airworthy state. Signing also means all servicing items have been completed and a preflight inspection has been accomplished.

In order to be eligible to sign any maintenance release, an aircraft maintenance person must have within the preceding 24 months, attended some sort of recurrent training on at least one aircraft group or system for which they exercise maintenance release authority on and have at least 6 months experience in the inspection, servicing, or maintenance of an aircraft or systems in accordance with the privileges granted by the license held.

Before each flight of an aircraft, the PIC, shall review the aircraft MTL and take note of any current discrepancies and/or deferred items to decide whether the flight may take place. If in doubt as to the time remaining to maintenance tasks, or the acceptability of defects, the PIC must contact the Director of Aircraft Maintenance or Technician on duty. An Aircraft Airworthiness Maintenance Release will be signed off in the aircraft MTL prior to each flight from home base.

Technical Dispatch Process:

a) Audit the Maintenance Turnover Logbook for any open discrepancies or deferrals
b) Audit due list items on Computerized Maintenance tracking program to ensure no maintenance is due
c) Complete aircraft preflight inspection
d) Asses the aircraft for any possible foreign object damage or other accidental damage
e) Complete a check of all servicing items as required

f) Signoff preflight sheet including a brief statement of all maintenance performed (scheduled or unscheduled)
g) Remove Maintenance in Progress tag from Main Entry Door as required, and place in the back of the MTL

9.24 AIRCRAFT ANTI-ICING

During cold weather months Aircraft Anti-Icing may be required. Type IV fluid can be applied by Target Flight Services Maintenance Department personnel. The maintenance department has three spray systems that are serviced with Type IV fluid, two on scissor type lifts and one pull around. During anti-icing application, passengers and other personnel should stay clear of the aircraft being sprayed, as the fluid on the floor can become extremely slippery. The maintenance personnel shall put out stanchions to indicate an unsafe area. Fluid shall be applied at a thickness between 1 millimeter to 3 millimeters to achieve the greatest protection against ice formations on the airfoil surfaces. Spraying shall begin at the left-hand wing root area so the crew can see the oldest fluid from the aircraft while performing their surface contamination check. If two sprayers are being used, both can start at the same time at either wing roots. Also, it is critical that the coverage should not leave any gap between the painted skin and the leading-edge section of the wings and tail. After anti-icing has been accomplished a receipt documenting the time started, and amount applied will be given to the flight crew for their reference. Also, a log sheet will be filled out on each piece of equipment that will show date, aircraft, and amount dispensed. This log sheet is a reference for the maintenance department to keep track of how much fluid is used, and how many anti-icing procedures are performed annually.

During periods of aircraft anti-icing with precipitation falling, time is extremely valuable. Fueling the aircraft a day in advance will greatly reduce the risk of anti-icing fluid failure, and keep us closer to the FAA holdover times. However, holdover times are only a reference, and cannot be solely relied upon. A surface contamination check must be done by either visual means from inside the aircraft, or checking it by hand. This is the flight crew's duty to perform, and ultimately their responsibility. If the contamination check fails the aircraft must return, and be de-iced per the Aircraft Flight Manual. Target Flight Services cannot de-ice the aircraft at this point since the wing is no longer clean.

Before the start of the next deicing season begins, any Type IV fluid that has been stored in the off season, shall be retested for conformity before it can be used again for anti-icing procedures. Testing and kits can be obtained by: MISCO Refractometer, 6275 Cochran Rd, Solon OH. 44139. Contact: 440-349-1500. When new fluid is received thru Signature Flight Support, a copy of the current fluid test results must be obtained by Signature. All test results shall be kept on file in the maintenance office for any further reference. If any fluid that does not pass testing, or cannot be stored per manufacturer's recommendations at the end of the season, then it shall be disposed of, following Federal, State, and local guidelines. Deicing fluids can be disposed of, on field at: US Ecology located at 2520 Cargo RD. Contact 612-710-2078 for fluid disposal.

Aircraft Anti-icing in Hangar Process:

1. Begin spraying the aircraft 15-30 minutes before aircraft is to be pushed out.
2. Take note of the time application begins, and document on Anti-Icing Receipt.
3. Start at wing root area and work out.

Note: Starting in a set location will assist flight crew to determine what area to check when doing a contamination check.

4. Apply a consistent and symmetrical amount trying to achieve a 1 mm minimum thickness. 1 mm equals 16 gallons total for the G280(13 gal. wings, 3 gal. tail), and 37 gallons total for the G600 (30 gal. wings & winglets, 7 gal. tail). Fluid quantity applied to left and right wing should be equal.
5. Enter amount applied to the Wing and Tail on the Anti-Icing Receipt.
6. Initial the Technician line on the Receipt.
7. Clip receipt to Pilots yoke, or give to crew member.

8. Document amount used on the Anti-Icing Fluid Log found on the Anti-Icing equipment.

9.25 EGPWS TERRAIN DATABASE UPDATING

Notification of a new Terrain Database update being due will be communicated via email from vendor(s). Once this email is received, the following process shall be used to ensure the databases are updated to the appropriate aircraft. These will also be verified quarterly using the Maintenance Double-Checker.

EGPWS TERRAIN DATABASE Update Process:

a) An email is received from the vendor notifying of an update
b) For the G280, download the new terrain database from the Collins database website, this file can then be loaded into the aircraft's IMS (Information Management System), then loaded directly from the IMS to the associated LRUs. Once loaded, the terrain database version can be verified by checking the database status page in the OMS (Onboard Maintenance System). Note: Collins only offers this update once a year. If there are any special unscheduled updates, Collins will send out an update alert email to all customers.
c) For the G600, the new Terrain database version will be available for download on the Jeppesen JDM database website application. The database will be downloaded to a thumb drive. This can then be uploaded to the aircraft via the aircraft's laptop software. Once uploaded, the terrain database version can then be verified by going to page two of the Database Configuration page in the CMC onboard the aircraft.
d) Complete an appropriate maintenance transaction report for each aircraft updated.

9.26 ENVIRONMENTAL MANAGEMENT

Maintenance personnel are required to follow all local, state and federal environmental laws and requirements that are applicable to the daily operations. This includes noise abatement procedures during ground operations for engine run-ups, Spill containment of toxic and flammable materials and fluids, and disposal of any toxic and flammable materials and fluids.

ENGINE RUNS

During a return to service inspection of and aircraft or system, It may be required that an engine run must be completed for an operational or leak check. If the engine run does not require any power above idle, the engine run can be performed on the ramp in front of the hanger. If at any time power above idle needs to be applied, the engine run will need to take place at a designated run up area. The following procedures should be followed when performing an engine run above idle position.

ENGINE RUN PROCEDURES THAT REQUIRE DESIGNATED RUN UP AREA

a) Determine type of engine run to be performed per the maintenance manual instructions.
b) Call MAC Airside Operations @ 612-726-5111 to check availability of the remote run up pad. If available, get clearance with approximate time run pad will be used.
c) Position aircraft outside hanger, perform pre-start up walk around, and gather all needed checklists for starting, taxiing and run up procedures.
d) A minimum of two crew members, one being taxi/engine run qualified are needed since the aircraft will have to be taxied to the designated run up area with clearance from local ground control.
e) When cleared from local ground control, follow all taxi instructions to the designated run up area.
f) Once clear at the designated run up area, perform engine run as needed.
g) Once complete, when cleared from local ground control, follow all taxi instructions back to the parking area.

h) Follow aircraft checklist for shutdown.

FUEL SPILLS AND HAZARDOUS WASTE DISPOSAL

At any time during normal aircraft ground operations or when maintenance is being performed on an aircraft, in the event of a fuel spill, no matter what the size, the containment and cleanup is very important. There are three spill containment kits (Round yellow containers) located throughout the hanger. These locations are: Main spill kit located in the equipment room next to the ice machine and black cabinets along the east wall, two smaller kits are located in the back shop room next to the utility sink and one just outside of the hazmat collection room. All kits contain pads, containment booms and drain covers. If any of these items are used for a fuel or other hazardous fluid cleanup, they can be collected and disposed of at Signature Flight Support in their hazardous waste drums located in hanger 1. Jet fuel, engine oil or hydraulic oil that is collected in buckets can be dumped in the hazmat collection room in their respective drum containers.

Items collected in the hazmat room are as follows:

a) Jet fuel located in two drums in a yellow fireproof cabinet
b) Engine oil and hydraulic oil located in a black drum next to yellow cabinet.
c) Aerosol cans, including paint cans, cleaning, and lubrication agents. These may be used or unused items.
d) Metal oil cans will be collected for recycling purposes.
e) Batteries
f) Used filters, oil and hydraulic.

A profile for any items needing to be picked up will be coordinated with our Hazardous Waste contractor. The following process will be used when disposing of all hazardous waste materials. This is considered a “Cradle to Grave” process with the Hennepin County Waste Manifest Program.

a) Call waste contractor and schedule a pickup time for known materials.
b) When the contractor shows up to take materials, the contractor will provide a document called a Generator Initial Copy. This initial copy will be kept in a red binder in the maintenance office labeled: Hazardous Waste Manifest Distribution.
c) The contractor will then deliver the hazardous waste to the appropriate facilities for proper disposal.
d) When the material is properly disposed of, the facility in which it was delivered to will send us the “Designated Facility To Generator” copy back to us.
e) Once this form is received, a Hazardous Waste Manifest Distribution form will be filled out and kept with both documents in the Hazardous Waste Manifest Distribution Binder.
f) A copy of the Designated Facility To Generator document must be sent to the Hennepin County Hazardous Waste Manifest Program to complete the “cradle to grave” process.

Please review the Hazardous Waste Manifest Distribution Binder for more specific information and use of the Hazardous Waste Manifest Dist. Form.

For training material regarding Target’s Corporate ESIM/Hazmat Waste Process, please visit the power point training guide located on the Flight Services SharePoint site under Maintenance Ops/OSHA Compliance/HQ ESIM Training. This training guide should be reviewed by the employee on an annual basis to check for any changes or updates. If for any reason a hazmat report is needed for an inspection, a link is set up in the same section of the SharePoint site labeled RDA Link. Click on link, and when prompted, enter the flight services location of 9733. All hazmat reports will be in this link.

10 Security Procedures

*Target Corporation Corporate Command Center: 612-761-1500

10.1 Assessing Threats and Vulnerabilities

Flight Services Security program is designed to assess the threat against the company, its team members, aircraft and facilities. Information on the various kinds of threats Target will face will come from a variety of sources. In developing and maintaining a current threat assessment for areas of operations, the Flight Services Director and team members will use the following resources as appropriate:

a. Target Executive Services (ES)
b. Corporate Security at global offices (SharePoint)
c. Corporate Command Center (C3)
d. Trip Handlers (ie: Universal/Jeppesen/ITPS)
e. United States State Department (mytravel.state.gov) STEP Program
f. Crisis24 Horizon
g. MedAire
h. AirCare International
i. OPSGROUP Airfield Spy Reports
j. National and local security and law enforcement officials
k. Local and foreign media reports

Target Flight Services will continuously utilize internal and external partners to assess potential vulnerabilities including insider threats and ensure Target is adhering to security best practices. Feedback from these partners will be used to update this security program and processes.

10.2 Preventive Security Measures

The focus of preventive security measures will be to:

a. Enhance the safety and security for Target team members, guests and company property.
b. Prevent unauthorized access to company aircraft and facilities.
c. Prevent the unauthorized introduction of weapons, explosives, or espionage devices onto company aircraft and into company facilities; and
d. Prevent the use of company aircraft to commit other unlawful acts, such as the transport of illicit drugs or contraband.
e. Alert crew members to public mass demonstrations or protests and avoiding these areas. Automatic alerts can be set up using the resources in section 10.1.

10.2.1 Global Security Considerations

Flight Services team members will:

a. Partner with Executive Services for International travel intelligence.
b. Use only company vetted ground transportation for passenger and crew at foreign locations.
c. Whenever practical, have crews and passengers stay at the same hotel enhancing security and communication between crews, passengers, and Executive Services.
d. Partner with C3, ES and handler to assess, identify and mitigate risks for international travel.
e. Maintain, exercise, and evaluate the Target Tactical Emergency Response Plan as it relates to domestic and international operations.

10.2.2 People and Processes

a. Pre-employment screening will be part of the hiring process for all flight department personnel.
b. All flight crews will be vetted by TSA and FAA to comply with the requirements of Target's DASSP FBO and DASSP Operator Security Program.
c. All TFS team members will receive initial and recurrent security training.
d. Publication of aircraft itineraries will be limited to a need-to-know basis.
e. Any security threats or concerns will be communicated with ES, C3, ATC or local law enforcement.
f. Flight Services will maintain an accurate and accessible passenger manifest for all trip legs.
g. Positive control of passengers and crewmember luggage will be maintained. All items that will not remain in the immediate possession of the owner will have identification attached to them. Color-coded/tail number-specific bag tags with names are utilized for large scale events.

10.2.3 Target Aircraft Security

a. Only company personnel, authorized passengers and pre-approved vendors will be allowed to board company aircraft without escort from TFS personnel.
b. TSA inspection of the aircraft will be accomplished for all DCA flights to comply with DASSP Security Program
c. A Flight Services team member will be present when aircraft is being serviced (fueled, catering etc.) at international destinations
d. In-person monitoring of aircraft servicing (fueling, catering etc.) at domestic destinations is recommended but at the discretion of the PIC. Things to consider are location, FBO capabilities, airport security, large scale public events, etc.
e. If aircraft has been left unattended, crewmembers will accomplish pre-flight walk-around to ensure hatches, doors, baggage area, emergency exits haven't been tampered with and are closed and latched/locked prior to departure. An exception to locking is the baggage door which is to remain unlocked for emergency egress and ARFF reasons.
f. Aircraft doors will be locked, security tape (at PIC discretion) and emergency exit pins utilized, when company aircraft are left unattended when away from company facilities.
g. Each destination will be assessed as a low, medium, or high security risk. The following guidelines describe the progressive measures that should be invoked to mitigate each of these security risks.

