

Fred Gilbert

by Martin J. Pociask

UNLESS OTHERWISE INDICATED, PHOTOS COURTESY OF FRED GILBERT



PHOTO BY DAVID OSBORNE, HAI



Helicopter Association International's Communications Director and Editor, Martin J. Pociask interviewed Mr. Fred Gilbert for *ROTOR*® magazine in Spokane, Washington on September 25, 2009. Mr. Gilbert is an early helicopter pioneer.

Top Left: Fred retired in 1983, but moved back to Hawaii to work for two Hawaiian helicopter tour operations during the next ten years, flying nine years for Kenai and one year for Blue Hawaiian Helicopters. Fred is pictured standing at the door of a Kenai Helicopter at Maui, Hawaii, July 1988.

Top Right: Helicopter Association International's Communications Director and Editor, Martin J. Pociask interviewed Mr. Fred Gilbert for *ROTOR*® magazine in Spokane, Washington on September 25, 2009. Mr. Gilbert is an early helicopter pioneer.

Bottom: Fred Gilbert (second row back/left/standing) and his World War II 305th Bomb Group combat crew in front of a B-17F bomber.

ROTOR: You were born in Chicago, Illinois on December 15, 1919, then moved to Bellflower in Southern California in 1923 when you were three or four years old. What do you remember about your childhood?

Gilbert: Southern California was a wonderful place for a young person to grow up in during the depression years. As a teenager we had the beaches and mountains, and there were no crowds. We had everything out there. There was no Disneyland; everything was pretty much agriculture — just orange trees, walnut groves, and avocado orchards. It was really what some might have called “Paradise,” but it certainly isn’t that any more.

ROTOR: Where did you attend high school?

Gilbert: I attended Excelsior Union High School. It was a rural school. The students came from three towns; Bellflower, Artesia, and Norwalk. It was not a large school by any means. My graduation class in 1938 had 57 students. In those days they graduated students in mid-term. My graduating class was in January. Summer class sizes were larger.

ROTOR: What first interested you in aviation?

Gilbert: In the mid-thirties, a friend’s father had a small business in Burbank, California. It happened to be close to the Burbank Airport. At the time the airlines were flying out of there. My friend and I would go over to watch the airplanes. I think the airlines were flying DC2s. I was fascinated. My friend and I would go over and stand on the fence and watch them come and go. I think that is where I got the idea that it might be something I’d like to do.

ROTOR: You attended Fullerton Junior College and Long Beach Junior College. This was where you received your pilot’s license in the College Pilot Training Program (CPTP) in 1940. Your pilot license was #36382-40. What type of aircraft did you train on?



Fred flying a Kanai A-Star over Haleakala Crater, Hawaii, November 1989.

Gilbert: We trained on Piper Cubs — not much of an airplane. They only had about a 50 horsepower engine. Later we graduated to a larger plane — a fleet biplane.

ROTOR: You joined the Army Air Corps in 1941 as an Aviation Cadet, graduating in July 1942. The war was in full swing at that time. Were you apprehensive?

Gilbert: No, I wasn’t really apprehensive. I’d never been anyplace to speak of. I was actually excited. I was looking forward to it as an adventure.

ROTOR: You received your primary pilot training at Corsicana, Texas; your

basic training at Randolph Field, San Antonio, Texas; and your advanced training at Ellington Field, Houston, Texas. What types of aircraft did you train on?

Gilbert: Primary Training was on Fairchild PT 19s; at Randolph Basic Training it was on North American BT 14s; and at Ellington Field, it was on Cessna AT 17s, and some training on an AT-6. But most of it was on AT-17s.

ROTOR: You were assigned to the 305th Bomb Group and sent to Chelveston, England in October of 1942 to fly bombing missions over Europe.

Gilbert: That is correct. I joined the 305th Bomb Group at Muroc Dry Lakes, California (Edwards Air Base) in July 1942. We managed to get about 30 hours of training in some old B-17Es. I traveled by troop train to Syracuse, New York in September, where we were given new B-17Fs. From there we flew to Ganderlake, Newfoundland. It was really on-the-job training; not especially well organized. We received a briefing one day that said we would be leaving for England that night.

