



Floats Fuel Cells, Inc.  
4010 Pilot Dr.  
Memphis, TN 38118  
Phone: 901-842-7110  
[www.ffcfuelcells.com](http://www.ffcfuelcells.com)

FAA REPAIR STATION TH4R544M- A SUBSIDIARY OF LINDEN STREET CAPITAL CORPORATION

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Date: May 2025

Re: Response to Supplier Vendor Audit Evaluation/Survey

Dear Customer,

At Floats and Fuel Cells we have consolidated a certification package for our Maintenance Repair Station.

This package includes a copy of the following:

- Completed Audit Checklist
- FAA Repair Station Air Agency Certification
- Drug and Alcohol Certification
- ISO 9001: AS9100 Certification
- EASA Certification (not listed; in transition to new address)
- Capability List
- Operations Specifications (not listed; in transition to new address)

Thank you for your interest in FFC. For additional information or questions, contact FFC's Quality Department.

Best Regards,

*Bridget Pecoraro*

Bridget Pecoraro  
Quality Manager  
Floats and Fuel Cells  
Office: 901-842-7138  
Email: [bpecoraro@ffcfuelcells.com](mailto:bpecoraro@ffcfuelcells.com)





Floats & Fuel Cells, Inc.  
4010 Pilot Dr.  
Memphis, TN 38118  
Phone: 901-842-7110  
[www.ffcfuelcells.com](http://www.ffcfuelcells.com)

| <b>Certificates</b>     | <b>Certificate Number</b> |                         |
|-------------------------|---------------------------|-------------------------|
| <u>FAA</u>              | <u>TH4R544M</u>           | <i>(Repair station)</i> |
| <u>Drug/Alcohol</u>     | <u>CONN671B</u>           |                         |
| <u>ISO 9001/ AS9100</u> | <u>12986</u>              | <i>(Manufacturing)</i>  |
| <u>EASA</u>             | <u>EASA.145.4448</u>      | <i>(Repair Station)</i> |
| NAICS                   | 336413                    |                         |
| Cage Code               | 7ZJL4                     | <i>(Repair Station)</i> |
| Cage Code               | 7Z8Q5                     | <i>(Manufacturing)</i>  |
| DUNS                    | 106-299-076               |                         |



## Company Survey Audit

| A | GENERAL   | Yes | No | N/A | Comments                                |
|---|---|-----|----|-----|---|
| 1 | Does the provider hold an FAA Air Agency or Transport Canada AMO Certificate?   | x   |    |     | 14 CFR Part 145 Air Agency Certificate  |
|   | a) Certificate # TH4R544M   | x   |    |     |   |
|   | b) Operation Specifications attached  | x   |    |     |   |
| 2 | Does the Provider only perform work for which it is authorized on it's Op Spec? | x   |    |     |   |
| 3 | Are the person(s) directly in charge of maintenance authorized on it's Op Spec? | x   |    |     |   |
|   | a) Certificates to include company employees and subcontract personnel?         | x   |    |     | No subcontracting allowed per RSM, ref. |
| 4 | Does the repair station observe duty time limitations?                          | x   |    |     |   |

| B | QUALITY ASSURANCE   | Yes | No | N/A | Comments |
|---|---|-----|----|-----|----------|
| 1 | Is there an established Quality Control Program?  | x   |    |     |          |
| 2 | Does the provider have an up to date QC manual that covers the FAR manual requirements?   | x   |    |     |          |
|   | a) Does it detail duties, responsibilities and reporting  | x   |    |     |          |
|   | b) Is the manual current and available to employees in acceptable formats: i.e. paper, CD Rom, intra net?   | x   |    |     |          |
| 3 | Does the provider have an internal audit and surveillance function?   | x   |    |     |          |
|   | a) Do you have an established schedule?   | x   |    |     |          |
|   | b) Is there an established procedure to provide corrective actions for discrepancies?   | x   |    |     |          |
|   | c) Is there evidence appropriate corrective actions have been applied when necessary?   | x   |    |     |          |
| 4 | Do you maintain a file of audit findings and corrective actions for 3 years?  | x   |    |     |          |
| 5 | Does the provider have an established procedure to ensure segregation of military and commercial parts/ components?   | x   |    |     |          |
| 6 | Does your company maintain an approved vendors list?  | x   |    |     |          |
|   | a) Do Receiving Inspection and Purchasing Department receive copies of the approved vendor's list?  | x   |    |     |          |
| 7 | Does the provider have a procedure for reporting defects or non-airworthy conditions to the FAA concerning significant findings within 96 hours of the discovery? | x   |    |     |          |



