



Avatar Staff Activities Summary for DOT Petition

Functional Area	Key Activities / Accomplishments	Submitted	Status	Type of Supporting Materials	Next Step	Timing	Comments
Administration	Organizational chart development and revisions	All	Ongoing	PowerPoint	Continue to gather new / revised organization charts from functional heads	As Necessary	Tracking and sorting being done by Randy Lumia / Administration
Administration	Initiate and continue ongoing weekly video conference call informational and strategy meetings with Avatar management	Barry Michaels	Ongoing	Zoom Videoconferencing	Weekly calls ongoing	Weekly	Management participation tracking ongoing
Administration / Facilities	Assist in finding potential locations for HQ, maintenance & training facilities	All / Kevin Walls	Ongoing	N/A	Ongoing	As Necessary	Calls being conducted with local and state legislators and economic development resources are ongoing
Administration / Facilities	Initiate discussions on the company culture that will serve as the guidelines for employee and operational decisions.	Kevin Walls / Randy Lumia	Ongoing	PowerPoint	Document the culture type and develop the mission statement.	June 2020	Important for hiring of employees and for development of the space that must support the culture.
Administration / Human Resources	Research and recommend an HRIS and Payroll system for implementation	Brian Eickelhart	Had virtual discussions and presentation with Bamboo HR.	Email, Attachments	Contact 2 additional vendors for similar presentations and discussions	May / June 2020	Will also assess separate easy-to-implement payroll system in order to facilitate payroll upon funding.
Administration / Human Resources	Prepare a Human Capital Implementation Plan for discussion with Management Team	Greg Bond / Randy Lumia	Completed	PowerPoint	To review with senior management and then design action steps to support	June / July 2020	
Administration / Human Resources	Create and developed key HR/People Policies and Procedures consistent with Employee Handbook guidelines and organizational culture goals.	Greg Bond	In Progress	Word Document, Excel	Work with HR Team to brainstorm needed policies and procedures that are current and compliant	June / July 2020	Need to assure that all practices and procedures are compatible and in line with AA Employee Handbook
Administration / Human Resources	Write, distribute and discuss "What's In a Name" White Paper to AA Management Team	Greg Bond	Submitted	Word Document	To review with senior management and then decide on terminology	June 2020	
Administration / Human Resources	Evaluate and select possible payroll solutions for short and long-term application	Greg Bond	Submitted	Word Document	Continue evaluation	June 2020	Possible use of QuickBooks as a short-term solution for payroll. Need 50 state taxation support.
Administration / Human Resources	Create and maintain an Avatar Management Team Call Tracking Sheet	Randy Lumia	Submitted	Excel	Update weekly	Weekly	
Administration / Human Resources	Create, distribute and maintain Avatar Time and Activities Tracker Templates	Randy Lumia	Submitted	Excel	Update monthly	Monthly	
Administration / Human Resources	Create and maintain an Avatar Active Employee Roster with key data for AA Management Team	Randy Lumia	Submitted	Excel	Finalize then update as necessary	May 2020	
Administration / Human Resources	Create and incorporate Avatar Employment Application into recruiting and employment process	Randy Lumia	In Process	Word Document	Finish draft and submit to legal for review and approval before implementation	May 2020	
Administration / Human Resources	Create, print and distribute Avatar Business Cards to select Operations employees needed for site visits	Randy Lumia	Completed for Ops Team members visiting locations in Florida in May	Word Document	Will create locally as needed for site visits	As Necessary	
Administration / Human Resources	Create an Avatar Social Media and Website Presence Summary and link to marketing strategy	Randy Lumia	In Process	Excel	Summary to be completed and maintained	May 2020	

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Administration / Human Resources	Create an Avatar HQ Site Selection Contacts Summary Sheet that illustrates contacts with state and local officials and legislators	Randy Lumia	In Process	Excel	Continue follow-up with state and local officials per plan	May / June 2020	