ROTOR: What can you remember about your time as a member of the 305th Bomb Group, and what were the conditions you flew under?

Gilbert: Conditions were primitive. The weather was lousy to start with.



PHOTO BY DAVID OSBORNE, HAI

Fred was awarded a plaque by Bell Helicopter for 24,000 accident-free flight hours.



Fred flying the first L-3 purchased by Kanai past an active volcano on the big Island (Hawaii).

We were pretty unorganized. Our navigation was celestial. We did a lot of practice flying for about a month, before we started to fly actual combat missions. Our navigator's longest practice flight had been from Los Angeles to Portland, Oregon. On the way to England, the weather people said we would be on top at eight or nine thousand feet. We flew through rain and snow, and finally got on top at about 25,000 feet. It was the first time I had seen St. Elmos Fire. It was all around the propellers and across the windshield. The navigator finally got several celestial fixes that night and some minor course corrections. We flew over Ireland and landed in Prestwick, Scotland for fuel before proceeding to Chelveston. After getting settled, we flew several practice missions to learn how to fly formation. It was still an adventure. Finally, it was time for a bombing mission. There were four bomb groups in England that first winter. Each group would put up six plane squadrons and join up in the air on the way over the English

Channel. We weren't getting much food in those days, or at least good food. We were losing many ships to the German submarines, so we were on a pretty restricted diet for quite a while.

ROTOR: Do you recall your first mission?

Gilbert: Yes, my first mission was to a railroad yard somewhere in France. We were briefed on our route that we could expect to receive anti-aircraft fire, and that there could be several hundred German fighters in the area that would come up against us. The experience brought the realization home that we were in the war.

ROTOR: In the early days when you were flying B-17s, there were not enough fighters to protect them. I assume that accounted for a lot of lost aircraft.

Gilbert: True. In 1942, and during most of 1943, we had no fighter escort protection at all, and it was not until

probably 1944 that they got the P-51 over there. Only when the P-51 was introduced did the situation change. The P-51 had the range to go in to the targets we were going in to. Prior to that, we just had to fight them off as best as we could.

ROTOR: There were some close calls. Once you sustained considerable fighter and anti-aircraft damage, and you experienced two engine losses. At one point you suffered the loss of a crewmember. Can you talk about that loss?

Gilbert: Well yes, the crewmember that I lost was one of the waist gunners. They were the gunners who stood at the open windows; sometimes at temperatures of 40–50 degrees below zero. We were under heavy attack on one of our missions across France to one of the submarine pens. We received several hits from a fighter and one of the cannon shells exploded right at the waist position killing one and injuring the other. He was a young man, a 17 year old boy from Texas. He is buried near a military hospital at the American Cemetery at Cambridge, England. His family elected to leave him there along with several thousand others. I visited his grave site several years ago when I made a trip to England. They showed me his grave. It was a “memory trip” for me. I had brought my daughter along to see the old airbase, which is now a cow pasture.

ROTOR: I understand that most of your bombing targets were in France, where you were involved in repeated raids on submarine pens in St. Nazaire-Lorient-Nantes, and in Germany in Willimhaven and Bremershaven. Can you explain what submarine pens were?

Gilbert: Submarine pens were harbors that served as repair and resupply facilities for the submarines. They were highly protected. They had a heavy concrete roof, covered with about 12 feet of concrete. Our bombs would not penetrate those places. However, we could damage the entrance locks, which the submarines



Fred landing on an oil rig platform. Borneo, 1956.

used to get in and out. Damaged pens would be repaired in a few weeks. Thus we had numerous raids to the same targets. The last mission that I flew over there was at Nantes. It was a long way across France and back again. Occasionally we had to fly around France to come back, and we lost a few airplanes due to fuel loss.

ROTOR: Since the aircraft were loaded down with bombs, they could only use a minimal amount of fuel to accomplish their mission. This could be a problem if they ran into headwinds or horizontal wind velocity differences. On one occasion you almost ran out of fuel and had to land somewhere other than the base. I believe it was on a beach. Can you tell us about that?