## Company Survey Audit

| C | INSPECTION   | Yes | No | N/A | Comments        |
|---|--|-----|----|-----|-----------------|
| 1 | Does the provider use appropriately licensed/authorized maintenance personnel to sign the maintenance releases, airworthiness releases, inspections, etc. Such personnel shall have met the applicable authority requirements? | x   |    |     |                 |
| 2 | Does the provider ensure a proper separation of maintained and inspection responsibilities if they perform required inspections?   | x   |    |     |                 |
| 3 | Does the provider maintain an up to date roster of persons authorized to conduct required inspections and any restrictions imposed?  | x   |    |     |                 |
| 4 | Does the provider maintain a roster that identifies all personnel authorized for return to service?  | x   |    |     |                 |
| 5 | Does the roster maintain a roster identifying all supervisory and inspection personnel?  | x   |    |     |                 |
| 6 | If stamps are used, is there an acceptable system for the control of stamps for authorized personnel?  |     |    | x   | No stamps used. |
| 7 | Does the provider have an acceptable receiving inspection program?   | x   |    |     |                 |
|   | a) Does the provider have an acceptable procedure to identify customer parts?  | x   |    |     |                 |
|   | b) Does the provider inspect and maintain traceability certification on all parts and raw materials?   | x   |    |     |                 |
|   | c) Are incoming shipments checked to the requirements of the Repair or Purchase order?   | x   |    |     |                 |
|   | d) Are inspected items properly segregated from material awaiting inspection?  | x   |    |     |                 |

| D | TECHNICAL DATA  | Yes | No | N/A | Comments |
|---|---|-----|----|-----|----------|
| 1 | Is a specific individual by title responsible for the Technical Publications Program?   | x   |    |     |          |
| 2 | Does the Technical Publications department maintain a record of all manual revisions?   | x   |    |     |          |
| 3 | Does the provider have the required technical data and or publications and the specification to perform the repair/overhaul OEM specifications? | x   |    |     |          |
| 4 | Are there established approved procedures controlling revisions in manuals deviating from OEM specifications?                                   | x   |    |     |          |



## Company Survey Audit

|   |   |   |  |  |  |
|---|---|---|--|--|--|
| 5 | Are components overhaul manuals properly identified and available to all maintenance /QA personnel? | x |  |  |  |
| 6 | Is there a system to control working copies of manuals to ensure they are revised with the master?  | x |  |  |  |
| 7 | Is technical data stored in a manner that will protect it from dirt and damage?                     | x |  |  |  |

| E  | CALIBRATED TOOLS  | Yes | No | N/A | Comments |
|----|---|-----|----|-----|----------|
| 1  | Does the provider have a calibrated tool program?   | x   |    |     |          |
| 2  | Is a specific individual by title responsible for the Calibrated Tooling Program?   | x   |    |     |          |
| 3  | Are all tools that require calibration on the Calibrated Tool List?   | x   |    |     |          |
| 4  | Are all tools calibrated to NIST standards?   | x   |    |     |          |
| 5  | Is there a system to identify each tool in the program, it's calibration frequency and it's calibration due date?                                 | x   |    |     |          |
| 6  | Does the provider have a procedure for controlling and/ or preventing out-of-service and due-for-calibration tools and equipment from being used? | x   |    |     |          |
| 7  | Does the provider have a procedure to control the calibration of employee owned tools and gauges?   | x   |    |     |          |
| 8  | Did a sample check of tooling indicate that the tooling is within calibration?  | x   |    |     |          |
| 9  | Are the tools in serviceable condition, clean, and properly stored?   | x   |    |     |          |
| 10 | In a sample comparison of the tools to the master tool list, did the due dates, P/N, etc. match?  | x   |    |     |          |
| 11 | Do the records:   | x   |    |     |          |
|    | a) Show the date calibrated?  | x   |    |     |          |
|    | b) Identify vendor that performed calibration?  | x   |    |     |          |
|    | c) Show calibration due date and frequency?   | x   |    |     |          |
|    | d) Details of adjustments and repairs?  | x   |    |     |          |
|    | e) Show P/N and S/N of the standard used?   | x   |    |     |          |