Administration / Human Resources	Create / update the Avatar Employee Handbook to reflect organizational culture ideals as well as to assure that all policies are in compliance with federal, state and local guidelines and requirements	HR Team of Brian Eickelhart, Randy Lumia and Greg Bond	In Process	Word Document	Review with HR Team and provide recommended changes to senior management	May / June 2020	
Administration / Human Resources	Create an Avatar Active Recruiting Summary that tracks the recruiting activities manually until an automated Applicant Tracking System has been identified and purchased for use in recruiting activities	Randy Lumia	In Process	Excel	Keep updated until selection and implementation of Applicant Tracking System / HRIS	First summary expected May 2020	
Administration / Human Resources	Create, update and maintain an Avatar Employee Data Sheet until an HRIS system has been identified and purchased for use	Randy Lumia	In Process	Excel	Approximately 85% complete. Continue to solicit data from employees as needed	May 2020	
Administration / Operations	Submit Memo of Intent to Boeing for purchase of aircraft	Barry Michaels	Completed	Word Document	Activity completed	March 2020	
Administration / Operations	Ongoing search for purchase or lease of potential aircraft	Dan Eikleberry	Ongoing	N/A	Continue search. Summary of activities needed	As Necessary	
Administration / Risk Management	Create an initial Avatar Risk Management activities summary	Brian Eickelhart	Initial Summary Completed	Word document	Refine plan as needed	11/21/2019	
Administration / Risk Management	Create list of required insurance and liability coverage needed for all aspects of the business and begin initial discussions with possible vendors for those services	Brian Eickelhart	Initial Summary Completed	Word document	Continue to work with underwriters and program managers to identify and secure necessary plans	Ongoing	Complete summary of policies and liability coverage plans on file
Administration / Risk Management	Conduct initial consultations with Labor law experts to formulate labor strategy	Brian Eichelhart	Completed	N/A	Continue to evaluate as needed	12/17/2019	Will continue to assess needs for ongoing consultation as needed
Administration / Risk Management / Operations	Working with Comply 365, and other vendors to establish platform and service for training compliance / LMS	Bobby Looney / Brian Eickelhart et al	Ongoing	Web-based LMS	Continue dialogue around AA needs, platforms, pricing and support	Ongoing	Estimate needed as soon as possible
Facilities	Continue planning and development of potential corporate offices to support ongoing operations.	Kevin Walls	In Progress	Various software packages	Discussions of Number of Employees to define size spaces required.	July 2020	This will result in a program of required spaces for the corporate offices.
Facilities	Start conceptually looking at the aviation maintenance facility requirements for the Avatar specific aircraft.	Kevin Walls	Ongoing	Original documents created on specialty software like AutoCAD, Project Manager, and SketchUp	Meet with Maintenance Managers to finalize programming needs as basis for design.	September 2020	Maintenance will be contracted at initial operations.
Facilities	Create a conceptual Avatar HQ & Training Center- design drawings and sketches	Kevin Walls	Ongoing	Original documents created on specialty software like AutoCAD, Project Manager, and SketchUp	Meet with Maintenance Managers to finalize programming needs as basis for design.	September 2020	Maintenance will be contracted at initial operations.
Facilities	Research temporary office space opportunities in various locations to serve start up team.	Kevin Walls	Ongoing	N/A	Once a final city is identified/selected, investigate opportunities.	June 2020	Must have in place towards finalization of regulatory approvals.
Facilities	Airport Evaluations, including meeting with city and airport officials for determination of possible placement of corporate headquarters (e.g. West Palm Beach, Fort Lauderdale, etc.)	Mike Kukla / Ken Harvey et al	Ongoing	N/A	Continue dialogues	June/July 2020	

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Finance	Continue to refine, review and update multiple versions of the three year model taking into consideration drop in fuel prices, COVID-19 scenarios, such as 50% load factor and increase cargo carries.	Ankur Kapoor / John Busshaus	Ongoing	Excel	Continue to revise as data becomes available	Ongoing	This was done in preparation of conversations with potential investors on the impact of COVID-19.