Gilbert: We always took off on missions with a full fuel load but we did run low on fuel on some of our longer missions. We were just in the type of aircraft that was limited to five-and-a-half hours. That was the best we could get out of the old B-17F. Some planes ran out of fuel and ditched in the channel. Some landed at other bases and there were several emergency grass strips near the shoreline, along the coast of Britain. I landed at both on two separate occasions. I can also remember one time landing at an alternate base. They just didn't have quite enough fuel to get home.

ROTOR: You flew B-17Fs on all kinds of missions. Your Group C.O. was General Curtis LeMay, who you have described as a very intelligent taskmaster. LeMay is referred to as the "Father of the Strategic Air Command (SAC)." He designed the tactical formation flown by all members of the 8th Air Force. Can you recall any particularly noteworthy assignments while under General LeMay?

Gilbert: After I finished my missions and tour, I was assigned to Wing Headquarters as sort of an Operations Officer under General LeMay. My job was to visit new groups who were arriving regularly and to fly practice missions with them — critiquing them in order to help improve formation

flying. It was so important to learn how to fly good tight formations for survival. General LeMay designed the formation we were flying. I was however, anxious to return home, and after two months I personally asked General LeMay to transfer me back to the States.

ROTOR: General LeMay had an engineering background and was rated as a navigator-command pilot and rated bombardier. Did he fly any missions?

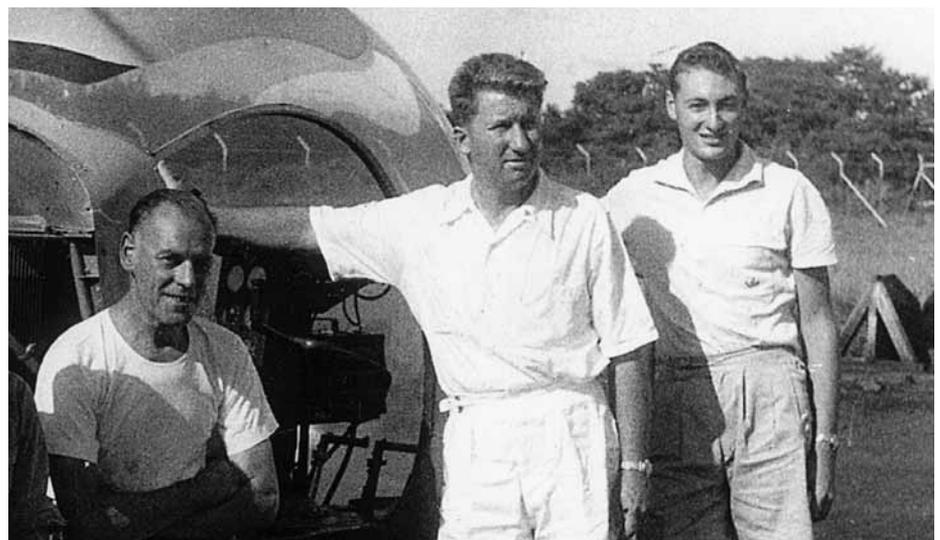
Gilbert: General LeMay flew every mission until he was transferred to Wing Headquarters. There he also flew missions — but not every mission.

ROTOR: When weather conditions were bad, you would fly practice missions. Can you describe these practice missions?

Gilbert: Practice missions were flown along the coast, in an area called the "wash." They involved formation flying that included bombing and gunnery practice. General LeMay thought that we were not hitting as close as he thought we should. So he would go up with us and we'd practice bombing and then we'd practice aerial gunnery at a target towed by a Douglas A-20 aircraft.

ROTOR: You completed your combat tour in October of 1943. Then returned to the U.S., where you

Fred is pictured second from right with the maintenance crew. Borneo, 1956.