## Company Survey Audit

| F  | MATERIALS/ PARTS/ SUPPLIES   | Yes | No | N/A | Comments     |
|----|--|-----|----|-----|--------------|
| 1  | Is access to stock room and material storage areas controlled to prevent unauthorized stocking or removal?   | x   |    |     |              |
| 2  | Does provider have a quarantine area for rejected parts awaiting disposition?  | x   |    |     |              |
| 3  | Does your company have a documented procedure to assure that scrapped parts are either returned to the customer or mutilated beyond repair?  | x   |    |     |              |
| 4  | Do you maintain a record of all life limited parts that are scrapped for two years?  | x   |    |     |              |
| 5  | Does the record include that part number and serial number of the part and the date scrapped?  | x   |    |     |              |
| 6  | Do the parts in bins, plastic bags, etc., match the part numbers on the containers?  | x   |    |     |              |
| 7  | Does the provider handle any ESD parts?  |     |    | x   | No ESD Parts |
| 8  | Are sensitive parts and equipment (O-rings, oxygen parts, ESD devices, etc.) properly packaged, identified and stored to prevent damage, contamination, electrostatic discharge and/or loss? | x   |    |     |              |
| 9  | Are controls adequate to properly segregate customer furnished material to assure its use in the intended end items?   | x   |    |     |              |
| 10 | Are flammable, toxic or volatile materials properly identified and stored?   | x   |    |     |              |
| 11 | For non-aircraft parts, materials and/or maintenance activities, are they adequately segregated from the aircraft function?  | x   |    |     |              |
| 12 | Are high pressure bottles correctly labeled and properly stored and secured?   | x   |    |     |              |
| 13 | Does the Repair Station provide material/parts certifications with every shipment?   | x   |    |     |              |

| G | SHELF LIFE PROGRAM  | Yes | No | N/A | Comments |
|---|---|-----|----|-----|----------|
| 1 | Does the provider have a documented shelf life program?   | x   |    |     |          |
| 2 | Does the program assign program responsibility to a specific person?  | x   |    |     |          |
| 3 | Does the program list parts and materials that have shelf life limits?  | x   |    |     |          |
| 4 | Does each shelf life item have the shelf life expiration limit displayed and is the item properly identified? | x   |    |     |          |



## Company Survey Audit

|   |   |   |  |  |  |
|---|---|---|--|--|--|
| 5 | Is there an adequate system to assure that no item will be issued or used past its expiration date? | x |  |  |  |
| 6 | Were items sampled for shelf life within limits?  | x |  |  |  |

| H  | TRAINING  | Yes | No | N/A | Comments |
|----|---|-----|----|-----|----------|
| 1  | Does the provider have a documented training program?   | x   |    |     |          |
| 2  | Does the provider have sufficient training facilities/space and instructors, either employed or contracted?   | x   |    |     |          |
| 3  | Does it include all mechanics, inspectors and technical supervisors?  | x   |    |     |          |
| 4  | Does the training program employ a scheduling method that assures all required initial training is accomplished and recurrent training is accomplished on time? | x   |    |     |          |
| 5  | Are accurate files kept that contain all training certifications, OJT records and copies of certificates?   | x   |    |     |          |
| 6  | Are special authorizations such as inspection and airworthiness releases identified and documented?   | x   |    |     |          |
| 7  | Are training records for mechanics, inspectors and supervisors retained for two years after the person leaves the company?                                      | x   |    |     |          |
| 8  | Does the Training Program include training in the knowledge and skills related to human performance?  | x   |    |     |          |
| 9  | Does the Training Program assure maintenance personnel with technical responsibilities have the requisite knowledge of regulations, standards and procedures?   | x   |    |     |          |
| 10 | Does the Training Program include a training and qualification program for auditors used in the QA Program?   | x   |    |     |          |

| I | FACILITIES   | Yes | No | N/A | Comments |
|---|--|-----|----|-----|----------|
| 1 | Does the facility meet all of the requirements for housing facilities and capabilities for work to be performed? | x   |    |     |          |
| 2 | Overall, are the work areas, shops, hangar and offices clean and orderly?  | x   |    |     |          |
| 3 | Does your company provide adequate security for customer parts in its possession?                                | x   |    |     |          |
| 4 | Is the security system reviewed periodically by management or an outside vendor?                                 | x   |    |     |          |
| 5 | Are components returned in an appropriate shipping container or as specified by the customer?                    | x   |    |     |          |