Finance	Develop and complete the submission to government officials looking for financial assistance.	John Busshaus	Completed	HTML	None	Completed	This is a document that was uploaded to the DOT site
Finance / Operations	Identify and engage in dialogue with various lessors to source Boeing 747-400	Ankur Kapoor / et al	Ongoing	N/A	Continue contacts	May - December 2020	
In-Flight	Continue to review and revise the Inflight Procedures Manual	Brenda Valenti	In Process	Word Document	Review through FAA DTCs	Ongoing	Depending on FAA timeline
In-Flight	Continue to review and revise the Inflight Procedures Training Manual	Brenda Valenti	In Process	Word Document	Review through FAA DTCs	Ongoing	Depending on FAA timeline
In-Flight	Contact potential vendors and participate in demonstrations for manual management along with Flight Ops Team	Brenda Valenti	In Process	N/A	Participate in selection decision	December 2020	Timing depends upon funding approval
In-Flight	Research and recommend vendors for flight attendant uniforms	Brenda Valenti	In Process	N/A	Engage in design depending on budget	Ongoing	Presentations of different vendors that can accommodate flight attendants, pilots, gate agents, MX and ramp personnel
In-Flight	Research possible flight attendant training facilities along with Flight Ops Team	Brenda Valenti	Up coming	N/A	Visiting PanAm training facilities in Miami	May 2020	Trip report completed from Brenda for facility visitation
Investors	Review and revise Private Placement Memorandum (PPM)	Barry Michaels / Dan Eikleberry / George Folden et al	Ongoing	Word Document	Keep current and attract investors	Ongoing	
Investors	Created and distributed first letter to potential investors (Avatar 1st Email)	Brian Williamson	Complete	Email, Attachments	Continue to engage and follow up	02/15/20	
Investors	Created and distributed first letter to potential investors (Avatar 2nd Email)	Brian Williamson	Complete	Email, Attachments	Continue to engage and follow up	03/10/20	
Investors	Created and distributed first letter to potential investors (Avatar 3rd Email)	Brian Williamson	Complete	Email, Attachments	Continue to engage and follow up	04/16/20	
Investors	Begin the process of building an Avatar Customer Database	Brian Williamson	In process	Excel	Waiting for customer data	Ongoing	Database structure built and is ready for customer data.
Investors	Design, develop and produce a customer weekly communication vehicle	Brian Williamson	In process	Email, Attachments	Waiting for customer data	Ongoing	Customer selection strategies built and prepared for customer communications.
Investors	Create, track and manage an investor inquiries summary	Michael Zapin	In process / Ongoing	Excel	Continue to update as necessary	Ongoing	
Investors	Develop a mean for tracking and managing Investor deals in process	Michael Zapin	In process / Ongoing	Excel	Continue to update as necessary	Ongoing	
Investors	Identify and contact potential financial investors from inquiries and targeted potentials	Barry Michaels / Larry Jacobs / Michael Zapin et al	Ongoing	N/A	Continue to pursue	Ongoing	"Keep the pedal on the gas"
Investors	Develop list of potential investors that have invested in other Airlines.	John Busshaus	Completed	Word Document	Contact indicated investors	May -July 2020	This list is to be used to contact potential institutional investors.