Taking a momentary break at day's end after a 200 mile trip from oil company town of Sarong, New Guinea to seismic camp. Fred carried extra fuel in jeep cans.

were assigned to the Air Transport Command, 5th Ferry Group, in Great Falls, Montana until the end of the war. After serving with the 5th Ferry Group, you were then assigned to Strategic Air command at Smoky Hill Air Force Base, Salina, Kansas for four years, and discharged in 1950. You delivered new aircraft from factories to modification facilities and airfields in the U.S. and overseas for Air Transport Command and SAC. They were mostly B-29s. There were also B-17s, B-24s, C-47s, and A-26s. Are there any particularly interesting stories to tell about your time with Air Transport?

Gilbert: Ferry Command work was high priority. I spent a lot of time in the air. We were extremely busy ferrying airplanes. My main job was ferrying Boeings in Seattle, mostly B-29s or B-17s, to various modification centers. We had one big one in Denver, one in Oklahoma City, and one in Birmingham, Alabama. We would pick up a B-29 at Boeing in Seattle, then fly east to a modification center, take another B-29 to another modification center or a new group staging area. They had to keep the B-29s coming off the line so when they had to make a change, they wouldn't have to stop the whole line. They had separate centers to do that. We would take them. Maybe to Denver, take another to Oklahoma City, and maybe a third to Birmingham. Then

we would take the airlines back to Seattle, pick up another airplane and repeat the process. Then we would return to home base for clean clothes after about two weeks, then return to Boeing and repeat the process. I got a lot of my sleep on the airlines for a couple of years.

ROTOR: You went to helicopter school on the GI Bill in 1951, attending flight school at Johnson Flying Service, in Missoula, Montana. What interested you in helicopters?

Gilbert: Well, I wasn't really thinking about helicopters when I was discharged. A friend of mine, Harry Windus, who I met while in the service

in England and had flown with when I was in the Ferry Command, had gone to work flying helicopters for Herm Poulin in Yakima, Washington in 1948 or 1949. He had joined the Canadian Air Force in 1940 and we met when he was transferred to the U.S. Army Air Corps in England. He contacted me in 1950 when I was discharged, and suggested I might be interested in starting a helicopter business with him. I thought that might be a good idea and I moved up to Yakima and went to helicopter school — Johnson Flying Service. We were doing mostly agricultural work — crop dusting, forest survey work, wild horse roundup, and anything to keep the machines working.

ROTOR: You performed agricultural work in Washington and Oregon for two years in a self-employed partnership arrangement, using two leased helicopters from Herm Poulin. Agricultural work has its challenges. Avoiding powerlines and telephone lines is a major concern of pilots. Did you enjoy this kind of work?

Gilbert: I did not especially enjoy agricultural work. It was long hard hours and dependent on good weather. When we weren't out flying, we were looking for work. It is not the easiest work in the world.

ROTOR: When you were in India during the early days of helicopter use,

Fred standing next to his loaded helicopter, ready to take off for his next assignment in New Guinea.





A tow by elephant back to camp after a hard landing. India, 1953.

the locals were pretty amazed at the helicopter — how it could hover and the things it could do.

Gilbert: In all of the countries that I worked — India, Borneo, or Venezuela, or wherever we were — the local population was amazed to see a helicopter, and large crowds often formed — sometimes creating a dangerous situation. They had no idea what might happen if they got too close to one of the rotors. On one occasion that I am aware of, it even resulted in a fatality. It happened in India. The local people came up and held a pipe up to see what the rotor was doing. He happened to be facing the way the rotor was coming, and the pipe hit him and killed him. The crowd was ready to lynch the pilot. If it hadn't been for an observer, one of the local politicians, who settled the crowd down, I don't know what would have happened.

ROTOR: You worked overseas for seven years in oil exploration support conducting seismic offshore platform and sling work in New Guinea, India, Pakistan, Borneo, and Venezuela. You flew foreign oil exploration support work for AF Helicopters of San Fernando, California. The company later became known as World Wide Helicopters. You also transported buildings, derrick, machinery, drilling pipe, and personnel. What was it like working in a rainforest?

Gilbert: Well it was pretty primitive. We were either working in tents or off of a houseboat someplace out on a river. It wasn't the easiest of conditions, but I guess it was just work. It was something new, something different to do. The most interesting job I can recall was flying a complete well drilling operation 16 miles over rainforest with S-55s. When working in the rainforest, we lived on a houseboat near the site for three weeks, then one week in the oil company headquarters. Sometimes we would be as much as 100 miles from our main base. The oil company flew us out for breaks in a Gruman Mallard.