THREAT LEVEL	AIRPORT CONDITIONS	RECOMMENDED ACTIONS
Low	Controlled Field fenced with gated access (Full Time FBO)	Cabin and baggage door locked Emergency Exit pin utilized

Medium	Part time/Uncontrolled Field with perimeter fence and gated access (Part Time FBO)	Main Door and baggage door locked Emergency Exit pin utilized Security tape at PIC discretion
High	Uncontrolled and no perimeter fencing Deemed high risk by AP, US Government, Handler etc. (Part Time FBO)	Basic Procedures Main and baggage door locked Emergency Exit pin utilized Security tape utilized all doors Elevated Procedures Hangar Aircraft Utilize Armed guard Reposition Aircraft Assess business risk of not traveling vs. security risk of traveling

C3 or Executive Services can provide crews with local specialist assessments of the security situation in countries where there is a local presence. Crews should contact C3 or Executive Services to implement these procedures.

10.2.4 Target Flight Center Facility Security

MSP airport has perimeter security with effective fencing, lighting, dedicated airport police patrols, controlled gates and limited, controlled access- all of which enhance security against ramp-side threats. In addition, the following procedures will be utilized to enhance the security of the Flight Center:

a. Flight Center gates and access doors will be closed and locked when not in use.
b. All Target team members arriving by vehicle will need to utilize their own employee badge to open the gate to the parking lot. This assists our Corporate Security Partners with tracking employee visits to the property and complies with Target corporate policy. The gate may be opened remotely when someone does not have a Target badge, but the team member opening the gate must follow up and account for the visitor after admitting them to the parking lot.
c. The badge reader for the main lobby entrance door is programmed for limited group access. Only TFS team members, select passengers and building maintenance personnel are able unlock the door using their Target issued badge. The door may be opened for all other visitors but is the responsibility of the TM admitting the visitor to confirm the identity and authority of each visitor. Visitors may be left unaccompanied in the secure lobby area but will be processed in accordance with section 10.2.5 of this chapter for further access into the building.
d. The door between the lobby and the hangar stairs may be temporally latched open, but it is the responsibility of the person utilizing the latch to ensure the door is closed as soon as practical. The badge reader on the hangar side of the door is programmed to allow all HQ team members access to the lobby to passengers exiting without the need for latching the door.
e. Hangar doors to the ramp will be closed when the hangar floor is unattended by TFS team members.
f. Access control management system for building keys is maintained by the Director of Aircraft Maintenance.
g. Badge reader access is controlled in coordination with Target Corporate Security and the My Access system.
h. Emergency numbers are posted prominently around facility
i. Facility has CCTV monitored by Target C3 and secure code access required 24/7

10.2.5 Target Flight Center Visitor Policy and Procedures

Anyone without a Target-issued Red or Black badge is considered a visitor. The following steps must be taken for visitors needing access beyond the secure lobby area or the hangar floor entrance:

1. Confirm the identity of visitors by reviewing their government issued identification.
2. Sign in visitors using the visitor log and issue them a visitor decal.
3. Visitors must be always accompanied by a team member when entering beyond the secure lobby area or hangar vehicle entrance.
4. At the end of the visit, sign out visitors using the visitor log and dispose of their visitor decal.

The following visitors are exempt from the sign in requirement but must be accompanied if proceeding beyond the secure lobby or hangar floor entrance:

a. Delivery drivers such as FedEx, UPS and US Postal Service
b. Catering services
c. Ramp-side visitors displaying a valid MSP SIDA badge

Certain visitors are exempt from the sign in requirement and may be unaccompanied on the hangar floor:

a. Officials from the Transportation Security Administration
b. Signature line service personnel
c. Streamline aircraft grooming personnel
d. Authorized aircraft maintenance providers performing work on Target aircraft

10.3 RESPONSIVE MEASURES

In the case of a hijacking, the flight crew must attempt to assess the intent of the individual(s) and follow the emergency procedures set out in section 10.5 of this manual. These procedures will include the making of distress radio calls and transponder settings, to indicate that the aircraft has been hijacked and for adherence to the procedures that have been established and promulgated in ICAO Doc 7030 – Regional Supplementary Procedures in both the cases where the aircraft continues on the assigned track and cruising level or is forced to deviate there from.

In the case of bomb threats, the first step is to determine the legitimacy (consult Target C3 via aircraft telephone if possible) of the threat or whether it is likely to be a hoax. If considered to be legitimate, law enforcement officials should be notified, and the aircraft should land at the nearest suitable airport to be searched. If on the ground, the aircraft should be moved, for searching to the designated isolated parking ramp.

In the case of other unlawful acts, the PIC should contact the responsible law enforcement agencies and **Target Corporate Command Center (C3) 612-761-1500 or via aircraft messaging.**

10.4 HIJACK OR BOMB THREAT EMERGENCY CHECKLIST

The following checklist will be used in the event of unlawful interference (hijack) or bomb threats.

UNLAWFUL INTERFERENCE

- **THE SAFETY OF PASSENGERS AND CREW IS PARAMOUNT AND THE OBJECTIVE IS TO SECURE THEIR SAFE RELEASE**

- When possible, carry out the following:

Transponder A7500
ATC.....INFORM
Fasten seat belts .....ON
Cabin Attendant.....Brief - if possible

GENERAL ADVICE

In the air

- Assess the situation to try to determine the intent of the individual and modify response as appropriate.
- Comply with initial demands without prejudicing safety.
- Negotiate patiently. Do not antagonize.
- Avoid actions/movements that might appear hostile.
- Explain before moving any control, switch, etc.
- Keep passengers calm. Prevent them from intervening.
- Consider passing information to controlling authorities.
- If forced to deviate from the assigned track and cruising level,
- Follow the procedures as specified in ICAO Doc 7030 Regional Supplementary Procedures, or
- If no applicable regional procedures have been established, proceed at a level which differs from the cruising levels normally used for IFR flight by:

a. 500 feet (150m) in an area where a vertical separation minimum of 1,000 feet (300m) is applied, or
b. 1,000 feet (300m) in an area where a vertical separation minimum of 2,000 feet (600m) is applied.

- Land at a suitable airfield.

On the ground

- EXPECT THE LOCAL AUTHORITIES TO TAKE CONTROL.
- Be guided by authorities. Do not take independent action.
- Make the hijacker do his own thinking.
- Establish endurance of food, water, sanitary supplies, APU and battery. Transfer to a ground power unit as soon as possible. If possible, obtain air conditioning cart.
- Maintain hygiene. Keep door, galley and aisle clear of rubbish and equipment.
- Look after passengers' health and comfort.

BOMB THREAT ON GROUND

ATC and operations/handling agent ALERT

- Confirm parking area.

Cabin attendant (if carried) BRIEF

- Passengers to be briefed
- Prepare to disembark on PIC's command (PA).
- Disembarkation procedures established. Use entry door if practical.
- Suspicious objects should not be touched.
- If taxiing, stop and disembark immediately.

Pax .....EVACUATE

PIC .....ENSURE THAT AIRCRAFT IS COMPLETELY VACATED
Pax·····ASSEMBLE CLEAR OF AIRCRAFT (500M UPWIND)

BOMB THREAT IN FLIGHT

- If a suspicious article or explosive device had been found, the aircraft should be flown as normally as possible but in accordance with the following requirements.

Emergency .....DECLARE

- Plan to land at the nearest suitable airfield.
- Consider high altitude airfield if appropriate.

Transponder .....SET A7700 if none assigned

Cabin Attendant (if carried) .....BRIEF

- Advise that there is a bomb threat and notify Senior Passenger.
- Organize search of cabin (if bomb found see over).
- Land as soon as possible.
- Disembark as soon as possible after landing by fastest means.

Pilots .....SEARCH FLIGHT DECK

Pressure controller .....MAINTAIN CURRENT CABIN ALTITUDE

Descent .....COMMENCE

- Reduce cabin differential pressure to zero by descending aircraft to cabin altitude. Do not raise cabin altitude.
- Descend and slow aircraft without delay to below FL100 or MSA if higher.
- Minimize maneuvers / avoid turbulence.

Speed.....REDUCE WHEN PRACTICABLE

Cabin .....DEPRESSURIZE/AIR VALVES CLOSED

- When at cabin altitude:
  Man. Cabin Alt Control FULL INCREASE Dump Valve OPEN
- Leave outflow valve open for remainder of flight.

Landing Configuration ESTABLISH EARLY

After Landing:

APU .....START
Engines .....SHUT DOWN
Lighting.....ALL ON EXCEPT LANDING LIGHTS
PA..... "IT IS IMPERATIVE TO LEAVE THE A/C WITHOUT DELAY. KINDLY FOLLOW THE INSTRUCTIONS"
(GIVEN BY THE CABIN ATTENDANT OR PILOT)
Pax .....ASSEMBLE CLEAR OF AIRCRAFT (500m UPWIND)

SUSPICIOUS ARTICLE OR BOMB FOUND

- DO NOT MOVE, TOUCH OR OPEN.
- Move passengers as far away as possible and instruct them to keep heads below top of seat backs.
- Obtain expert advice through ATC communications.
- Remove oxygen bottles and first aid kits from the immediate vicinity. Have fire extinguishers available.
- Secure article in place, pack around with pillows, blankets, coats and absorbent materials. Keep article dry but wet surrounding material.

Only consider moving the article if its position poses an immediate threat to the aircraft and expert advice recommends this course of action, in which case, handle GENTLY, keep in same attitude.

11 Transportation of Dangerous Goods

11.1 COMPLIANCE WITH REGULATIONS

TFS Complies with U.S. 49 CFR Parts 171-177 for transportation of dangerous goods/hazardous materials. As a non-carrier, TFS complies with the regulations concerning recognition of hazardous materials and allowable exceptions for passengers and crewmembers. For International operations, TFS also complies with the ICAO Technical Instructions for the Safe Transportation of Dangerous Goods by Air/IATA Dangerous Goods Regulations.

11.2 RECOGNITION OF DANGEROUS GOODS

Passenger and Employee Information

Target Corporation Flight Crews and Aircraft Technicians shall receive training in the recognition of dangerous goods to ensure dangerous goods are not inadvertently carried on the aircraft. In addition, Flight Crews and Aircraft Technicians will also receive OSHA training.

Passengers are provided a link to the Flight Center SharePoint site for information on prohibited items, and notices are prominently displayed in the passenger lobby to advise passengers as to the type of items that cannot be transported on aircraft.

12 Company Directives and Standard Operating Procedures

12.1 FMS/GPS Operations

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The use of FMS/GPS/RNAV equipment in Target Corporation aircraft requires high levels of crew knowledge, skill, and proficiency. Crew members are expected to utilize all available radio navaids and should endeavor to navigate utilizing identical navigation displays, provided the procedure being flown has been certified by appropriate government authority for FMS/GPS or RNAV stand-alone operations.

It is imperative that pilots remember that flying the airplane is the primary job. Deciding when the utilization of automation is distracting from that job and making the decision to change the level of automation in use, is of primary importance. When either crewmember feels that the automation is interfering with the primary goal, the automation level should be adjusted to reduce the workload and enhance situational awareness.

Prior to executing FMS database procedures (SIDs, STARs, Instrument approaches), it is imperative that both pilots have a clear understanding of both the lateral and vertical paths constructed by the FMS. In the event of a discrepancy between the charted procedure and the FMS database, the chart is the regulating authority. Flight crews are required to ensure that the FMS guidance conforms to the charted procedure.

Flight Director mode selections and FMS changes must be verbalized and verified by both pilots. Mode changes such as LNAV, VNAV, FLC, HDG, etc. should be called out whether selected manually or the equipment automatically selects a new mode. The PF will make changes to the FMS and FD modes while the autopilot is engaged and workload is low. The PM will make all FMS changes when the autopilot is not engaged and anytime PF workload is high.

12.2 Electronic Flight Bag (EFB)

Target Flight Services utilizes EFB equipment in its aircraft. The purpose of this equipment is to provide electronic access to navigation charts, pertinent manuals, company documents, aircraft checklists, and satellite weather information for flight crews. Each pilot is currently issued an iPad and is responsible for the currency of documents and charts as appropriate. Pilots are expected to bring their iPads to every flight assignment and shall ensure they are sufficiently charged and updated for flight.

For each aircraft type the EFB, when not in use, will be stowed in a manner that prevents the device from jamming the flight controls, damaging flight deck equipment, or injuring crewmembers or passengers should the device move about as a result of turbulence, maneuvering, or other action. Only one pilot at a time should be using an EFB to avoid having both pilots "heads down" at the same time.

All new pilots will receive training on EFB functions/procedures during the onboarding process and throughout IOE. Ongoing app training and technology updates will be accomplished during team meetings and email updates by the Digital Apps Manager.

**Additional information and EFB Standard Operating Procedures are listed in the EFB Protocol located on the TFS SharePoint site and in ForeFlight Documents.*

12.3 Cockpit Displays

The standard display setups for Pilot Flying (PF) and Pilot Monitoring (PM) will be:

Gulfstream G280:

a. Preflight: MEM1 configuration, SMCs MEM, Taxi diagram and SID charts set, Accel Height set in BARO.
b. Before taxi: MEM2 configuration, SMC 1 STANDBY, SMC 2 As Required, DU2 displaying the Airport Diagram
c. Takeoff and Departure: MEM3 configuration, SMC 1 STANDBY, SMC 2 FLT REF, DU 2 displaying charts, TCAS, WX, or Terrain as appropriate
d. Approach, Landing, and Taxi: MEM3 configuration, SMC 1 STANDBY, SMC 2 FLT REF, DU 2 displaying appropriate approach or airport chart. When committed to land hide chart to display systems synoptic
e. EVS Approaches: Recommended that the PM have EVS Video displayed for monitoring purposes when weather is at or below published minimums, other times at pilot's discretion.

