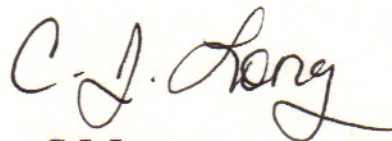


American Airlines®

August 16 1996

David

Thanks for all your efforts these past few weeks in trying to make a marginal product workable. Without all your input I am sure we would not have many of the improvements we have now. Keep up the good work.



C.J. Long
Supervisor
Product Support AFW

cc: Frosty Arnold
Personnel File

American Airlines

Maintenance & Engineering Base

2000 Eagle Parkway Alliance, Ft. Worth

December 21, 1999

Dave Schafer Emp # 340531

Re: Letter of Appreciation 5CX Cabin Drop-in

Dave:

We would like to thank you personally for the support you provided to your fellow workers and the management team these past few months. You displayed a high level of energy and enthusiasm on Aircraft 5CX that has been recognized by your Crew Chief and fellow workers. This display of professionalism is indicative of the can do attitude that exists within our group.

We like to recognize your positive attitude in helping us achieve a high level of success working through very difficult situations and continuing to maintain our on-time performance.

Sincerely,

Dock 6 Supervisors

Cc:

D. Campbell
M. Romanelli
P. Schafer
Personell File copy

American Airlines®

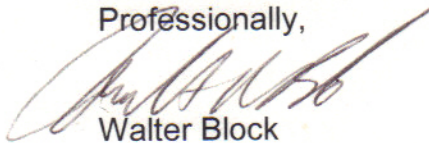
January 15, 2003

David Shafer
7705 Incline Terrace
Ft. Worth, TX 76179

Mr. Shafer:

I would like to take this opportunity to thank you on behalf of myself and the entire AFW maintenance department for the outstanding job you did while assigned to the hanger tool room from April through September 2002. From the onset, you demonstrated professionalism and follow-through. You saw a troubled work area and had the vision and skill to implement a plan of action as well as the wherewithal to stay until the area was running smoothly. There were circumstances when you took charge of a problem, sought out the proper personnel, organized them and then sent them out to perform the tasks needed to fulfill your plan. This take-charge, team-leading initiative is what American Airlines needs in the changing times we are facing in this industry. When it was time for you to get back to your original position as an aircraft maintenance technician, you handed over a working and efficient product that is still in place today and will greatly benefit the demanding production schedule of our fleet. American Airlines management staff encourages you to continue your pursuit of higher education and anticipates you joining our ranks.

Professionally,



Walter Block

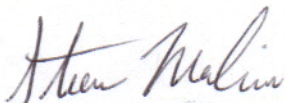
American Airlines®

MAINTENANCE AND ENGINEERING CENTER

10/12/2010

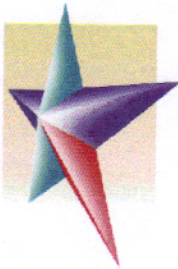
David has shown he can be leader within the Production Control team. He has great potential with his attention to detail along with his natural ability to multitask. He is quick to learn and implement ideas to help streamline his workload and processes. He periodically takes on larger roles in his area and has done a fine job of maintaining workload balance.

David is a leading attribute in the department and would be a fine contributor to any organization. He has commonly produced results in his current role and would assuredly provide the same outcome in any of his future endeavors.



Steve Medina
Supervisor Production Control

**Tarrant
County
College
District**



December 8, 2010

To Whom it May Concern:

It is my pleasure to recommend David Shafer to you. David has served as an instructor for our Training Certification Program (TCP). This program prepares individuals to effectively function as company and corporate trainers by addressing the needs of adult learners in a business environment. As an instructor, David prepared and executed classes on a variety of topics including training program design, development, implementation, and management.

Throughout the time I have worked with David, he has consistently been a self-starter. He has initiated preparations for his class well in advance and has even helped head off a few problems along the way. Furthermore, David's ability to work cooperatively with other instructors has supported consistency in our curriculum and has also helped our program to grow.

I appreciate the contributions David has made and appreciate the opportunity to support him in reaching his career goals.

Sincerely,

A handwritten signature in black ink, appearing to read 'Hank Johnson', is written over a horizontal line. The signature is stylized and cursive.

Hank Johnson
Program Coordinator
Business and Computer Technologies
Office of Continuing Education and Economic Development
Tarrant County College
817-515-6190
harry.johnson@tccd.edu



October 21, 2010

To Whom It May Concern,

I am writing this letter in reference to the employment of Mr. David Shafer in the Aviation Maintenance Technology program at Tarrant County College. The program is FAA certified under CFR Title 14, part 147. Mr. Shafer has been an adjunct instructor in our program for two years. He has taught several classes for us but he has a constant presence in our Turbine Theory class, as we feel this is his area of expertise.

Mr. Shafer has asked me to present a letter for recommendation for possible promotion. It is my pleasure to do so. Mr. Shafer has been a reliable and dedicated partner in our organization. He is a committed instructor in the classroom and can be counted on to volunteer for promotional events, substitute teach, and help out in any way we ask. Please consider this a statement of confidence in Mr. Shafer's abilities and dedication. I feel certain he will serve your organization well.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Clinton Grant". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

J. Clinton Grant

Department Chair
Aviation Maintenance Technology
Tarrant County College District

American Airlines®

Mr. Tim Sexton
Production Manager
AFW
November 8, 2010

To Whom it May Concern:

It is my pleasure to recommend David Shafer for your open position. He has worked with me as an engine mechanic and planner. When my vacation arrived I asked David to MPR, he made it a seamless transition as he already knew the product and personnel. David is a strong leader and stepped into the MPR role without trepidation. He constantly strives for improvement through research and formal education. You would not do wrong by adding him to your team.

Sincerely,

Tim Sexton
Production Manager

