



February 23, 2012

To Whom It May Concern:

I am pleased to provide this letter of recommendation on behalf of Captain Fred Kirijan, CEO of Big Picture Aviation Consultants, LLC, regarding his qualifications as a consultant for any organization requiring assistance in implementing an Advanced Qualification Program (AQP).

Captain Kirijan came to us highly recommended by all those who have worked with him during the developing years of the FAA's AQP. These organizations included the FAA, Major Airlines and the FAA Human Factors research community.

Captain Kirijan was tasked to reorganize Kalitta Air's Training and Standards Division and to revitalize the Advanced Qualification Program, which was participating in Phase III approval operations.

During the period of time he spent with Kalitta, Captain Kirijan of Big Picture Aviation Consultants is credited with:

1. Reviewing all AQP documents;
2. Isolating areas for improvement;
3. Providing a plan for Instructor/Evaluator training and calibration;
4. Reorganized the training and standards division for enhanced function;
5. Developing a Strategic Plan for the AQP/Training and Standards Division;
6. Implementing a revitalized team for training and standards.

I would feel confident in recommending Captain Kirijan and his Big Picture Aviation Consulting team for any organization in need of fresh ideas, and a road map for success.

Regards,

A handwritten signature in blue ink that reads "D.C. Sanderlin".

D.C. Sanderlin  
General Manager/  
Director of Operations