Gulfstream G600:

a. Preflight: Start up DU Preset. PM DU3 Taxi diagram and SID charts set, Minimums set Accel Height in Pri Mins and Vyse set in Sec Alert
b. Before taxi: Taxi DU Preset. DU3 displaying the Airport Diagram
c. Takeoff and Departure: Takeoff DU Preset. DU3 displaying charts, TCAS, WX, or Terrain as appropriate
d. Approach, Landing, and Taxi: Arrival DU Preset. DU3 displaying appropriate approach or airport chart.
e. EVS Approaches: Recommended that the PM have EVS Video displayed for monitoring purposes when weather is at or below published minimums, other times at pilot's discretion.

Non-standard displays are permitted when necessary for operational reasons, but must be appropriately briefed.

Flight Guidance Computer and Primary Flight Display

HDG/TO *or* LNAV/TO (when appropriate) should be selected on the FGC for Takeoff with the heading bug set to the runway heading. If the desired flight path is not represented by the FGC mode control selection, then STBY should be selected, or flight director deselected, so that the aircraft is not flown contrary to the command bars.

12.4 VNAV For Non-Precision IFR Approaches

VNAV can provide vertical path guidance and facilitate a stabilized, constant descent final approach (CDFA) during non-precision approach operations. The stabilized descent is preferable to the "dive and drive" descents previously associated with these approaches. Most U.S. non-precision approaches with MDA-only minimums can be flown using CDFA technique to a Derived Decision Altitude. DDA adds an altitude additive to the Minimum Descent Altitude to ensure the aircraft will not descend below the MDA in the event of a missed approach. DDA is equal to MDA plus 50 ft. for the G600 and MDA plus 70 ft. for the G280. Operating details for CDFA can be found in Advisory Circular AC120-108 and the TFS CDFA reference card in ForeFlight documents. Additionally, TFS crews are authorized to operate under FAA Letter of Authorization C073 which allows operators to use VNAV DA in lieu of MDA on those approaches where its use is specified on the Jeppesen approach chart. In such cases, no additive to MDA minimums is required.

CDFA technique must be used whenever possible and is mandatory in many countries outside of the U.S. Terminology for minimums on non-precision approaches (MDA vs. DA) varies in some countries,

therefore must reference individual state Aeronautical Information Publications and/or the Jeppesen Airway Manual to determine whether a DDA additive is necessary for approaches in each country of operation.

Pilots must keep in mind that the VNAV path is barometric and is susceptible to the errors associated with barometric altimeters. Incorrect altimeter settings and very cold temperatures are two of the conditions that result in VNAV path information that is incorrect. Temperature Compensation is available in the FMS of all Target aircraft and is required on many approaches when temperatures are extremely cold. The list of U.S. Cold Temperature Restricted Airports can be found at:
https://www.faa.gov/air_traffic/flight_info/aeronav/digital_products/dtpp/search/
Notation is also on the Jeppesen terminal charts of the affected approaches.

It is critical that pilots understand that while the VPATH pointer may provide guidance below the MDA, descent below the MDA may only be conducted in VISUAL conditions, as obstacle clearance is not provided below the MDA. Pilots should consider runway alignment with the final approach when utilizing VNAV for non-precision approach operations.

Visual Approaches to Runways Without Approach Vertical Guidance or Visual Descent Guidance

To facilitate a stabilized descent to the runway, flight crews should utilize FMS generated vertical guidance to runways not served by approach vertical guidance or visual descent guidance. While this will aid in a performing a stabilized constant descent approach and landing, it does not guarantee obstacle clearance. Crew discretion is required.

12.5 AIRCRAFT STANDARD OPERATING PROCEDURES

Aircraft Preflight Inspection

Preflight will be accomplished in accordance with manufacturer/TFS Expanded Normal checklists, prior to the first flight of each day and any other time it is warranted. The TFS Cockpit Preflight checklist will be accomplished prior to every departure.

Towing and Ground Operations

a. Gear Pins will be installed before towing Gulfstream aircraft. Aircraft parking brake will not be released until pins are installed and storage bag or block is placed on throttle quadrant.
b. Aircraft door closing will be done by one person to minimize the possibility of personal injury. The door may be closed by either person, inside of or outside the aircraft, but it needs to be communicated as to who will operate the door.
c. Brake riders will be utilized for all aircraft types when towing at MSP and at all locations when ramp surfaces are contaminated.
d. Hand signals will be utilized between the brake rider and tug operator to ensure aircraft is ready to be towed.
e. At the completion of the aircraft towing a minimum of one set of wheel chocks should be installed. Wheel chocks should only be removed after positive verification that the parking brake is set, and the aircraft will be continuously attended.

Starting Engines

Engines will be started in accordance with the manufacturer's recommendations. Both pilots will be seated and the Before Start checklist completed prior to starting engines.

Taxiing

a. Aircraft with passengers on board will be taxied only by qualified flight crew
b. Aircraft may be taxied by maintenance personnel when authorized by the Director of Aircraft Maintenance
c. During normal operations, the PF will give priority to taxiing the aircraft while delegating to the PM duties such as reading checklists, tuning radios, programming FMS's, reading maps, talking to passengers, etc. The PF may attend to such duties while the aircraft is not in motion. The PM will normally handle radio communications.
d. Select SEAT BELT light ON prior to taxing
e. Select TAXI light ON when the aircraft is in motion, or as appropriate
f. PF calls for "Taxi" checklist when clear of ramp, or as appropriate
    i. If a runway change occurs during aircraft movement, the aircraft should be stopped when possible and the Takeoff Briefing accomplished with the Parking Brake set.
g. STROBE and ICE lights are to be turned ON when taxiing across runways
h. PF calls for the "Before Takeoff" checklist when clearance onto the departure runway is imminent, or a line-up and wait clearance is issued
i. The Before Takeoff checklist items above "the line" should be done before crossing the runway hold short line. After clearance onto the runway, the "below the line" items should be accomplished appropriate to the situation. The goal is to focus on ATC communications and as little talking as possible on an active runway.
j. Select TAXI, STROBE, ICE, PULSE (as appropriate), and NO SMOKE lights ON when taking position
k. Select LDG Lights ON, when cleared for takeoff

Climb

a. Aircraft climb schedules will be at the PIC's discretion, but will be within aircraft flight manual limitations at all times
b. Through 10,000' turn SEAT BELT off (unless ride conditions dictate leaving them on)
c. Aircraft lighting for climb will normally be PULSE (or LDG), NAV, STROBE, BCN, and ICE lights ON. LOGO are normally on at night only. Above Transition Altitude or 10,000', whichever is higher, PULSE, ICE, and LOGO will normally be turned OFF. Weather conditions may indicate alternate lighting configurations at flight crews' discretion.

Cruise

a. Periodic station checks/panel sweeps, should be performed in cruise flight.
   <u>G280 Station Check:</u>
   - Autopilot - As Required
   - Baggage interior door - Closed Above 44,000' MSL
   - Panel sweep - Complete (MEM 6)
   - CPDLC - LOGON As Required

   <u>G600 Station Check:</u>
   - Autopilot- As Required
   - Baggage interior door - Closed Above 45,000' MSL
   - Panel sweep- Complete (systems Summary page)
   - CPDLC - LOGON As Required

b. Enroute fuel quantity monitoring will be accomplished in the following manner:
   - Projected fuel remaining, as computed by aircraft Flight Management System, will be continuously monitored in flight to detect changes in projected arrival fuel.

- Actual fuel on board will be compared to the flight plan and FMS-projected fuel on board when arriving at flight plan fixes. The interval of these checks shall not exceed 60 minutes.

Descent

a. Prior to top of descent Obtain landing ATIS/WX, Load Approach in FMS, Check RAIM and Charted Temperature Limits (GPS approaches), Perform Landing Calculations, Complete TOLD Card, Brief PF on setup.
b. Aircraft descent schedules will be at the PF's discretion but will be within aircraft flight manual limitations at all times.
c. Below Transition Level or 10,000', whichever is higher, PULSE, ICE, and LOGO (at night) will normally be turned ON. Weather conditions may indicate alternate lighting configurations at flight crews' discretion.
d. Below 10,000' turn SEAT BELT light ON.

Approach and Landing

a. As soon as reasonably possible, the Pilot Monitoring (PM) will obtain the current ATIS/weather for the landing airport and communicate this information to the Pilot Flying (PF). Once a decision is made on which approach will be performed, the PM should build the approach and communicate to the PF the necessary frequencies, altitudes, and courses needed to fly the approach. The PM will then program and complete the landing calculations in the FMS.
b. Once the approach is built and programed, the PF will perform an Approach Brief. The PM can also brief the approach at the request of the PF to help during critical phases of flight or to brief a new approach due to a change in the planned runway/approach.
c. Risk assessment. ELEVATED risk level must include the reason for elevated risk and mitigation plan.
d. The use of the autopilot on instrument approaches should be considered, particularly during times of stress, fatigue, or other adverse condition.
e. When using FLC mode for descent, the altitude selector shall not be set to an altitude that is less than 1500' AGL and the use of FLC below such altitude is prohibited. With the auto throttles on, idle power is selected and may result in excessive speed deviations or low energy states prior to landing.
f. Target Corporation aircraft shall fly at or above the glideslope between the outer marker (or point of interception of glideslope) and the middle marker on all approaches to runways served by an ILS. Target Corporation aircraft approaching a runway served by a VASI, PAPI or other visual approach indicator, shall maintain an altitude at or above the glidepath until a lower altitude is necessary for a safe landing. It is important to recognize that aircraft landing distances are based on crossing the runway threshold at 50' AGL at V_{REF} speed, touching down firmly within the touchdown zone, immediate deployment of spoilers, and using maximum braking.
g. Select NO SMOKE light ON when cleared for approach.
h. Select TAXI light ON at gear extension
i. Select LDG ON when cleared to land
j. The PM will silently verify thrust reverse and auto spoiler operations. If not operating properly then the PM will call out "No Reversers" and/or "No Spoilers" to the PF.
k. After ground spoilers, speed brakes, or thrust reversers have deployed the aircraft is committed to stopping and a go around should not be attempted.

After Landing

a. The PM will reconfigure lights, anti-ice systems, flaps, and avionics upon exiting the active runway.
b. NAV, BCN, LOGO (at night), TAXI, SEAT BELT, and NO SMOKE lights ON for taxi to parking.

Shutdown

The PF and PM will perform the Shutdown Checklist down to the break line prior to the PM leaving the cockpit. The PF will then complete the checklist by confirming items below the line.

Post Flight

a. Electronically log flight into TripPlanning.biz and note any discrepancies
b. Ensure cleanliness of cabin
c. Perform exterior walk around to include:
    - General aircraft condition (damage, missing static wicks, open access panels, etc.)
    - Fuel, oil and hydraulic leakage
    - Tire condition
d. Perform Securing Checklist, if powering down aircraft
e. Follow recommended security procedures as listed in 10.4
f. Perform SIMR debrief:
    - **S**tandards- Was there anything related to SOP adherence that could have been better?
    - **I**nsight- What was learned or discovered?
    - **M**aintenance- Are there any discrepancies to log or any post-flight items to discuss with Mx?
    - **R**eports- Are there any reports to be made (TFS, ASAP, NTSB, etc.)?

12.6 TAKEOFF AND APPROACH BRIEFS

12.6.1 TAKEOFF BRIEF AND "GO / NO-GO" DECISION

The Takeoff Briefing should be accomplished on the ramp before aircraft movement. If a runway change occurs during aircraft movement, stop the aircraft when possible and accomplish an updated Takeoff Briefing with the parking brake set.

Go / No-Go decisions will be based on available runway length and contamination. If the calculated runway required is within 1500' or less of the takeoff runway available or the runway is contaminated, it will be considered a "Runway Critical" abort. If the takeoff runway available is more than 1500' of the calculated runway required, it will be considered a non-critical runway.

All pilots should be familiar with the Gulfstream Operations Manual recommendations for abort criteria.

- G280 reference OM 06-02-12 page 5-6.
- G600 reference OM 02-20-30 page 17-18.

High speed aborts above 80kts should not be initiated for indications alone. Abort the takeoff prior to V1 for engine failure, loss of directional control or if the aircraft is unsafe to fly.

Either pilot may call for an abort. Prior to V1, if the PM determines that an EICAS message or abnormal indication *will not* prevent the aircraft from taking off safely, they should state "Continue". This is especially helpful when the takeoff runway is "Runway Critical" for abort.

Consider the following:

- Runway length, conditions, and is it a "Runway Critical" abort
- Weight/Speeds
- Emergency Return
- Initial heading/course
- Acceleration Altitude* and Initial safe altitude
- Airspeed limit (if applicable)

- Obstacle Clearance
- Instrument Departure Procedures
- Weather
- Risk Level

* Acceleration Altitude is referred to as Accel Height in TFS SOPs and is the altitude at which the aircraft initiates acceleration for flap retraction and climb-out. For normal two-engine operations, this is defined as the higher of 400' AGL or the minimum altitude required for obstacle clearance or noise abatement procedures. For engine failure on takeoff scenarios, Acceleration Altitude is 1,500 AGL or higher, as specified by runway analysis.

Every takeoff briefing will include:

- Whether the takeoff is Runway Critical for an abort
- PF will initiate an abort prior to 80 knots for any observed abnormality
- PF will initiate an abort any time prior to V1 for:
  - Engine Failure
  - Loss of directional control (this would include *actual* Engine Failure, *actual* thrust reverser deployment, nosewheel steering malfunctions, etc.)
  - Aircraft is unsafe to fly (examples are runway incursion or catastrophic malfunction)

Brief at least the following items, in the same order, every flight:

a. Departure Runway and if it is "Runway Critical" for abort
b. Emergency return plan
c. Initial heading, initial altitude, and initial fix
d. Note V-speeds, Flight Director modes, Altitude pre-select, Altimeter setting, Flight Instrument flags, Transponder code, and Departure frequency
e. Risk Level
f. Any additional information or questions

Example: Take-off Briefings

"Departing Runway 10, our runway required is 5,200' and we have 5,400' available. This takeoff will be "Runway Critical" for abort. We'll abort for any malfunction prior to 80 knots. Between 80 knots and V_1 we'll only abort for engine failure, loss of directional control, or if the aircraft is unsafe to fly. We will not abort for an indication alone. Our engine-out acceleration altitude is 2,700' and our safe altitude is 3,500'. If we have a problem, we plan to return to XYZ airport on the ILS to 10. There is no departure procedure so we will be runway heading to 3000' and expect ABC VOR as our first fix. Speeds posted, Heading, N_1, TO, 3000', Altimeter 29.92, FMS 1, No Flags, Departure Frequency 124.7, and Squawk 3464. Elevated Risk due to Runway Critical. Any questions?"