Legal	Create and maintain an email database of all interested parties in the Avatar business	Michael Zapin	In process / Ongoing	Excel	Continue to update as necessary	Ongoing	
Operations	Build, edit, and review all required operations manuals. 62% complete as of 5/1/20	Dan Eikleberry (et al)	Continual Process	PDF	As needed	As Necessary	
Operations	Identify, recruit and hire all necessary FAA Team members	Ken Hawkins	Completed	N/A	Continue to recruit supporting positions	Ongoing	Partner with Human Resources to identify candidates
Operations	Organize and conduct regularly scheduled FAA Team Meetings	Ken Hawkins	In process / Ongoing	Videoconference Calls	Continue	Ongoing	
Operations	Evaluate and select necessary software systems for Operations functions	Ken Hawkins	In process / Ongoing	Various software packages	Continue to evaluate as needed	Ongoing	Need to partner with IT support
Operations	Research Flight Planning and Operational Control Systems Jeppessen and Nav Blue	Mitch Dubner	Initial briefing by NavBlue on May 1, 2020	N/A	Detailed briefing by module. Scheduled for week of May 11, 2020	FAA initial mtg	Must have active participation of IT and Finance in selection

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Operations	Jeppesen discussion on suite for OCC and Flight Operations	Mitch Dubner	Initial briefing by Jepps on April 17, 2020	N/A	Detailed briefing by module TBD	FAA initial mtg	
Operations	Outline OCC positions for start up through year 1 of operation	Mitch Dubner	Ongoing	Word Document	Finalize OCC staffing	FAA initial mtg	Work with Human Resources to identify positions and gather resumes
Operations	Review dispatch operating and training manuals	Mitch Dubner	Ongoing	Word Document	Complete initial Manuals	FAA initial mtg	Collaboration with Flight Operations Critical
Operations	Begin aircraft platform review and maintenance provider research	Ray Maersch	In Process	N/A	Develop contracts	Within 6 months	Summary of activities needed
Operations	Research and identify potential aircraft spare engine purchase sources	Ray Maersch	In Process	N/A	Discuss with QC dept and senior management	Within 6 months	Summary of activities needed
Operations	Research and determine Flight Operations Systems	Scot Gibson	In Progress	N/A	Choose flight planning and EFB systems for flight crew usage	May 2020	Several depts involved with decision making meeting scheduled in May for total review of all systems. Followed up with a consensus vote.
Operations	Research and determine options for training facility needs to assure compliance	Scot Gibson	In Progress	N/A	Trip to visit facilities and compare pricing	May 2020	Trip report needed for facility visitation
Operations	Design and develop the necessary technical training program needs	Scot Gibson	In Progress	Word Document, PDF	Insure program meets all FAA requirements.	June 2020	
Operations	Continue ongoing Flight Operations Manual review	Scot Gibson	In Progress	Word Document, PDF	Get manual edits from Tech Pubs	May 2020	
Operations	Design, develop and obtain approval on Flight Operations Forms for use.	Scot Gibson	In Progress	Word Document, Excel	Continue work	June 2020	
Operations	Design and establish Chief Pilot Office set up	Scot Gibson	In Progress	Word Document, Excel	Determine personnel and functionality of requirements of the office	August 2020	
Operations	Research of the latest electronic and informational cargo tracking and cargo reservation system.	John Chapman	Ongoing	N/A	Continued research	December 2020	Looking forward to I.T. support
Operations	Preliminary plan to implement a GSC network of sales managers throughout Avatar network.	John Chapman	Ongoing	N/A	Continued research	December 2020	This is a plan to out-source sales activity in each market
Operations	Working with internal IT managers to study best cargo reservations and cargo tracking platform.	John Chapman	Ongoing	N/A	Continued research	December 2020	Needs IT support
Operations	Research in obtaining FAA approved cargo manuals	John Chapman	Ongoing	N/A	Continued research	December 2020	Needs IT support
Operations / Safety	Review Safety Management Systems software required to facilitate safety reporting, change management and safety risk analysis.	Bob Looney	Reviewed multiple vendors to include, WBAT, Q5 and ASQS	N/A	Choose vendor and make recommendation to leadership.	May 2020	Required for certification and Part 5 federal regulation.
Operations / Safety	Review documentation archiving, distribution and revision control system software	Bob Looney	Reviewed multiple systems to include NavBlue, Comply 365 and Q5	N/A	Choose vendor and make recommendation to leadership.	May 2020	Required for certification and Part 5 federal regulation.
Operations / Safety	Author Safety Management System manual	Bob Looney	35% Completed	Word Documents , PDF's	Complete manual	June 2020	Required for certification and Part 5 federal regulation.
Operations / Safety	Review Flight Data Analysis Software required to analyze flight data for safety events.	Bob Looney	Reviewed multiple vendors to include, NavBlue, Plane Sense and FDS	N/A	Choose vendor and make recommendation to leadership.	May 2020	Required for FAA voluntary safety program, feedback tool for training program and lowers insurance costs.