ROTOR: What kind of work were you doing in Venezuela?

Gilbert: Our work in Venezuela was mainly supply of men and materials to oil drilling platforms in Lake Maricaibo.

ROTOR: You had a memorable moment when, just seven months into your two-year contract in Venezuela, there was a revolution. Armed troops were everywhere. It was a very unstable environment to work in.

Gilbert: That's true. I had just gone down there on a two-year contract. They had a revolution. There were armed people all over the streets. People that had probably never carried a gun before were walking around town. We had a 5:00 p.m. curfew. They would on occasion turn off the electricity and gas. I had a tough time getting to the heliport. It was a very unstable situation. I had to navigate through two check points going and coming to get to the helicopter base, and had to contend with the curfew. My three children were attending school down there at an oil company school. Some days they had school and some days there would be no school conducted. One day there was an accident. A crowd had overturned a school bus. At another point, I was briefly jailed. I then decided I wanted

Pausing for a photograph with a curious group of smiling locals. Borneo, 1955–1956.



to get out of Amazonia. We sold off what we could and left.

ROTOR: You returned to the U.S. in 1958, and went to work for the U.S. Department of the Interior (Bonneville Power Administration) for the next 25 years, flying year-round powerline patrol in all kinds of weather. Looking back, can you tell us what stands out during your long association with Bonneville Power?

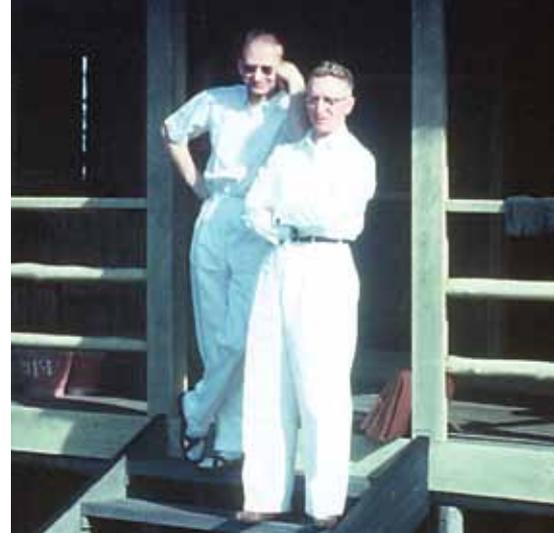
Gilbert: Flying for Bonneville Power was a good job. It was outdoor work in beautiful country. I was my own boss. My area was from the Cascade Mountains in western Washington, all the way east to Butte, Montana, and from the Canadian border south to Klamath Falls, Oregon. I flew with a lineman who assessed any problem we found and radioed the program maintenance personnel. We normally were away from home from Monday to Friday. We were flying for five hours at 50 to 100 feet from the power lines. That can get monotonous at times, but we could land and take a break whenever we wanted. It was interesting work. We saw lots of wildlife at different times of the year. There were deer, elk, moose, bears, antelope, and wild horses. I would get periodic breaks from patrol, sometimes for three or four weeks at a time, to work with the design department looking for new routes for power lines, or with

construction crews hauling materials and also performing some sling work. The 25 years went by pretty fast.

ROTOR: You retired in 1983 and moved to Hawaii, then went back to work for two helicopter tour operations during the next 10 years. You flew nine years for Kenai and one year for Blue Hawaiian Helicopters. It must have been very enjoyable work. You got a chance to view the beautiful scenery; the volcanoes, beaches, waterfalls, and migrating whales. Can you share a particular experience that stands out regarding your tour flight work in Hawaii?

Gilbert: Like you say, it was interesting. I was kind of bored just sitting around, and working with a group of young people was interesting. I was the only World War II pilot working over there. The other boys were Vietnam veterans. They gave me quite a bit of slack. They figured that if I'd lived that long, they should give me some edge. So they didn't crowd me when I spent an extra 10 minutes on a tour to show people some more whales or something like that. I think probably the most interesting time was when the Kilauea Volcano on the Big Island was erupting. All the tour companies sent helicopters from the other islands. It was a very popular tour. We would fly some long hours then. It was something to see.