## Company Survey Audit

|    |   |   |  |  |  |
|----|---|---|--|--|--|
| 6  | Are "No Smoking" areas clearly identified and is the provider in compliance with its State laws regarding authorized locations?                       | x |  |  |  |
| 7  | Are there sufficient fire extinguishers, inspected annually by the Fire Marshall or supplier and are monthly checks completed by provider management? | x |  |  |  |
| 8  | Are fire stations identified and can one be found easily from any work location?  | x |  |  |  |
| 9  | Are fire lanes, doors, alarms, blankets, hoses, axes and extinguishers clear of obstructions?   | x |  |  |  |
| 10 | Are safety guards in place on power equipment and is there evidence of periodic cleaning and inspections of the equipment operations?                 | x |  |  |  |
| 11 | Does the provider maintain shop personnel safety records?   | x |  |  |  |
| 12 | Are parts and materials properly identified and stored to prevent accidental falls, slips and trips?  | x |  |  |  |
| 13 | Are oil and all liquid 55 gal drums kept in a containment area after opening to prevent spills into the sewer/waste water system?                     | x |  |  |  |
| 14 | Are oil and other liquid 55 gal drums (non-plastic) properly grounded to prevent the possibility of sparks?   | x |  |  |  |
| 15 | Are spill kits or equivalent available for use?   | x |  |  |  |
| 16 | Are there sufficient eye wash stations which are clearly marked, clean and inspected routinely?   | x |  |  |  |
| 17 | Do stands & ladders have the maximum weight placards or markings and the last inspection dates?   | x |  |  |  |
| 18 | Are electrical boxes clearly identified and free from obstruction to access the doors?  | x |  |  |  |
| 19 | Are oxygen and other high pressure bottles properly identified & stored, secured with chains or equivalent?   | x |  |  |  |
| 20 | Are first aid kits clearly identified?  | x |  |  |  |



## Company Survey Audit

| J | STORAGE   | Yes | No | N/A | Comments |
|---|---|-----|----|-----|----------|
| 1 | Does the provide have a facility of adequate size to house all necessary tooling, equipment, materials and parts? | x   |    |     |          |
| 2 | Does storage adequately protect parts, materials and customer's units from damage, theft and contamination?       | x   |    |     |          |
| 3 | Is the environment appropriate to protect workers so the quality of the workmanship is not impaired?              | x   |    |     |          |
| 4 | Do the facilities storage areas have adequate lighting?   | x   |    |     |          |
| 5 | 5 Is the storage separate from shop and work areas?   | x   |    |     |          |
| 6 | Do shipping and receiving areas have adequate space, lighting, shelving, security and fire protection?            | x   |    |     |          |
|   | a) Is there space to safely store suitable shipping containers and protect them from damage?                      | x   |    |     |          |

UNITED STATES OF AMERICA  
DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION

# Air Agency Certificate

*Number* TH4R544M

*This certificate is issued to*

**FLOATS AND FUEL CELLS**

*whose business address is*

**4010 Pilot Drive  
Memphis, TN 38118**

*upon finding that its organization complies in all respects  
with the requirements of the Federal Aviation Regulations  
relating to the establishment of an Air Agency, and is  
empowered to operate an approved* **REPAIR STATION**

*with the following ratings:*

**LIMITED FLOAT  
LIMITED EMERGENCY EQUIPMENT  
LIMITED SPECIALIZED SERVICES**

*This certificate, unless canceled, suspended, or revoked,  
shall continue in effect* **INDEFINITELY**

*By direction of the Administrator*

*Date issued:*

**October 5, 1998  
Reissued May 23, 2025**

**Joshua J. Brown  
Manager, AFG-400-CE-21 Memphis FSDO**

**This Certificate is not Transferable, AND ANY MAJOR CHANGE IN THE BASIC FACILITIES, OR IN THE LOCATION THEREOF,  
SHALL BE IMMEDIATELY REPORTED TO THE APPROPRIATE REGIONAL OFFICE OF THE FEDERAL AVIATION ADMINISTRATION**