12.6.2 Approach Brief

It is recommended that the approach briefing be accomplished as far ahead of time as possible, preferably prior to top of descent. Briefings and cockpit setup occurring during descent or other high-workload phases should be accomplished by the PM *or* by the PF after positive transfer of controls to the PM. It is advisable to brief the expected arrival and approach prior to takeoff for very short flights. If a runway change occurs after the briefing is completed an updated Approach Brief should be done after reprograming the FMS.

Consider the following:

- Jeppesen Briefing Strip
- Pattern Altitude
- VTGT = Target Speed (VREF speed corrected for wind/operational considerations)

- Missed approach procedures
- Runway information/conditions
- Runway exit and taxi plan, including any pertinent Hotspots
- FBO location
- Risk Level

12.7 STABILIZED APPROACH

All flights shall be stabilized by 1,000' above minimums in IMC and by 300' HAT in VMC. An approach is considered stabilized when *all* of the following are met:

- Aircraft is in the landing configuration no later than 1000' above minimums
- Aircraft is on correct flight path
- Only small changes in heading and pitch are required to maintain that path
- Speed not more than VREF + 20 KTS and not less than VREF
- Sink rate not greater than 1,000 FPM
- Power setting appropriate for configuration, not below minimum power for approach
- All briefings and checklists complete
- Specific types of approaches require the following:
    - ILS – within one dot of glideslope and localizer
    - Visual – wings level on final below 500' HAT
    - Circling – wings level on final below 300' HAT
- Unique approaches require a special briefing

NOTE: If one or more of these conditions is not met within the altitude range specified a go-around/missed approach should be executed, unless the crew estimates that only small corrections are necessary to correct minor deviations from stabilized conditions. Either pilot may call for a go-around when deemed necessary. The reason for the go-around may be discussed after the maneuver has been executed and appropriate checklists have been completed.

(Ref: Flight Safety Foundation Approach and Landing Accident Reduction Task Force.)

12.8 STERILE COCKPIT

Flight crewmembers may not engage in, nor may any PIC permit, any activity during a critical phase of flight which could distract any flight crewmember from the performance of their duties or which could interfere in any way with the proper conduct of those duties. Activities include: eating meals, engaging in nonessential conversations within the cockpit or between the cabin and cockpit crews. Reading publications not pertinent to operation of the aircraft and inappropriate use of data link messaging, EFB's, and cell phones shall not be conducted at any time while the aircraft is in motion. Making changes in the FMS/TSC is considered "Heads Down" and should be accomplished by the PM during critical phases of flight. Making changes with the CCD on DU 1 or 2 is considered "Heads Up" and can be done by the PF at their discretion. Data link and CPDLC messages essential to the operation during critical phases of flight should be sent/received by the PM, with the PF continuously monitoring the flight path of the aircraft. Data link messages received during takeoff or landing should be ignored until out of the critical phase of flight.

For the purposes of this section, critical phases of flight include all ground operations involving taxi, takeoff and landing, flight operations below 10,000' MSL, and climbs/descents within 1,000' of an assigned altitude.

12.9 ALTITUDE PRESELECT SETTING PROCEDURE

When Air Traffic Control assigns, or the PF commands, a new altitude:

- PM verbally repeats the assigned/commanded altitude, selects the target altitude in the Altitude Preselect window and points to the window *until a response is received from the PF*.
- PF observes the altitude set in the window, points to it and verbally confirms, e.g., "One-zero thousand set."
- Any uncertainty or ambiguity in the altitude requested by ATC or the PF and that set in the Altitude Preselect, will be challenged, and resolved.

Notes and Cautions:

- When using FLC mode for descent, the Altitude Preselect shall not be set to an altitude that is less than 1500' AGL

- When executing approaches to landing, pilots must be aware that VGP and GS are the only Flight Director vertical modes that will not honor the altitude set in the Preselect window. It is imperative to understand what mode will be used for approach and confirm that mode is active prior to the final approach fix. The altitude set in the Preselect window after the Final Approach Fix will be dependent on the vertical mode used for the approach.

- The Altitude Preselect will always be set to a relevant altitude (pattern altitude, field elevation or missed approach altitude, for approach and landing).

12.10 SOP Profiles and Callouts

Profiles and Callouts

TAKEOFF ROLL		
Task/Cue	**PF**	**PM**
Setting Takeoff Power	**ACTION:** Advance thrust: • G280 above 70% N1 • G600 throttles between mid-range and vertical	**ACTION:** Verify proper power indications for takeoff. Ensure power is set prior to 60 KTS. If actual N1 doesn't match target, **CALL: "Increase Power"** **ACTION:** Verify HOLD annunciated at 60 KTS **CALL: "Power set"**
Initial Airspeed Indication	**ACTION:** Check airspeed alive if using HUD	**ACTION:** Crosscheck airspeed indicators, including standby(s). Done Silently no call required
Airspeed 80 KTS	**RESPONSE: "Check"**	**ACTION:** At 80 KTS: Crosscheck Airspeed Indicators **CALL: "80 KTS"**
Airspeed V_1	**ACTION:** Remove right hand from thrust levers.	**CALL**: **"V_1"**
Airspeed V_R	**ACTION:** Rotate to command bars	**CALL: "Rotate"**

CLIMB		
At Positive Rate of Climb	**CALL: "Gear up"**	**CALL: "Positive rate"** **ACTION:** Raise gear handle **CALL:** "**Gear up"**
At 400'/safe altitude or higher	**CALL:** "(Desired FD mode)" *Example:* At Accel height pilot calls "FLC", "Vertical Speed" or "LNAV/VNAV" *Consideration of speed, wake turbulence and noise abatement procedures, must be considered when calling for flap retraction.	**CALL:** "**Accel Height"** **ACTION:** Select FD Mode called for by PF **CALL: "**(FD mode) **Selected"**
At V_{SE}	**CALL: "Flaps up"**	**CALL: "V_{SE}"** **ACTION**: Select Flaps Up **CALL: "Flaps up"**
Workload permitting	**CALL: "Climb Checklist"**	**ACTION:** Complete Climb Checklist **CALL: "Climb Checklist Complete"**

TRANSITION		
Task/Cue	**PF**	**PM**
Transition Altitude	**ACTION:** Set Altimeters to standard **CALL: "Transition Checklist"**	**ACTION:** Set Altimeters to standard **ACTION:** Complete Transition Checklist **CALL: "Transition Checklist Complete"**

CRUISE		
Task/Cue	**PF**	**PM**
When Cruise Power is set	**Call: "Cruise Checklist"**	**ACTION:** Complete Cruise Checklist **CALL: "Cruise Checklist Complete"**

DESCENT and TRANSITION		
Task/Cue	**PF**	**PM**
Prior to Top of Descent, When Possible	**ACTION:** Perform Approach Brief or delegate to PM if Workload Necessitates	**ACTION:** Obtain landing ATIS/WX, Load Approach in FMS, Perform Landing Calculations, Complete TOLD Card, Brief PF on setup
Descent Started or Imminent and Approach Brief Completed	**CALL: "Descent Checklist"**	**ACTION:** Complete Descent Checklist **CALL: "Decent Checklist Complete"**
Transition Level	**ACTION:** Set Altimeters to current setting **CALL: "Transition Checklist"**	**ACTION:** Set Altimeters to current setting. **ACTION:** Complete Transition Checklist CALL: "**Transition Checklist Complete."**

APPROACH

Task/Cue	PF	PM
After receiving approach or runway assignment and Nav aids are tuned or set for the assigned approach	**CALL: "Approach Checklist"**	**ACTION:** Complete Approach Checklist **CALL: "Approach Checklist Complete"**

APPROACH WITH VERTICAL GUIDENCE

The PM will monitor the approach and watch for outside visual references. During HUD/EVS approaches the PM will monitor outside visual references via the HUD/EVS video. All communications during this critical phase require acknowledgement.

Task/Cue	PF	PM
At initial convergence of CDI	Either pilot **CALL: "Course Alive"** Other pilot **CALL: "Check"**	
When course is captured	Either pilot **CALL**: **"Captured"** Other pilot **CALL: "Check"**	
With first movement of glideslope or glidepath for non-precision approaches	Either pilot **CALL: "Glide Slope Alive"** or **"Glide Path Alive"** Other pilot **CALL: "Check"**	

<table>
<tr><td>No later than one dot from glideslope intercept or approaching the FAF</td><td>CALL: “Gear Down”</td><td>ACTION: Select gear down
CALL: “Gear Down”

(Verify gear is down and three green)</td></tr>
<tr><td>Glide Slope or Glide Path Captured</td><td colspan="2">Either pilot CALL: ”Glide Slope Captured” or “Glide Path Captured”
Other pilot CALL: “Check”</td></tr>
<tr><td>Crossing FAF</td><td>CALL: “Flaps_____, Before Landing Checklist”</td><td>ACTION: Select Landing Flaps
CALL: “Flaps ____”

(verify flaps reach their selected position)

ACTION: Complete Before Landing Checklist

CALL: “Before Landing Checklist Complete”</td></tr>
<tr><td>IMC
1000’ above minimums</td><td colspan="2">Either pilot CALL: ”1000 Above Minimums”</td></tr>
<tr><td>If stable
(Airspeed trending towards V_{TGT})

If unstable</td><td>ACTION: Verify EVS status is A if using HUD.

CALL: “EVS ALPHA”

CALL: “Go-Around, Flaps____”</td><td>CALL: “Stable”

CALL: “Go-Around”</td></tr>
</table>

<table>
<tr><td rowspan="2">VMC
500’ AGL

If Stable

If Unstable</td><td></td><td>CALL: “Stable”

CALL: “(State deviation from stable)”</td></tr>
<tr><td>CALL: “Correcting”

ACTION: Correct to be stable prior to 300’ AGL</td><td></td></tr>
<tr><td rowspan="2">If 300’ AGL and unstable in VMC

*If stable criteria are met, no pilot call required.</td><td colspan="2">Either pilot CALL: ”Go-Around”</td></tr>
<tr><td>CALL: “Go-Around, Flaps____”

ACTION: Execute Go-Around Procedures</td><td>ACTION: Select Requested Flaps

CALL: “Flaps ____”

(verify flaps reach their selected position)

ACTION: Execute Go-Around Procedures</td></tr>
<tr><td>“Approaching Minimums” auto call or anytime EVS Lights are seen on an EVS Approach</td><td>CALL: “EVS Lights, Continuing”</td><td>ACTION: Verify lights via HUD or EVS video</td></tr>
</table>

<table>
<tr><td rowspan="3">At "Minimums" auto call PM looking outside</td><td colspan="2">(With Required Visual Cues)</td></tr>
<tr><td>CALL: "Continuing"

CALL: "Landing"</td><td>CALL:
"Approach Lights____o'clock
"

OR

"Runway in sight ____o'clock"</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td rowspan="3">At "Minimums" auto call PM looking outside</td><td colspan="2">(NO Visual Cues)
Call: "Go-Around" (Either pilot can call go-around)</td></tr>
<tr><td>CALL: "Go-Around, Flaps____"

ACTION: Execute Go-Around Procedures</td><td>ACTION: Select Requested Flaps

CALL: "Flaps ____"

(verify flaps reach their selected position)

ACTION: Execute Go-Around Procedures</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td rowspan="3">At 100' above TDZE</td><td colspan="2">(With Required Visual Cues)</td></tr>
<tr><td>CALL: "Landing"</td><td>CALL: "Runway in sight"</td></tr>
<tr><td colspan="2">(NO Visual Cues)</td></tr>
</table>

	CALL: "Go-Around, Flaps____" **ACTION:** Execute Go-Around Procedures	**CALL: "Go-Around"** **ACTION:** Select Requested Flaps **CALL: "Flaps ____"** (verify flaps reach their selected position) **ACTION:** Execute Go-Around Procedures

APPROACH WITHOUT VERTICAL GUIDENCE

The PM will monitor the approach and watch for outside visual references. During HUD/EVS approaches the PM will monitor outside visual references via the HUD/EVS video. All communications during this critical phase require acknowledgement.