Standing by his Bell while on the job in Pakistan.



Knutte Flint and partner Harry Armstrong, of AF Helicopters, Inc., two of the original 15 operators and representatives that on December 13, 1948 met to form a helicopter association that would later become HAI, stop in for a visit Fred in Borneo.

ROTOR: One of the first helicopters that you flew was number 11-H. supposedly it was the 11th helicopter that Bell sold commercially. Can you talk about that?

Gilbert: One of the first helicopters I flew was used for crop dusting, number 11-H. It was an open two-seater with just a windshield, a 150 Horse Power Franklin Engine, 300 hours to overhaul, 25 hour transmissions that had to be torn down every 25 hours. We had to put new springs behind the bearings. It was just a primitive aircraft, with just a few instruments that you could count on one hand. Just a compass, an altimeter, and the rotor gauges.

ROTOR: You retired again in 1994 and moved to the Pacific Northwest. You still attend the HELI-EXPO®s when you can. You say you sometimes meet someone you worked with over the years.

Gilbert: Yes, I enjoy seeing old friends such as Paul Morris of Kenai and Sunshine Helicopters; Ross Scott of Sunshine Helicopters; Dave and Patricia Chevalier of Blue Hawaiian Helicopters; Bud Lofsted, and Christy and Cornelius Johnson of Kanai Helicopters.

ROTOR: What do you remember about the early HELI-EXPO®s?

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Preparing for a bombing raid during World War II.

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Gilbert: What I find interesting about all the HELI-EXPO®s I have attended is the progress of the helicopter industry, and comparing the equipment we used then with what is available today.

ROTOR: You have known a number of helicopter pioneers throughout your career. To name a few: Bob Johnson of Johnson Flying Service; Hermon Poulin of Yakima, Washington; Knute Flint and Harry Armstrong of AF Helicopters; Bud Loftsted of Kenai Helicopters. That's quite a list. I understand that Knute Flint was involved in transporting a complete oil rig by helicopter in New Guinea in 1954. You believe that it may have been a first.

Gilbert: Well, that's true. It's the first I had heard of. There were newspaper articles about it, and pictures. It showed the two old S-55s hauling the drilling rig 26 miles into the rainforest. We were operating out of a houseboat out on the edge of an island. We hauled everything in there, including the pipe and building material, and of course the rig itself. We'd pass one another going in and out. It was a very interesting operation. Readers Digest ran a feature story on Knute and his contribution to the helicopter industry, which was published in the mid-1950s.

ROTOR: Fred, you currently live in Spokane, Washington in a retirement complex. What do you do to keep busy?

Gilbert: I moved back to Spokane to be near my family. I could not find anyone that wanted to hire a 90 year-old pilot! I discovered you can't just sit around and watch TV all the time, so I read in the paper that playing bridge would stave off dementia and keep your mind active, so I took lessons at the Senior Center and joined a bridge club and play two or three times a week — sometimes even in a tournament. I walk my dog twice a day and go to the health club a couple of times per week. I

Spectators gather around Fred's helicopter, which had arrived to aid in flood relief.



try to keep my apartment reasonably neat. I make occasional trips to visit family or friends, and an annual trip to my WWII Bomb Group Memorial reunion. I may discontinue the reunion trip as I have not seen anyone I actually served with for five years now, only replacement crew members from 1944 and '45. At last year's reunion there were only 57 members. Also, as I have mentioned, I attend the occasional HELI-EXPO®.

ROTOR: Do you have any children?

Gilbert: I have three children. A daughter who lives in Spokane — she's the reason I moved back to Spokane. My wife and I had been living in Arizona for a number of years. Then she passed away. I had a nice place to live and friends, but my daughter kept telling me I should move back closer. I also have a son in Seattle, so I moved back and into a retirement complex that is only two miles from where my daughter lives. So I get to visit her regularly.