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*Any alteration of this certificate is punishable by a fine of not exceeding \$1,000, or imprisonment not exceeding 3 years, or both*

**Raffaele IOVINELLA**  
Maintenance Organisation Oversight Section Manager  
Flight Standards Directorate

2025 /IFPF315459/Flight Standards  
Cologne, 16 June 2025

The Quality Manager  
FLOATS AND FUEL CELLS  
4010 PILOT DRIVE  
38118 MEMPHIS TENNESSEE  
UNITED STATES

**Subject: Revision of EASA Part-145 approval in accordance with the provisions of the Agreement between the United States of America and the European Community on Cooperation in the Regulation of Civil Aviation Safety.**

Enclosure: EASA Part-145 approval certificate

Dear Sir or Madam,

Following a positive recommendation from the FAA the European Union Aviation Safety Agency hereby accepts the changes to your EASA Part-145 approval:

**EASA.145.4448**

Subject to continued compliance with the FAR 145 and the EASA special conditions as detailed in the Agreement between the United States of America and the European Community on Cooperation in the Regulation of Civil Aviation Safety and associated Maintenance Annex Guidance (MAG), your renewal date will be:

**31 January 2027**

To ensure that the FAA and EASA have sufficient time to process your renewal please provide your renewal paperwork package at least 90 days before the date above. Do refer to the latest renewal procedures and documents available from <https://www.easa.europa.eu/> to avoid delays.

This certificate supersedes the previous revision of the approval certificate. Please destroy the superseded certificate. There is no need for you to return it to the Agency.

Should you have further queries, please do not hesitate to contact us at the e-mail indicated below. Please assist us by always quoting your EASA approval number in any correspondence with the Agency.

Yours faithfully,

Maintenance Organisation Oversight Section

**This is a computer generated document valid without a signature**



## U.S. APPROVAL CERTIFICATE

**EASA.145.4448**

Taking into account the provisions of Article 68 of Regulation (EU) 2018/1139 of the European Parliament and of the Council and the bilateral agreement currently in force between the European Community and the Government of the United States of America, the European Union Aviation Safety Agency (EASA) hereby certifies:

### FLOATS AND FUEL CELLS

FAA Number: TH4R544M

**4010 PILOT DRIVE  
38118 MEMPHIS TENNESSEE  
UNITED STATES**

as a Part-145 maintenance organization approved to maintain the products listed in the FAA Air Agency Certificate and associated Operations Specifications and issue related certificates of release to service using the above reference, subject to the following conditions:

1. The scope of the approval is limited to that specified on the 14 CFR part 145 repair station Air Agency Certificate, and the associated Operations Specifications for work carried out in the United States (unless otherwise agreed in a particular case by EASA).
2. The approval scope shall not exceed the permitted EASA Part-145 ratings as detailed in Regulation EC (No) 1321/2014.
3. This approval requires continued compliance with 14 CFR part 145 and the differences as specified in the Maintenance Annex Guidance (MAG), including the use of the FAA Form 8130-3 for release/return to service of components up to and including power plants.
4. Certificates of return to service must quote the EASA Part-145 approval reference number quoted above and the 14 CFR part 145 Air Agency Certificate number.
5. Subject to compliance with the foregoing conditions, this approval shall remain valid until:

**31 January 2027**

unless the approval is surrendered, superseded, suspended or revoked.

Date of issue: **16 June 2025**

Signed:



**For the European Union Aviation Safety Agency**





This is to certify that the Quality Management System of:

**FFC Floats and Fuel Cells**

4010 Pilot Drive, Suite 103  
Memphis TN 38118  
United States of America

applicable to:

**Design and Manufacture and Repair of fuel cells for all aircraft platforms**

has been assessed and approved by  
National Quality Assurance, U.S.A., against the provisions of:

**ISO 9001:2015 and AS9100:2016**

and in accordance with the requirements of AS9104/1:2012.

For and on behalf of NQA, USA

Certificate Number: 12986  
EAC Code: 17  
Certified Since: June 5, 2009  
Valid Until: April 17, 2027  
Reissued: April 18, 2024  
Cycle Issued: April 18, 2024  
Site Structure: Single Site





U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

Aviation Safety

Office of Aerospace Medicine  
Drug Abatement Division  
800 Independence Ave., S.W.  
Washington, D.C. 20591

November 9, 2023

Jeanne Hogenbirk  
HR Manager  
Floats & Fuel Cells, Inc.  
4010 Pilot Drive, Suite 103  
Memphis, TN 38118

Dear Ms. Hogenbirk:

We have processed the Drug and Alcohol Testing Program Registration amendment for Floats & Fuel Cells, Inc. and a copy is enclosed. The registration number, **CONN671B**, has not changed.