Task/Cue	PF	PM
At initial convergence of CDI	Either pilot **CALL: "Course Alive"** Other pilot **CALL: "Check"**	
When course is captured	Either pilot **CALL: "Captured"** Other pilot **CALL: "Check"**	
Approximately 2NM from FAF	**CALL: "Gear Down"**	**CALL: "2 miles from _____"** (FAF name) **ACTION:** Select gear down **CALL: "Gear Down"** (Verify gear is down and three green)

Crossing FAF	**CALL**: **"Flaps_____, Before Landing Checklist**	**ACTION:** Select Landing Flaps **CALL: "Flaps ____"** (verify flaps reach their selected position) **ACTION:** Complete Before Landing Checklist **CALL: "Before Landing Checklist Complete"**
IMC *1000' Above Minimums*	Either pilot **CALL: "1000 Above Minimums"**	
If Stable *(Airspeed trending towards V_{TGT})*	**ACTION:** Verify EVS status is A if using HUD. **CALL: "EVS ALPHA"**	**CALL: "Stable"**
If Unstable	**CALL: "Go-Around, Flaps____"** **ACTION:** Execute Go-Around Procedures	**CALL: "Go-Around"** **ACTION:** Select Requested Flaps **CALL: "Flaps ____"** (verify flaps reach their selected position) **ACTION:** Execute Go-Around Procedures

<table>
<tr><td rowspan="2">VMC
500' AGL

If Stable

If Unstable</td><td>CALL: "Correcting"

ACTION: Correct to be stable prior to 300' AGL</td><td>CALL: "Stable"

CALL: "(State deviation from stable)"</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td rowspan="2">If 300' AGL and unstable

*If stable are criteria met, then no pilot call is required.</td><td colspan="2">Either pilot CALL: "Go-Around"</td></tr>
<tr><td>CALL: "Go-Around, Flaps____"

ACTION: Execute Go-Around Procedures</td><td>ACTION: Select Requested Flaps

CALL: "Flaps ____"

(verify flaps reach their selected position)

ACTION: Execute Go-Around Procedures</td></tr>
<tr><td>"Approaching Minimums" auto call or anytime EVS Lights are seen on an EVS Approach</td><td>CALL: "EVS Lights, Continuing"</td><td>ACTION: Verify lights via HUD video</td></tr>
<tr><td>At "Minimums" auto call PM looking outside</td><td colspan="2">(With Required Visual Cues)</td></tr>
</table>

<table>
<tr><td></td><td>CALL: “Continuing”

CALL: “Landing”</td><td>CALL:
“Approach Lights____o’clock
“

OR

“Runway in sight ____o’clock
”</td></tr>
<tr><td rowspan="2">At “Minimums” auto call PM looking outside</td><td colspan="2">(NO Visual Cues)
Call: “Go-Around” (Either pilot can call Go Around)</td></tr>
<tr><td>CALL: “Go-Around, Flaps____”

ACTION: Execute Go-Around Procedures</td><td>ACTION: Select Requested Flaps

CALL: “Flaps ____”

(verify flaps reach their selected position)

ACTION: Execute Go-Around Procedures</td></tr>
<tr><td rowspan="3">At 100’ above TDZE</td><td colspan="2">(With Required Visual Cues)</td></tr>
<tr><td>CALL: “Landing”</td><td>CALL: “Runway in sight”</td></tr>
<tr><td colspan="2">(NO Visual Cues)</td></tr>
</table>

	CALL: "Go-Around, Flaps____" **ACTION:** Execute Go-Around Procedures	**CALL: "Go-Around"** **ACTION:** Select Requested Flaps **CALL: "Flaps ____"** (verify flaps reach their selected position) **ACTION:** Execute Go-Around Procedures

GO-AROUND (2 ENGINES OPERATING)

Task/Cue	PF	PM
Go-Around is required	**Call: "Go-Around"** (Either pilot can call Go-Around)	
	CALL: "Go-Around, Flaps____" **ACTION:** accomplish the following • Press TO/GA Button • Rotate up into the flight director pitch command • Advance thrust levers to GA thrust – if autothrottles are not already doing so	**ACTION:** Select Requested Flaps **CALL: "Flaps ____"** (verify flaps reach their selected position)
Vertical speed and altimeter tape climbing	**CALL: "Gear Up"**	**CALL: "Positive Rate"** **ACTION:** Raise gear handle **CALL: "Gear up"**

At 400'/safe altitude or higher	**CALL: "MAN Speed ____, FLC"** *180 KTS for G280 and 200 KTS for G600 **CALL: "Set Missed Approach"**	**CALL: "Accel Height"** **ACTION:** Select MAN speed on FCP and select 180 or 200 KTS. Press FLC button on FCP. **CALL: "MAN Speed ____, FLC"** **ACTION:** Accomplish the following • Set/Confirm missed approach altitude • Set/Confirm FMS on PFs SMC NAV menu • Set/Confirm LNAV lateral mode
V_{REF} +20 or higher	**CALL: "Flaps Up"**	**ACTION:** Select flaps up **CALL: "Flaps Up"** (verify flaps reach their selected position)
At a safe altitude	**CALL: "Go-Around Checklist"**	**ACTION:** Complete the Go-Around Checklist **CALL: "Go-Around Checklist Complete"**

AFTER LANDING

Task/Cue	PF	PM
Aircraft Touchdown	**ACTION:** Respond to **"No Spoilers"** by immediately extending the speed brakes **ACTION:** Apply appropriate reverse thrust **ACTION:** Deploy Thrust Reversers as required. If selected and not deployed then increase brake pressure.	**ACTION:** Monitor Ground Spoilers and Thrust Reverser(s) on touchdown. If Ground Spoilers do not deploy **CALL: "No Spoilers"** **ACTION:** Verify PF extends the speed brakes If one or both Thrust Reversers don't deploy or are not selected **CALL: "No Reversers"** **ACTION:** Verify PF actions are sufficient for remaining runway
At 70 KTS	**ACTION:** Reduce to idle thrust	**CALL:** "**70 KTS"**
Clear of Runway		**ACTION:** Complete the After Landing Checklist silently **CALL:** "**After Landing Checklist Complete"**

DEVIATIONS

Task/Cue	PF	PM
Altitude Deviation in Excess of 100' FT	**RESPONSE: "Correcting"**	**CALL: "Altitude"**
Course Deviation in Excess of One Dot	**RESPONSE: "Correcting"**	**CALL: "Course"**
Heading Deviation in Excess of 10 Degrees	**RESPONSE: "Correcting"**	**CALL: "Heading"**
Speed Deviations in Excess of 10 KTS	**RESPONSE: "Correcting"**	**CALL: "Speed"**

ALTITUDE AWARENESS

Task/Cue	PF	PM
At 1,000' Below Assigned Altitude climbing or Above Descending	Either Pilot **CALL: "1,000 to Go"** *or* _____(altitude) climbing/descending _____ (altitude) (example: "9,000 climbing 10,000")	

UPSET RECOVERY

Task/Cue	PF	PM
Upset is recognized by either pilot	Either pilot **CALL: "UPSET"** Other pilot **CALL: "UPSET"** Both pilots **CALL: "PUSH"**	
	ACTION: Unload aircraft to 0 G's	**ACTION:** Verify PF actions
Aircraft is at 0 G's	Either pilot **CALL: "ROLL"** Other pilot **CALL: "ROLL"**	
	ACTION: Full deflection rapid roll to get lift vector up	**ACTION:** Verify PF actions
Wings level	Either pilot **CALL: "PULL"** Other pilot **CALL: "PULL"**	
	ACTION: Pitch up just below Pitch Limit Indicator (PLI)	**ACTION:** Verify PF actions
Pitch established just below PLI	Either pilot **CALL: "POWER"** Other pilot **CALL: "POWER"**	
	ACTION: Power as required	**ACTION:** Verify PF actions

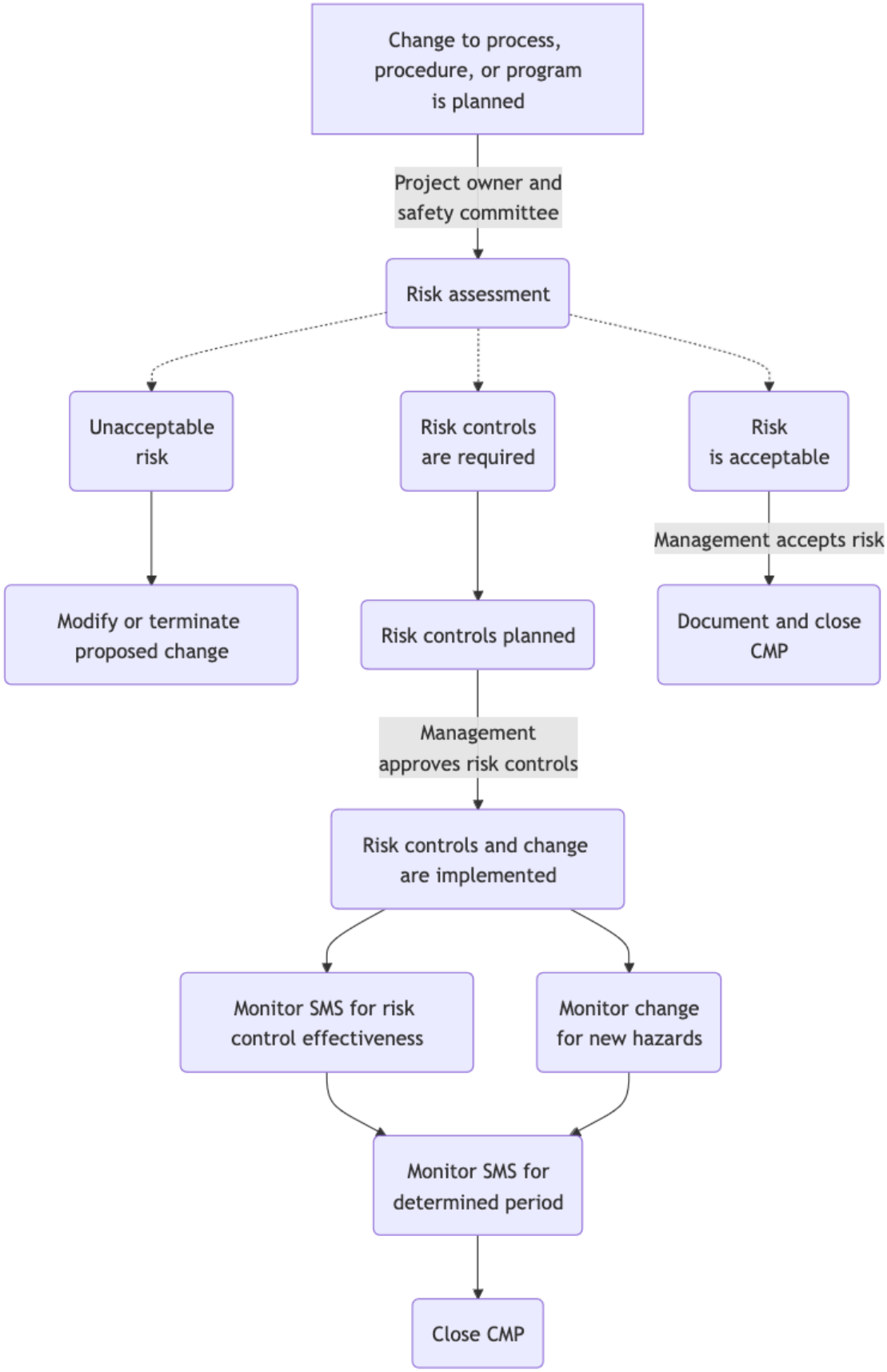
13. Company Forms

13.1 Operator Safety Risk Profile

Target Flight Services
Operator Safety-Risk Profile

	Assessor	
Date of Revision	Reason for update:	
	Rating High Mod Low x	
Operational Factors	**Rating**	**Mitigation Reference**
▪ Aircraft Maintenance	L	
▪ MSP Hangar/Facilities	L	
▪ FBOs/ Facilities	L	
▪ Airports	L	
▪ Weather/Environmental	L	
▪ Location of operations	L	
▪ Air Traffic Control- Domestic	L	
▪ Air Traffic Control- International	L	
▪ Navigation	L	
▪ Target Crises Response Plan	L	
▪ Security	L	
▪ World Unrest	L	
▪ Supplemental Lift Providers	L	
▪ Other	L	
Human Factors	**Rating**	**Mitigation Reference**
▪ Experience/Qualifications	L	
▪ Currency For Type of Operation	L	
▪ Staffing Levels vs. Schedule	L	
▪ Company Culture	L	
▪ Fatigue	L	

13.2 CHANGE MANAGEMENT DECISION FLOWCHART



13.3 COMPLIANCE MONITORING

Operator: **Target Corporation** **Year:** _____

Subject	Date checked	Checked by	Comments / Deviation Report No.
1. Operations			
a. Aircraft checklists checked for accuracy and validity.			
b. Minimum of 5 flight plans checked and verified for proper and correct information.			
c. Flight planning facilities checked for updated manuals, documents and access to relevant flight information.			
d. Samples of flight operations records checked that operations are conducted in accordance with applicable approvals, exemptions, certificates and flight ops manual.			
e. Occurrence reports evaluated and reported to the appropriate competent authority			
f. Aircraft maintenance/operations interface procedures checked to ensure aircraft meet airworthiness requirements when dispatched.			
2. Aircraft Maintenance			
a. Aircraft maintenance checklists, procedures and schedules checked that they continue to meet State regulatory requirements.			
b. Use of the maintenance checklists, procedures and schedules checked that aircraft continue to meet airworthiness requirements.			
c. Maintenance records checked for completeness and accuracy.			
d. Traceability of parts ordering, receiving, storage and usage records checked.			
3. Ground Handling			
a. Instructions regarding fueling and de-icing issued and known by all relevant personnel			
b. Instructions regarding Dangerous Goods issued and known by all relevant personnel			

Subject	Date checked	Checked by	Comments / Deviation Report No.
c. Security procedures and adherence to them checked			
4. Load Control			
a. Min.5 load sheets checked and verified for proper and correct information.			
b. Aircraft fleet checked for valid weight and balance.			
c. Minimum one check per aircraft of correct loading and distribution.			
5. Training			
a. Training records updated and accurate			
b. All pilot licenses checked for currency, correct ratings and valid medical check			
c. All personnel received required recurrent training and training required by approvals etc.			
d. Training facilities & Instructors approved			
6. Documentation			
a. All issues of OM checked for correct amendment status			
b. All approvals and Operations Specifications checked for validity			
c. Aviation Requirements applicable and updated			
d. Crew flight and duty time record updated			
e. Flight documents record checked and updated			

All Deviations are to be recorded in a Corrective Action Report and tracked to ensure that the corrective action has been effective.