ROTOR: And you have another son in Vancouver, British Columbia.

Gilbert: Yes, that is correct.

ROTOR: I understand your daughter had a very interesting job.

Gilbert: Well, I think you are referring to the fact that when we lived in Spokane, she went to Wentworth

College, and during her junior year, we sent her to Nice, University in France, because she was a French major, and while over there, it turned out to be Monte Carlo's hundredth anniversary, and Princess Grace of Monaco needed more help. Through a church and the school, my daughter was hired. She handled the English secretarial duties for Princess Grace and the French secretarial duties the following year when the other secretary left for a year to go on maternity leave. It allowed her a little more time to travel in Europe. Then she returned home to finish college and went into teaching, which she did until she retired three years ago.

ROTOR: You have a grandson in the helicopter business. The apple doesn't fall far from the tree, does it?

Gilbert: No, I guess not. Neither of my sons seemed to be interested in helicopters, but my grandson was. My grandson, Jason Rubright, has his own helicopter operation in Yakima, Washington. It's called J.R. Helicopters, for Jason Rubright. He operates two helicopters, a Bell and an A-Star. He does a lot of agricultural work and he also hires out doing odds and ends, which all helicopter operators do. He's hired his helicopter out to film movies and to do forest service work, and just about anything you can do to make a living.

ROTOR: During your career, you have seen many different skill sets that have become prioritized over the years. You have mentioned how planes simply followed each other to destinations. That got you to thinking about how back then pilots really had to fly, never really sure what would happen because they lacked the benefit of all the tools we have and take for granted today. For instance, it seems like it would be hard for airline pilots to fly with their heads up, looking out the window, since they have to constantly look down at their instruments.

PHOTO BY DAVID OSBORNE, HAI



Fred moved back to Spokane, Washington to be near his family. Still quite active, he quips, "I could not find anyone that wanted to hire a 90 year-old pilot!"

Gilbert: It was a whole different thing in the airlines back in the early days. They weren't anything like they are now, as far as "Following one another." I was stationed in Karachi, Pakistan. We had a helicopter there. I was working on a pipeline job north of Karachi, and we shared a hangar with Quantas Airline. We spoke to some of their pilots and they were telling us some stories about their planes flying to India or parts of Africa, and how every once in a while one would follow the other because it was all celestial navigation in those days. No GPS or anything like that. All the airlines and the military had to use celestial navigation for long flights. Every plane had to have a rated navigator as a crew member until the advent of GPS. In fact, the captain was required

Fred's late wife Delores on the beach in Borneo.



to have a navigator's rating in the early days. It was not unusual to see the captain plot a celestial fix just for practice. The rules were not as stringent in those days. The captain had the final say and some of them ran a pretty casual flight. Those were the days when the cockpit door was always open and you could usually go up and visit the pilot when you wanted to. I spent many hours as an airline passenger during the 40s and 50s. I became quite well acquainted with the pilots on one particular airline and occasionally I would go up and sit in the co-pilot's seat while the co-pilot took a break.

ROTOR: Your flight hours for military fixed-wing are 2,500, and your flight-hours for helicopters is logged at 25,000. That's a pretty impressive record, as is your safety record, for which you received a plaque from Bell Helicopter for 24,000 accident-free hours flying in Bell Helicopters. Obviously safety is important to you. Can you give today's young pilots some words on safety?

Gilbert: Use common sense. Don't be ashamed to land or turn around when something about your aircraft or the weather does not seem right. Don't get too cocky. Don't get ahead of your airplane or helicopter. Whatever it takes, don't feel that you have to just push through regardless. You'll live a lot longer. I know that in my lifetime, and I suppose every other pilot's lifetime, there have been situations that he wished he'd never gotten into.

ROTOR: Fred, thank you so much for sharing your wonderfully rich history with our *ROTOR* readers. Your career and accomplishments have contributed greatly to the rotorcraft industry. On behalf of the Helicopter Association International, the readers of *ROTOR* magazine, and the helicopter industry, I want to extend my sincere appreciation for this interview. **R**

Martin J. Pociask is Director of Communications for **HAI**.