The program registration includes the following certificated repair stations or locations:

|   | Name                                 | Part 145 Certificate # | Location         |
|---|--------------------------------------|------------------------|------------------|
| 1 | Floats and Fuel Cells                | TH4R544M               | Memphis, TN      |
| 2 | FFC Services, Inc.                   | N2RR559Y               | Memphis, TN      |
| 3 | Memphis Propeller & Accessories, LLC | MPAR349E               | Olive Branch, MS |

The program registration will expire on November 9, 2026, and we recommend that you submit a registration renewal prior to the date.

If you have any questions, please contact our office at (202) 267-8442 or via email at [drugabatement@faa.gov](mailto:drugabatement@faa.gov).

Sincerely,

**KEVIN G  
KEARNS**

Digitally signed by KEVIN G  
KEARNS  
Date: 2023.11.09 14:03:04  
-08'00'

*for* Heath Hohensee  
Aviation Safety  
Manager, Program Administration Branch  
Drug Abatement Division

Enclosure: FAA Drug and Alcohol Testing Program Registration

# FAA DRUG AND ALCOHOL TESTING PROGRAM REGISTRATION

Registration Type:  New  Renewal for (CONN \_\_\_\_\_)  Amendment for (CONN 671B)

Type of Company:  Contractor (a non-certificated company performing safety-sensitive functions by contract)  
Indicate whether you are:  A Staffing Company  Not a Staffing Company

Multiple Repair Stations (A company with more than one certificated part 145 repair station)  
TH4R544M, N2RR559Y and add MPAR349E  
List repair stations certificate numbers covered by this program registration

Air Traffic Control Facility not operated by the FAA or by or under contract to the U.S. Military

If you are attempting to register a program for a part 135 operation, an air tour operation (under 14 CFR §91.147), or a single part 145 repair station, please call (202) 267-8442, option 7 for guidance before proceeding.

Company Name: Floats & Fuel Cells, Inc.

Doing Business As: Floats & Fuel Cells TH4R544M; FFC Services N2RR559Y; Memphis Propeller MPAR349E

Business Address: (Street) 4010 Pilot Drive Suite 103 (City) Memphis (State) TN (Zip) 38118

Mailing Address: (Street) 4010 Pilot Drive Suite 103 (City) Memphis (State) TN (Zip) 38118

Records Address: (Street) 4010 Pilot Drive Suite 103 (City) Memphis (State) TN (Zip) 38118

(The records address is the location where the FAA would inspect the records you are required to maintain. This should not be the address of a service agent.)

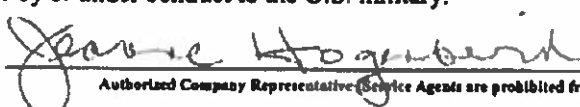
Identify the type of safety-sensitive function(s) included in your program:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Flight Crewmember duties  | <input type="checkbox"/> Aircraft Dispatcher duties  | <input type="checkbox"/> Air Traffic Control duties           |
| <input type="checkbox"/> Flight Attendant duties   | <input type="checkbox"/> Ground Security Coordinator duties  | <input type="checkbox"/> Aviation Screening duties            |
| <input type="checkbox"/> Flight Instruction duties | <input checked="" type="checkbox"/> Aircraft Maintenance or Preventative Maintenance duties <small>(as defined in 14 CFR part 1 and part 43)</small> | <input type="checkbox"/> Operations Control Specialist duties |

Provide a one or two sentence description of the safety-sensitive duties the company provides or will be providing below:  
Repair Aircraft Fuel Cells and Floats. Fuel leak detection and repair. Service and repair of propellers, starter-generators and blower motors.

Indicate how many safety-sensitive individuals are covered by this Program Registration: 82

**Certification Statement:** I certify that I/my company will comply with 14 CFR part 120 and 49 CFR part 40; and I intend to provide safety-sensitive functions, directly or by contract (including subcontract at any tier) to a part 119 certificate holder with authority to operate under part 121 or 135 or an air tour operator as defined under 14 CFR § 91.147; or as an air traffic control facility not operated by the FAA or by or under contract to the U.S. military.