13.4 COMPLIANCE MONITORING CORRECTIVE ACTION REPORT

Compliance Monitoring Corrective Action Report

Operator _____ Date _____

Reported by _____ Report Number _____

Subject Area

Flight Ops ☐ Aircraft Maintenance ☐ Ground Handling ☐

Load Control ☐ Training ☐ Documentation ☐ Other ☐

Description of Finding:	**Reference**

Reviewing Manager

Name _____ Title _____ Date _____

Summary of Analyses

Proposed Remedial Action

Accepted ☐ Rejected ☐ If rejected explain reason and proposed alternative action.

Flight Department Manager _____ Date _____

Remedial Action Implemented by _____ Date _____

Post Implementation Review conducted by _____ Date _____

13.5 CAPTAIN QUALIFICATION

Target Corporation Flight Services

CAPTAIN QUALIFICATION

Pilot's Name _____ Date: _____
Upgraded to pilot-in-command. Qualified and served as second-in-command for a minimum of 6 months on aircraft type; G_____and has met the following:

1. Demonstrated command and decision making;
2. Trained and demonstrated proficiency as a pilot-in-command from both left and right pilot seats, in all areas of aircraft handling and operation as outlined in the initial course.
3. Completed an initial pilot type rating course and a minimum of one pilot recurrent training course at an FAA approved training facility.
4. Pilot meets all qualifications of Captain as defined in Section 1.2.6
5. Pilot meets all qualifications of Pilot-in-Command as defined in section 1.5.1
6. Completed all TFS required training.

Signed, _____, Chief Pilot

13.6 STANDARD RIDE FORM

Target Corporation Flight Services

Standard Ride Form

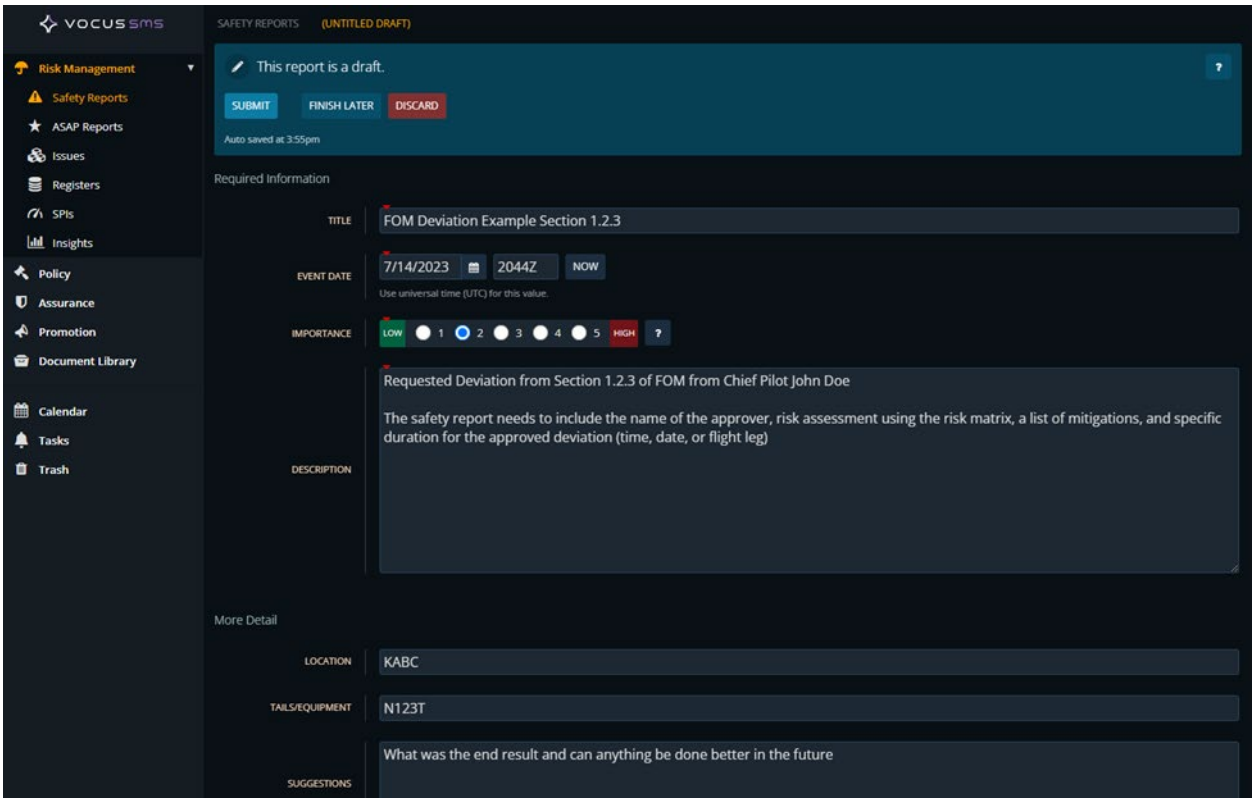
_____has successfully accomplished the Annual Line Check as mentioned in 7.1.12 of the TFS FOM and demonstrated sufficient knowledge and compliance with Target SOP's.

Date: _____
Evaluator _____
Leg 1: Departure_____ Destination_____
Leg 2: Departure_____ Destination_____

13.7 Risk Matrix

Likelihood	Consequences				
	Insignificant (Minor problem easily handled by normal day to day processes)	**Minor** (Some disruption possible)	**Moderate** (Significant time/resources required)	**Major** (Operations severely damaged)	**Catastrophic** (Personnel or Business survival is at risk)
Almost Certain (>90% Chance)	High	High	Extreme	Extreme	Extreme
Likely (50%-90%)	Moderate	High	High	Extreme	Extreme
Moderate (10%-50%)	Low	Moderate	High	Extreme	Extreme
Unlikely (3%-10%)	Low	Low	Moderate	High	Extreme
Rare (<3% Chance)	Low	Low	Moderate	High	High

13.8 FOM Deviation Safety Report



13.9 TRAINING FLIGHT CREWMEMBERS

Type of Training	Required By	Initial Requirement	Recurrent	Training Provider	Compliance Location
		Flight Crewmembers			
General Training/CBT					
Company Training/EFB/Target On	FOM/ISBAO	First week at Target/or after initial	Biennial	TFS	SharePoint
CPR/AED Certification	FOM	When Assigned	Biennial	ES/Certified trainer	SharePoint
Security and DCA operations	FOM/ISBAO	When Assigned	Annual	AAA	AAA
Aircraft Surface Contamination	FOM/ISBAO	When Assigned	Annual	AAA	AAA
Emergency Procedures	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
Crew Resources Management	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
International Procedures	FOM/ISBAO	When Assigned	Biennial	Scott IPC/30W	SharePoint/FOS
RNP/MNPS/CPDLC	FAA LOA/FOM/ISBAO	When Assigned	Biennial	Scott IPC/30W	SharePoint
CPDLC Aircraft Specific	FAA LOA	Before using CPDLC	Not Required	FSI/CAE	SharePoint
Safety Management Systems	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
High Altitude Training	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
Danerous Goods Recognition	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
OSHA	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
MEL	FAA LOA/FOM/ISBAO	When Assigned	Biennial	AAA	AAA
Weather Radar	FOM	When Assigned	Biennial	AAA	AAA
Flight Operations Manual	FOM	Within First Month on the line	Biennial	AAA	AAA
Fatigue Management	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
RVSM	FAA LOA/FOM	Within First Month on the line	Not Required	FSI/CAE/AAA	SharePoint
Aircraft Type Rating					
Initial Aircraft Training	FAA FAR/ISBAO	Prior to Aircraft Operation	Not Required	FSI/CAE	SharePoint
Recurrent Aircraft Training	FOM/ISBAO	Within year of Initial	Annual	FSI/CAE	SharePoint
Reduced Takeoff Minimum	FOM	During Initial Aircraft Training	Annual	FSI/CAE	SharePoint
TFS Line Check	FOM/ISBAO	After Initial Operating Experience	Annual	TFS	SharePoint
Upgrade Training	FOM	Prior to being Assigned as Captain	Not Required	TFS	SharePoint
Special Flight Operations					
International Procedures	FOM/ISBAO	Prior to operating in International Airs	Biennial	Scott IPC/30W	SharePoint
KASE Operations	FOM	During Initial/Recurrent Training	Biennial	FSI/CAE	SharePoint
Credentials					
Medical Certificate	FAA FAR/FOM	Prior to Aircraft Operation	Annual		SharePoint
Radiotelephone Operator	FOM	Prior to operating in International Airs	Not Required		SharePoint
English Proficiency	FAA FAR/FOM	Prior to Aircraft Operation	Not Required		SharePoint
SIDA Badge	MSP MAC/ FOM	First Month of Empoyment	Annual		SharePoint
Passport	US Dept of State	Upon Employment	10 Years		SharePoint
IBAC Badge	FOM	First Month of Empoyment	3 Years		SharePoint
Certified Flight Instructor	Not Required	Not Required	2 Years		Not Recorded

AAA = Advanced Aircrew Academy
TFS = Target Flight Service
FSI/CAE = Flight Safety International/CAE
ES = Executive Services

Updated 14Jul23 by DA

13.10 TRAINING MAINTENANCE PERSONNEL

Type of Training	Required By	Initial Requirement	Recurrent	Training Provider	Compliance Location
		Maintenance Personnel			
General Training/CBT					
Company Training/EFB/Target On	FOM/ISBAO	First week of employment	Not Required	TFS	SharePoint
CPR/AED Certification	FOM	As Assigned	Biennial	ES/Certified Trainer	Collaboratvie
MRM	FOM/ISBAO	When Assigned	Biennial	TFS	MX Office
Taxi and Run-up Procedures	FOM	Prior to performing	Biennial	TFS/FSI/GJ (CAE)	MX Office
Safe Towing Practices/Tug Ops	FOM	When Assigned	Annual	TFS/AAA	MX Office/AAA
Aircraft Marshalling	FOM	When Assigned	Biennial	TFS/AAA	MX Office/AAA
CMP	FOM	When Assigned	Biennial	TFS	MX Office
Security/DCA	FOM	When Assigned	Annual	AAA	AAA
Surface Contamination	FOM	When Assigned	Annual	AAA	AAA
Cabin Emergency Equip	FOM	If acting as Flight Mechanic	Annual	AAA	AAA
High Altitude Operations	FOM	When Assigned	Annual	AAA	AAA
Dangerous Goods/Hazmat	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
OSHA	FOM	When Assigned	Biennial	AAA	AAA
Fatigue Management	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
FOM	FOM	When Assigned	Biennial	AAA	AAA
MEL	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
Authority of PIC/Steril Cockpit	ISBAO	If acting as Flight Mechanic	Not Required	TFS	MX Office
FACTS Training	FOM/ISBAO	If acting as Flight Mechanic	Not Required	Aircare Intl	MX Office
SMS	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
Aircraft Type					
Recurrent Aircraft MX Training	FOM/ISBAO	Within 2 years of Initial	Biennial	FSI/GJ (CAE)	MX Office
G600 Initial MX Training	FAA FAR/ISBAO	When Assigned	Not Required	FSI/GJ (CAE)	MX Office
G280 Initial Training	FAA FAR/ISBAO	When Assigned	Not Required	FSI/GJ (CAE)	MX Office
Credentials					
G600 Master Technician	FOM Goal	When Achieved	Not Required	FSI	MX Office
G280 Master Technician	FOM Goal	When Achieved	Not Required	FSI	MX Office
FAA Inspector Authorization	FOM Goal	When Achieved	Biennial		SharePoint
SIDA Badge	MSP MAC/ FOM	First Month of Empoyment	Annual		SharePoint
Passport	US Dept of State	Upon Employment	10 Years		SharePoint
IBAC Badge	FOM (Intl)	First Month of Empoyment	3 Years		SharePoint

AAA = Advanced Aircrew Academy
TFS = Target Flight Service
FSI/GJ = Flight Safety International/Global Jet (CAE)
ES = Executive Services

Updated 14Jul23 by DA

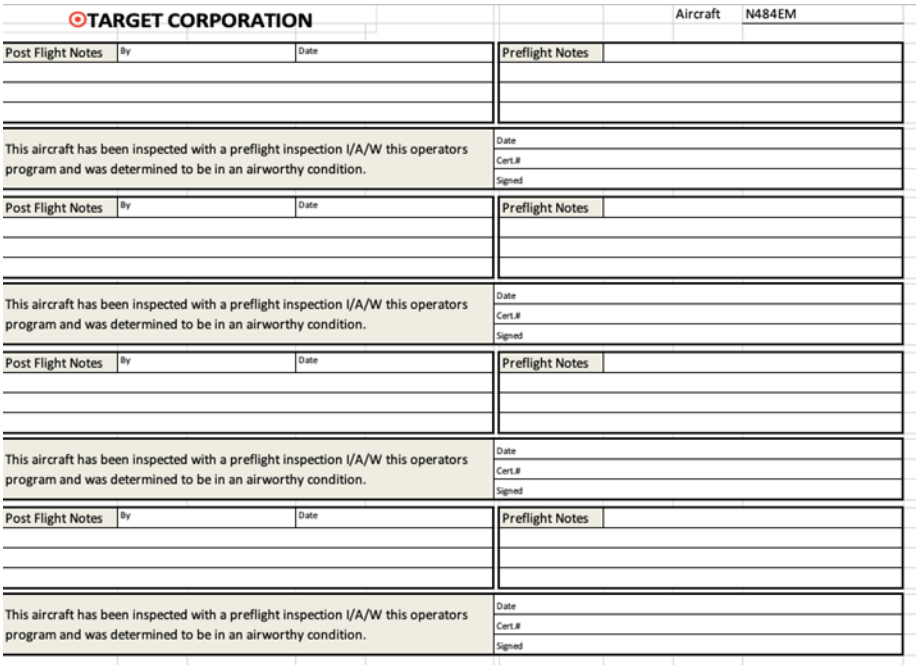
13.11 TRAINING CABIN ATTENDANTS

Type of Training	Required By	Initial Requirement	Recurrent	Training Provider	Compliance Location
		Flight Attendant			
General Training/CBT					
CPR/AED Certification	FOM	When Assigned	Biennial	ES/Certified trainer	SharePoint
Security and DCA operations	FOM/ISBAO	When Assigned	Annual	AAA	AAA
Emergency Procedures	FOM/ISBAO	When Assigned	Biennial	FSI/CAE/ACF	SharePoint
First Aid	FOM/ISBAO	When Assigned	Biennial	FSI/MedAir/Facts	SharePoint
Aircraft Surface Contamination	FOM/ISBAO	When Assigned	Biennial	FSI/CAE/ACF	SharePoint
Fatigue Management	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
High Altitude Training	FOM/ISBAO	When Assigned	Biennial	FSI/CAE/ACF	SharePoint
OSHA	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
Safety Management Systems	FOM/ISBAO	When Assigned	Biennial	AAA	AAA
Crew Resources Management	FOM/ISBAO	When Assigned	Biennial	FSI/CAE/ACF	SharePoint
Danerous Goods Recognition	FOM/ISBAO	When Assigned	Biennial	AAA/FSI/CAE/ACF	AAA/FSI/CAE/ACF
Aircraft Type Rating					
Initial Aircraft Training	FOM	Prior to Aircraft Operation	None Required	FSI/CAE/ACF	SharePoint
Recurrent Aircraft Training	FOM	Within two years of Initial	Biennial	FSI/CAE/ACF	SharePoint
Safety Procedures Training	FOM	Prior to Aircraft Operation	Biennial	AAA/FSI/CAE/ACF	SharePoint
Credentials					
SIDA Badge	MSP MAC/ FOM	First Month of Empoyment	Annual		Collabrative
Passport	US Dept of State	Upon Employment	10 Years		Collabrative
IBAC Badge	FOM	First Month of Empoyment	3 Years		Collabrative
AAA = Advanced Aircrew Academy					Upated 08Aug23 by DA
TFS = Target Flight Service					
FSI/CAE/ACF = Flight Safety International/CAE/AirCare Facts					
ES = Executive Services					