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Quality Control	Research the needs of the Quality Control Department different sections, Quality Assurance Section (including the CASS Area), Aircraft Records Section, Maintenance Planning Section, Inspection Section to determine the needs and manpower required and developed the different positions that will be required to be filled for the Company Organizational Manual (COM)	Kevin Love	Completed	Word Document, Excel, and Visio	Once operational, will need to review the required manpower to properly support the Quality Control Department as a whole.	Ongoing	QC is done with the COM until changes will be needed.
Quality Control	Research the Aircraft Weight & Balance Program and developed the program for implementation into the Maintenance & Inspection Manual as part of the aircraft CAMP. Development of new forms which were placed into the MIPM.	Kevin Love	Completed	Word Document, Excel, and Visio	Forms may need revising once the aircraft acquired to verify the calculations from the particular aircraft factory W&B Manual.	Ongoing	Flight operations needs to review and revise the Weights & Balance Manual with their requirements prior to final submittal to FAA.
Quality Control	Review the Quality Assurance Manual (QAM) and updated QA Program to current standards and the needs of Avatar Airlines. Develop a new updated Aircraft Conformity Program and implanting into the QAM.	Kevin Love	Work continues as information becomes available for updating manual and program.	Word Document, Excel, and Visio	Continue with review information pertaining to Quality Assurance and update as needed.	September 2020	
Quality Control	Research information for the Avatar Airlines General Maintenance Manual (GMM) to include the Quality Control Department with today's standards including the development of the Avatar Airlines Required Inspection Item (RII) list, the development of new required forms and the replacement of unnecessary forms.	Kevin Love	Ongoing	Word Document, Excel, and Visio	Continue review and verifying to ensure manual is correct	September 2020	
Quality Control	Development of the Required Inspection Item (RII) List which included the procedures for performing an RII Inspection and implementing this information into the Maintenance & Inspection Program (MIPM). Also the development of the Maintenance Program from the Boeing 747-400 MPD (this includes the Systems, Zonal Inspections, Structural Inspection, SSID requirements, Airworthiness Limitations (AWLs) and the Certification Maintenance Requirements (CMRs)	Kevin Love	Work continues as information becomes available for updating manuals and program.	Word Document, Excel, and Visio	Once this is finalized, the review will be required against the most current Boeing MPD to ensure all data is current.	Ongoing	Need current aircraft manuals (Maintenance Planning Document (MPD) & Maintenance Review Board (MRP) from Boeing for the type aircraft we are using. NOTE: WILL HAVE TO PAY BOEING TO GET THESE MANUALS
Quality Control	The MEL / CDL. Research and download from the FAA site the Current MEL for the B747-400 Series. This information was passed on to George Folden along with a past CDL to be used as a template.	Kevin Love	Currently completed, but update will be required.	Information was provided to George Folden in MS WORD Format and as a PDF file	This manual will have to be reviewed to ensure that any item or modification that requires an item to be MEL'd or placed on a CDL is updated	When we get the actual aircraft and determine the aircraft configuration, we can determine what changes will be required	Information was provided to George on March 7th, 2020 and George handled the changes.
Sales	Research and evaluate potential CRM tool for sales contact management	Mike Kukla	HubSpot currently in use	N/A	Determination of best CRM tool for Avatar (e.g. cost, ease-of-use)	May/June 2020	HubSpot has "shown" well thanks to 'deep-dive' by Michael Zapin. Will compare against SalesForce
Sales	Prepared and presented Avatar plans confidentially to Geico	Marty Sheehan	Completed	PowerPoint	Reengage after financing secured if necessary	September 2019	
Sales	Prepared and presented Avatar plans confidentially to SAP	Marty Sheehan	Completed	PowerPoint	Reengage after financing secured if necessary	September 2019	
Sales	Prepared and presented Avatar plans confidentially to NBC Universal	Marty Sheehan	Completed	PowerPoint	Reengage after financing secured if necessary	September 2019	