Signature:  Date: November 6, 2023  
Authorized Company Representative (Service Agents are prohibited from signing for the company)

Print Name: Jeanne Hogenbirk Title: HR Manager

Business Phone: 901-842-7114 Cell Phone: 901-428-8845

Facsimile: 901-842-7147 Email Address: jhogenbirk@ffcfuelcells.com

Send the completed form to the FAA's Drug Abatement Division at [drugabatement@faa.gov](mailto:drugabatement@faa.gov) or fax to (202) 267-5200

## DO NOT WRITE BELOW - FOR FAA USE ONLY

FAA Registration number: CONN 671B Registered by: KEVIN G KEARNS  
Digitally signed by KEVIN G KEARNS Date: 2023.11.09 14:02:10 -0800

Registered  Amended Renewed Date: November 9, 2023 Expiration Date: November 9, 2026



**FAA Approved Repair Station TH4R544M  
Capability List**

*This capability list provides compliance with the requirements outlined in 14 CFR §145.215. This list provides a supplement to the FFC Repair Station Operations Specifications that indicates the articles this repair station is authorized to perform maintenance, preventive maintenance, or alterations under the relevant ratings.*

*Revisions to this Capability List will be performed consistent with the Repair Station Manual requiring "Acceptance" by the local FAA FSDO. Before additions are made to this list, the Director, Quality Assurance will ensure this repair station has adequate housing, facilities, equipment, material, technical data, processes, and trained personnel in place to perform the work on the article as required by part 145.*

**LEP/ Record of Revisions:**

| <b>Page Number</b> | <b>Revision Date</b> | <b>Comments</b>   |
|--------------------|----------------------|---|
| Pages 1-2          | Rev. IR<br>3/15/2017 | Edited List of Effective pages. Added Eagle Technologies Company and Meggitt. |
|                    |                      |   |
|                    |                      |   |
|                    |                      |   |
|                    |                      |   |
|                    |                      |   |

**FAA FSDO Acceptance**

**David D  
Hays**

Digitally signed  
by David D Hays  
Date: 2017.03.20  
14:36:44 -05'00'