13.12 TRAINING FLIGHT COORDINATORS/SR AVIATION COORDINATORS/SPECIALIST

Type of Training	Required By	Initial Requirement	Recurrent	Training Provider	Compliance Location
	Flight Coordinators/Sr Aviation Coordinator/Specialist				
General Training/CBT					
Company Training/Target On Boarding	FOM/ISBAO	First week of employment	Not Required	TFS	Target HR
Target Corp required LMS	FOM	When Assigned	When Assigned	Target LMS	Target LMS
FOS	FOM	When Assigned (Flt Coordinators)	Not Required	FOS	FOS
Target FOM Familiarization	FOM	When Assigned	Not Required		
CPR/AED Certification	FOM	When Assigned	Not Required	ES/Certified trainer	SharePoint
Advanced Aircrew Academy Modules	FOM	When Assigned	When Assigned	AAA	AAA
Crew Resource Management		When Assigned	Biennial	AAA	AAA
Security DCA Operations	FOM	When Assigned	Biennial	AAA	AAA
Dangerous Goods	FOM	When Assigned	Biennial	AAA	AAA
Fatigue Management	FOM	When Assigned	Biennial	AAA	AAA
Safety Management Systems	FOM	When Assigned	Biennial	AAA	AAA
Aircraft Surface	FOM	Prior to Acting as Crewmember	Biennial	AAA	AAA
OSHA - Flight Crew	FOM	Prior to Acting as Crewmember	Biennial	AAA	AAA
OSHA - Maintenance	FOM	When Assigned (Specialist)	Biennial	AAA	AAA
Credentials					
SIDA Badge	MSP MAC/ FOM	First Month of Empoyment	Annual		SharePoint
Passport	US Dept of State	Prior to acting as International Crew	10 years		SharePoint
IBAC Badge	FOM	Prior to acting as International Crew	3 years		SharePoint
AAA = Advanced Aircrew Academy				Updated 14Jul23 by DA	
TFS = Target Flight Service					
ES = Executive Services					

13.13 PREFLIGHT LOGSHEET



TARGET CORPORATION

Aircraft N484EM

Post Flight Notes	By	Date	Preflight Notes

This aircraft has been inspected with a preflight inspection I/A/W this operators program and was determined to be in an airworthy condition.

Date
Cert.#
Signed

Post Flight Notes	By	Date	Preflight Notes

This aircraft has been inspected with a preflight inspection I/A/W this operators program and was determined to be in an airworthy condition.

Date
Cert.#
Signed

Post Flight Notes	By	Date	Preflight Notes

This aircraft has been inspected with a preflight inspection I/A/W this operators program and was determined to be in an airworthy condition.

Date
Cert.#
Signed

Post Flight Notes	By	Date	Preflight Notes

This aircraft has been inspected with a preflight inspection I/A/W this operators program and was determined to be in an airworthy condition.

Date
Cert.#
Signed

Instructions for completion:

a) Post Flight Inspection
   a. Technician Initials in the by box after post flight inspection complete.
   b. Date post flight competed.
   c. Insert comments and description of work performed during post flight inspection.
b) Preflight
   a. Brief description of work performed during preflight, and work performed since last flight.
   b. Date preflight was performed.
   c. Certificate number of Technician.
   d. Signature of Technician approving is ready for flight.

13.14 Unscheduled Maintenance and Deferral Form (MX1 Form)

TARGET CORPORATION 280-2164 MX1 FORM

Item #	Date Entered:	Entered By:	Corrective Action:		
Discrepancy:					
□ MEL □ CDL □ NEF					
Deferral:					
Deferred By:	Date Deferred:	Status:	Corrected By:	Certificate Number:	Date:

Item #	Date Entered:	Entered By:	Corrective Action:		
Discrepancy:					
□ MEL □ CDL □ NEF					
Deferral:					
Deferred By:	Date Deferred:	Status:	Corrected By:	Certificate Number:	Date:

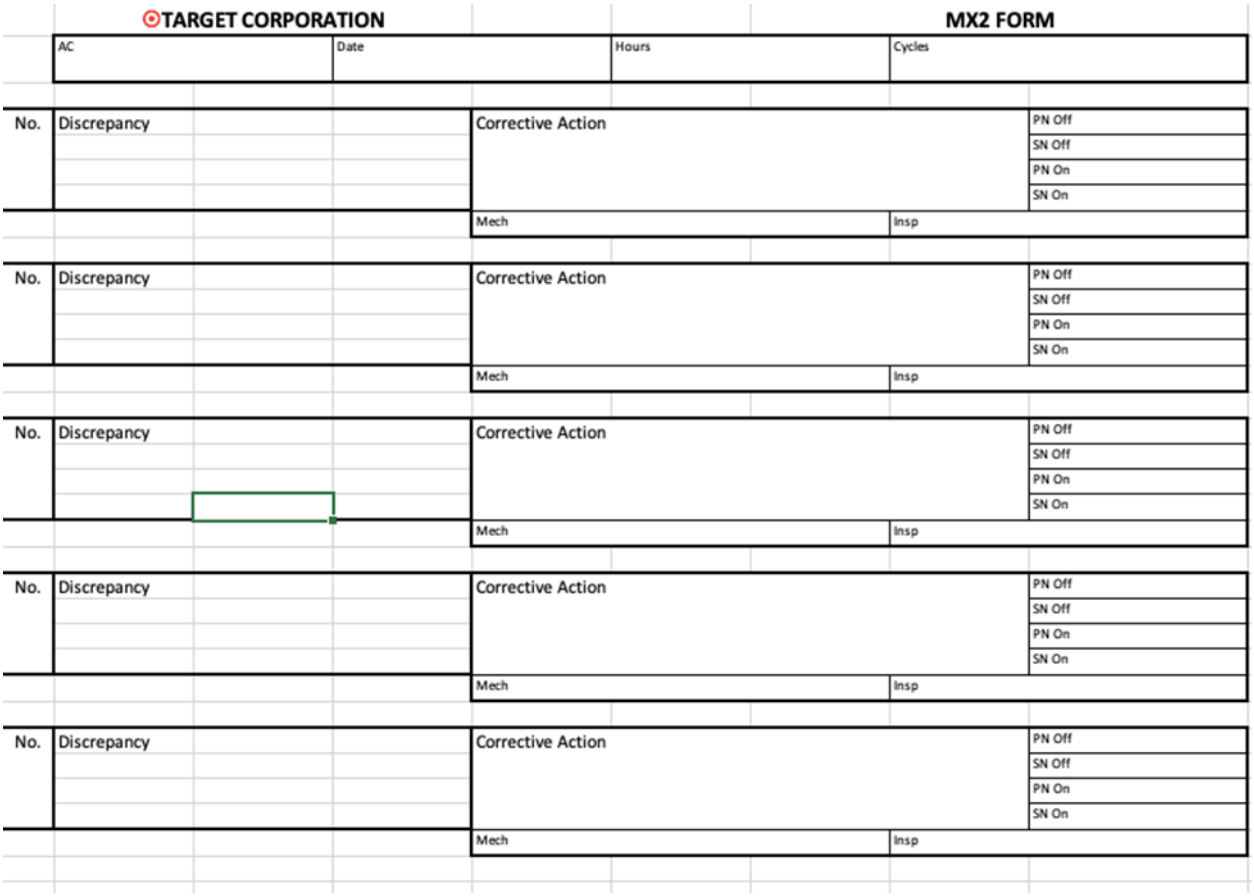
Instructions for completion:

a) Discrepancy
   a. Enter next item # from running discrepancy list.
   b. Enter Date discrepancy was discovered.
   c. Enter Initials of who discovered.
   d. Enter Description of discrepancy.

b) Deferral Action
   a. Check appropriate box for type of deferral.
   b. Describe system or item being deferred, and the correct number designation for the MEL, CDL, or NEF.
   c. Enter Initials of individual completing the deferral.
   d. Enter the deferral date and status if possible.

c) Corrective Action
   a. Enter Description of the corrective action performed
   b. Enter Signature of authorized technician.
   c. Enter Certificate number of authorized technician.
   d. Enter date of work performed.

13.15 SCHEDULED MAINTENANCE (MX2 FORM)



TARGET CORPORATION			MX2 FORM
AC	Date	Hours	Cycles

No.	Discrepancy	Corrective Action	PN Off / SN Off / PN On / SN On
		Mech	Insp
No.	Discrepancy	Corrective Action	PN Off / SN Off / PN On / SN On
		Mech	Insp
No.	Discrepancy	Corrective Action	PN Off / SN Off / PN On / SN On
		Mech	Insp
No.	Discrepancy	Corrective Action	PN Off / SN Off / PN On / SN On
		Mech	Insp
No.	Discrepancy	Corrective Action	PN Off / SN Off / PN On / SN On
		Mech	Insp

Instructions for completion:

a) Header
   a. Aircraft Serial Number
   b. Enter Date scheduled maintenance started
   c. Enter Aircraft Hours
   d. Enter Aircraft Cycles

b) Discrepancy
   a. Enter Description of discrepancy
   b. Enter Description of Corrective Action
   c. Enter Part number and Serial number information
   d. Enter Signature and Cert of Technician correcting discrepancy
   e. Enter Signature and Cert of Technician inspecting the work performed.

13.16 WEIGHT AND BALANCE CALCULATION FORM

Target Flight Services

Calculated Weight and Balance Report

Target Flight Services			Make	
6925 34 Ave S			Model	
Minneapolis, MN 55450			S/N	
			Reg#	

Item	MAC	Weight	Arm	Moment
Previous Weight & Balance dated XXX 12, 1234				
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
				0.00
Total		0.00	#DIV/0!	0.00
New Empty Weight		**0.00**	**#DIV/0!**	**0.00**
New Empty Weight CG (% of MAC)	**#DIV/0!**			

Authorized Signature	Date	Cert#

Notes:

Instructions for completion:

a) Header
   a. Enter Make, Model, Serial Number, and Registration Number in appropriate box.
b) Body
   a. Enter previous MAC, Weight, and Moment from old W&B Form.
   b. Enter Removed Equipment description, weight of item, and Arm. Weight should be negative.
   c. Enter Installed Equipment description, weight of item, and Arm.
   d. Moments for each item will be automatically calculated.
c) Totals
   a. Each item Weight of increase or decrease, Arm, and Moment will automatically be calculated.
   b. New Empty Weight and CM (% of MAC) will also be calculated.
d) Double check all entries for accuracy
e) Sign the Signature line
f) Enter Date
g) Enter Certificate Number
h) Notes section can be used as a short description of work performed (i.e. if this is a correction).

13.17 AIRCRAFT ACCEPTANCE CHECKLIST

Aircraft Reg# SN Date

Target Flight Services
Aircraft Acceptance Checklist

When traveling to an aircraft maintenance facility to pick up a Target aircraft that has been undergoing maintenance, flight crews should utilize the following checklist. This will ensure that all necessary equipment and documents are on board the aircraft and will provide the crew with a detailed checklist to follow if a functional check flight is necessary.

Prior to departing MSP:

- ☐ Flight Logbook (MX Turnover Log)
- ☐ Engine, Airframe, and APU Logbooks
- ☐ W&B Manual
- ☐ Avionics Wiring Diagram Manual
- ☐ Normal and Emergency Checklists
- ☐ Aircraft and Fuel cap keys

Inventory of Items at Drop Off

Debrief and Maintenance Facility (Drop Off)

- ☐ Supply Hours and Cycles
- ☐ Supply contact information
- ☐ Review work order to ensure proper work scope
- ☐ Notify us immediately with and **Weight and Balance changes** so we can communicate the changes to the Aircraft Compliance Manager
- ☐ Verify all Maintenance Manual are of the latest revision

Debrief at Maintenance Facility (Pick Up)

- ☐ Review maintenance performed
- ☐ Ensure all logbooks are accurate and up to date
- ☐ Gather off units in needed
- ☐ If weight and balance was changed forward a scanned copy of new W&B to Aircraft Compliance Manager
- ☐ Take an inventory of items delivered with the aircraft when dropped off to ensure all manuals, logbooks, and checklists are on the aircraft.
- ☐ AFM Supplements inserted, and pushed to Aircraft Compliance Manager.

Prior to flying the aircraft

At least one, but preferably both of the flight crew members and the Target Maintenance crew member will meet with the maintenance facility crew chief responsible for the work performed on the aircraft. At this time, all maintenance and modifications performed will be discussed. This step is critical to flight crew situational awareness prior to flying aircraft. This is also the time to ensure that the AFM has been updated if the work performed on the aircraft requires an update or supplement.

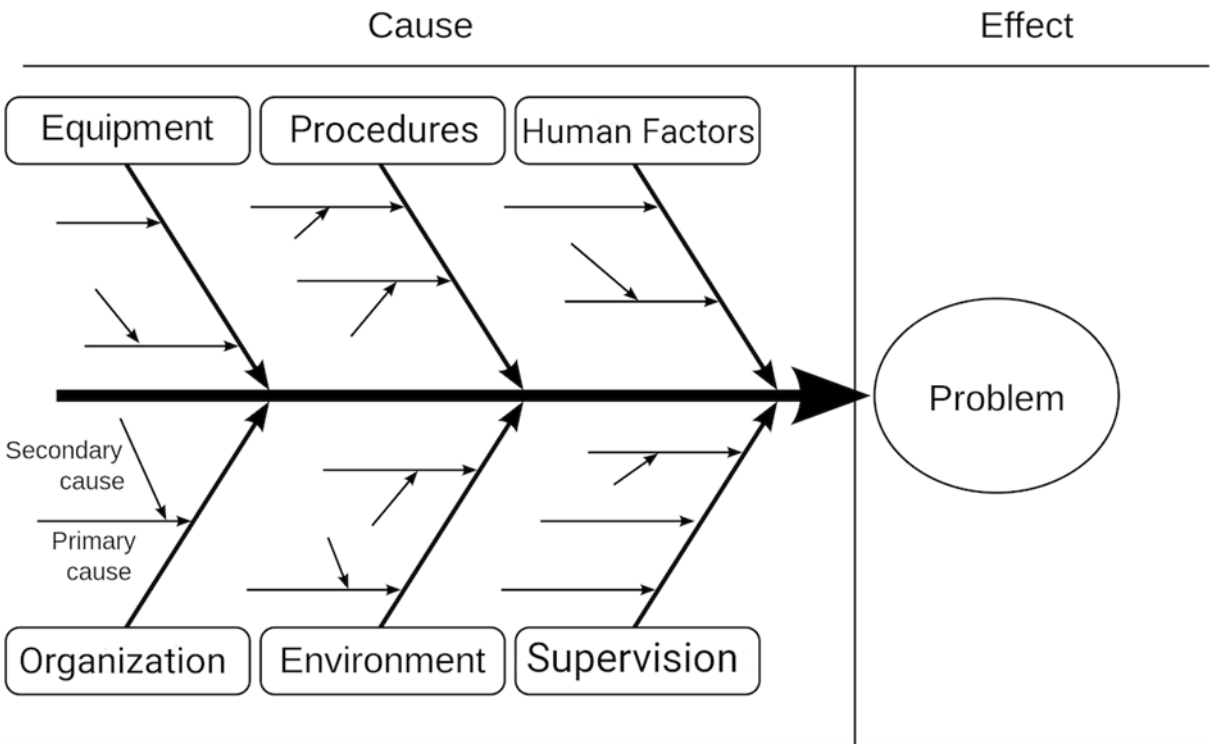
13.18 SERVICEABLE PARTS / MAINTENANCE RELEASE FORM

Target Flight Services			
Serviceable Parts / Maintenance Release			
Item Name			
Part Number		**Serial Number**	
Time Since New		**Cycles Since New**	
Description of Work Performed			
Mechanic		**Cert#**	**Date**
Inspector		**Cert#**	**Date**

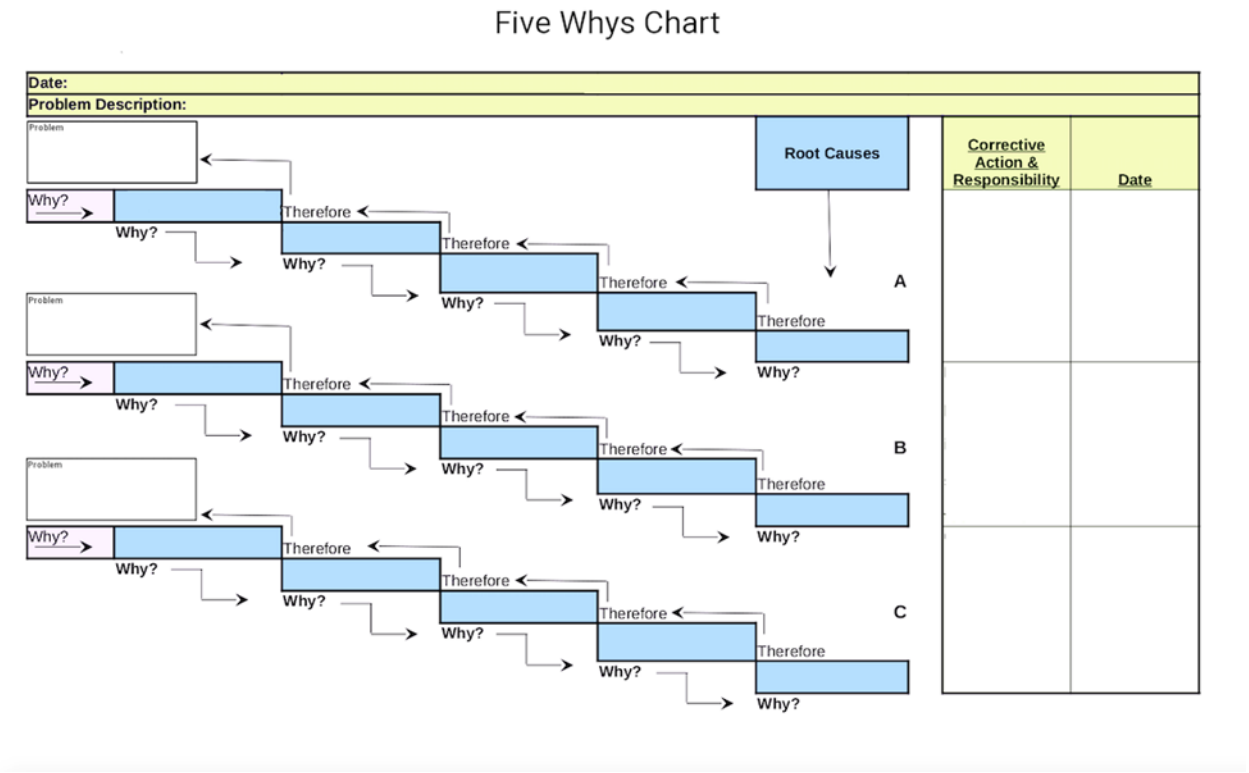
Instructions for completion:

a) Enter item name, part number and serial number.
b) Enter TSN/CSN if applicable.
c) Enter description of work performed and maintenance manual reference.
d) Parts tag will be signed off by both Aircraft Technician and Inspector.

13.19 ROOT CAUSE ANALYSIS - FISHBONE DIAGRAM



13.20 FIVE WHYS DIAGRAM



13.21 AIRCRAFT LIFE RAFT SURVIVAL EQUIPMENT

There are three life rafts on each Target G280 aircraft. Each life raft is equipped with an Emergency Locator Transmitter and the following survival equipment:

QTY	ITEM	QTY	ITEM
1	Flashlight (2 AAA batteries)	1	Aerial Meteor Flare
1	Sea Anchor	1	Compass
1	Heaving Line w/Handle	1	Knife Assy
1	Hand Pump w/Adapter	1	Retaining Line (75')
1	Raft Knife	1	Firs Aid Kit, JAR-OPS
1	Bailer Bucket	1	Fishing Kit, STD
1	Repair Clamp (5")	1	Sea Dye Marker
1	Repair Clamp (3")	2	Paddles (14"x3"), Reflective
1	PRV Plug Kit	1	Watermaker
2	Sponges	1	Rescue Laser Flare
1	Signal Mirror (2"x3")	5	Poly Bags (1/Person)
1	Whistle	2	Food Ration Bars
2	Spare Batteries (AAA)	12	Anti-Seasick Tablets
1	Spare Bulb	1	Survival Manual

There two life rafts on the G600 aircraft. Each life raft is equipped with an Emergency Locator Transmitter and the following survival equipment:

QTY	ITEM	QTY	ITEM
1	Flashlight (2 AAA batteries)	1	Aerial Meteor Flare
1	Sea Anchor	1	First Aid Kit, AR-OPS
1	Heaving Line w/Handle	1	Sea Dye Marker
1	Hand Pump w/Adapter	1	Watermaker
1	Raft Knife	1	Rescue Laser Flare
1	Bailer Bucket	2	Food Ration Bars
2	Repair Clamp (3")	24	Anti-Seasick Tablets
1	Sponge	2	Spare Batteries (AAA)
1	Signal Mirror (2"x3")	1	Water Storage Bag
1	Whistle	1	Survival Manual

13.22 AIRPORT SCHEDULING RISK ANALYSIS

TFS Airport Scheduling Risk Analysis

Airport:
Date:
Initials:
G600: ☐
G280 ☐

Any airport without at least one operational runway with a minimum of 6000ft long and a width of 100ft wide shall have an initial Risk Analysis accomplished by a Chief Pilot or Director of Aviation. If unavailable the a TFS Captain may conduct the analysis.

TFS Aircraft shall not be ***dispatched*** to an airport without at least one operational runway runway with a minimum length of 5000ft and a width of 100ft, without the approval of a Chief Pilot and the crew.

Keep in mind our Mission: To uphold a robust commitment to service, safety, and efficiency.

Airport Runway Considerations

☐ 1) Displaced thresholds
Comments:

☐ 2) Slope
Comments:

☐ 3) Airport altitude consideration
Comments:

☐ 4) Run APG numbers for both dry & wet runways
Comments:

☐ 5) Width considerations
Comments:

☐ 6) Surface considerations
Comments:

☐ 7) Limiting NOTAMS
Comments:

Airport Approach Considerations

☐ 8) Category C or better
Comments:

☐ 9) Multiple direction options
Comments:

☐ 10) Descent gradient consideration
Comments:

☐ 11) Straight-in availability
Comments:

☐ 12) Terrain
Comments:

Airport Facilities Considerations

☐ 13) Deice capability
Comments:

☐ 14) Hangar
Comments:

☐ 15) Customs
Comments:

☐ 16) Parking
Comments:

☐ 17) Security of ramp area
Comments:

☐ 18) Fuel audit
Comments:

General Considerations

☐ 19) Special noise abatement
Comments:

☐ 20) Weight considerations
Comments:

☐ 21) Controlled or uncontrolled
Comments:

☐ 22) Is the airport on the Jeppesen Airport Qualifications list? If so, why?
Comments:

☐ 23) Is there a suitable alternate nearby?
Comments:

☐ 24) Is it worth considering a different airport considering the data? If so, what's the best option?
Comments:

13.23 TRANSPORTATION OF ANIMALS POLICY

Transportation of Animals Policy and Best Practice

Refer to TFS FOM 4.17.4 as primary guidance on owned aircraft.

Considerations on TFS Aircraft

- Have a plan for leashes and muzzles on dogs while they go up and down the stairs. It is easy to get "hung up" on something. No people should be on stairs with a dog as they could knock them off the stairs or trip them.
- Once dogs are aboard before departure keep cabin entry door closed. Not all dogs are good travelers, this helps prevent any escape efforts while still on the ramp.
- Prior approval from a Chief Pilot is required for international flights.
- Notify maintenance prior to the flight to plan for extra cleaning arrangements once the flight returns home to minimize any allergic reactions of future passengers.

As a best practice we will default to NetJets policy as any of our flights could end up on a NetJets aircraft. Here are some basic procedures for transporting animals on NetJets Aircraft (updated October 2024)**:**

NON-Service Animals

- NJA Pets are transported as carry-on baggage.
- All pets must be secured for taxi, takeoff, and landing.
    - Secured is defined as the following,
        - To a seat belt with a seat belt tether that is no longer than 4ft.
        - Leashes are considered tethers, but still must be tied at a length of 4 ft or less.
        - Tethered to a tie down location (see aircraft cabin illustrations below).
- When secured, the pet may not intrude on the aisle-way space (in case of an emergency evacuation).
- If a single pet is required to use a seat, the weight limit is 150 lbs.
- If two or more pets are sharing the same seat it is recommended that the combined weight of the pets does not exceed 45 lbs and the pets must get along.
    - Pets sharing a carrier may also be placed in a seat provided the carrier fits in the seat and does not extend into the aisle way or block an emergency exit.
    - Multiple carriers can be placed in the same seat provided they meet the requirements stated above.
- After reaching cruise altitude the pets can move around the cabin without being secured.
- Pets identified as "aggressive" must be crated or restrained by a leash and muzzled prior to boarding, during flight, and during deplaning.

Service Animals

- Service animal policies align with DOT policy on this topic.
- NetJets does not require proof or documentation from the Owner regarding a service animal.
- Only a dog can be deemed a service animal, therefore only a service dog can be exempt from the seating restrictions required for Non-Service Animals.
- A service animal must always remain secured by a harness or other restraint (not including handheld) and may be located at the feet or in the lap of the passenger provided the following conditions are met:
- Lap-secured dog does not exceed 15 pounds.
- Seat-belt tether is no longer than 4 ft in length.
- Dog does not extend into the aisle or foot space of another passenger.
- Dog does not restrict access to or use of any required emergency or regular exit.
- Dog is not secured at an emergency exit seat

- Phenoms have the smallest cabin which limits the service animals' size to 20 lbs
- Emotional support animals must now follow the latest NJA guidelines for any other pet traveling that is not considered a service animal.