FAA Approved Repair Station TH4R544M  
Capability List

| APPLIANCE   | MANUFACTURER                              | CONSTRUCTION TYPE   |
|---|---|---|
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sealing | Goodyear/Loral/Engineered Fabric/ Meggitt | FTL & OTL Series, FTL-102, FTL-103, FTL-107 (Nitrile)<br>BTC-12, BTC-17 (Nitrile)<br>BCT-49, BTC-54, BTC-54A (Vithane)<br>BTC-67, BTC-69, BTC-69-1 (Vithane)<br>BTC-72, BTC-85, BTC-85-1 (Vithane)<br>BTC-,86, 88, BTC-96-1 (Vithane)<br>BTC-99, BTC-101, BTC-101-3 (Vithane)<br>PLIOCEL B, C, D, E (Nylon) |
| Fuel Cell All Bladder Type, Crashworthy & Self-Sealing  | U.S. Rubber/Uniroyal/ Amfuel              | US-538N, US-584, US-566R, US-588, US-943 (Nitrile)<br>US534N1, US575, US577A, US581, US566RLL, (Nitrile)<br>US570N, US-570-1, US-571, US572-2, US-577AL, (Nitrile)<br>US-58112, US-759, US-764, US5-766, US-767, US-768, (Nitrile)<br>US-769, US-770, US-965, US-975. (Nitrile)                             |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Firestone/Amfuel                          | "Line-A-Cell" 1567, All types (Nitrile)   |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Aero Tech Services                        | 201/Nitrile Construction  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | FPT Industries LTD                        | Hycalite, Hycatrol, Hycalam series (Nitrile)  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Yokohama Rubber Co.                       | V-3926/Nitrile  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | B.F. Goodrich                             | Nitrile construction  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Klieber Industries                        | All types/Nitrile construction  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | SuperFlexit                               | 6TF12A/ Nitrile, All types  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | FFC Manufacturing                         | 2393 Nitrite, 2315/ Urethane/ P2529 Nitrite   |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Pirelli                                   | AAT 4, All types (Nitrile)  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Fuel Cells, Inc                           | All types/Mile construction   |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | AC Fuel Cells Worldwide / AC Team         | All types/Nitrile construction  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Aerozur                                   | All construction types (Nitrile)  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Marston                                   | Nitrile construction  |
| Fuel Cell: All Bladder Type, Crashworthy & Self-Sea     | Dunlop Rubber                             | Flexelite F66/Nitrile   |
| Helicopter Floats                                       | Aerazur                                   | Neoprene and Urethane   |
| Helicopter Floats                                       | Air Cruiser/Garrett/Zodiac                | Neoprene and Urethane   |
| Helicopter Floats                                       | JCR Industries                            | Neoprene  |
| Helicopter Floats                                       | B.F. Goodrich/SMR Technologies            | Neoprene and Urethane   |
| Helicopter Floats                                       | FPT Industries                            | Neoprene  |
| Helicopter Hosts  | Air Float Systems                         | Neoprene and Urethane   |
| Helicopter Floats                                       | California Inflatables                    | Urethane  |
| Life Rafts and Life Vests                               | Air Cruiser/Garrett/Zodiac                | AD-8, AD-8F, AD-8H, Airline Liferrafts  |
| Life Rafts and Life Vests                               | JCR Industries, Inc                       | SMV2  |
| Life Rafts and Life Vests                               | EAM                                       | EAM-T, T2, T4, T6, T9   |
| Life Rafts and Life Vests                               | Switlik                                   | LWC-4101, LWC-6101, LWC-8101, RP-4101, RP-6101, RP-8101   |
| Removable Integral Fuel Tanks                           | Piper Models PA-32/PA-28                  | PA-28/PA-32 All series: IAW Stc's SA01831AT-D & SA01121AT-D   |
| Integral Fuel Tanks                                     | Mooney Models                             | M20 all series, M22 all series: IAW FFC Repair Procedure M2X-2810-002   |
| Fuel Cell Bladder Type                                  | Eagle Technologies Company                | EMS7  |

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Part A

|  | HQ CONTROL<br>DATE | EFFECTIVE<br>DATE | AMENDMENT<br>NUMBER |
|--|--------------------|-------------------|---------------------|
| 001 Issuance and Applicability                           | 05/06/2022         | 09/22/2022        | 12                  |
| 002 Definitions and Abbreviations                        | 12/14/2017         | 09/22/2022        | 11                  |
| 003 Ratings and Limitations                              | 04/03/2017         | 09/22/2022        | 4                   |
| 004 Summary of Special Authorizations and<br>Limitations | 09/23/1998         | 09/22/2022        | 19                  |
| 007 Designated Persons                                   | 09/08/2021         | 09/22/2022        | 21                  |
| 449 Drug and Alcohol Testing Program                     | 08/30/2021         | 09/22/2022        | 8                   |

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Part D

|  | HQ CONTROL<br>DATE | EFFECTIVE<br>DATE | AMENDMENT<br>NUMBER |
|--|--------------------|-------------------|---------------------|
| 100 Work to be Performed at a Place Other Than the<br>Repair Station Fixed Location(s) | 11/16/2004         | 09/22/2022        | 1                   |

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Operations Specifications

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**A001 . Issuance and Applicability**

**HQ Control: 05/10/2024**  
**HQ Revision: 05g**

a. These operations specifications are issued to Floats and Fuel Cells, a Repair Station located in the United States, pursuant to 14 CFR Part 145, § 145.53(a). The repair station certificate holder shall conduct operations in accordance with 14 CFR Part 145 and these operations specifications.

The certificate holder's address:

Fixed Location:  
4010 Pilot Drive

Mailing Address:  
4010 Pilot Drive

Memphis, Tennessee 38118

Memphis, Tennessee 38118

b. The holder of these operations specifications is the holder of certificate number TH4R544M and shall hereafter be referred to as the "certificate holder".

c. These operations specifications are issued as part of this repair station certificate and are in effect as of the date approval is effective. This certificate and these operations specifications shall remain in effect until the certificate for a repair station that is located in the United States is surrendered, suspended, or revoked.

d. The repair station specified on these operations specifications performs maintenance and/or an alteration of aircraft and/or aeronautical products under a Bilateral Aviation Safety Agreement (BASA).

e. The certificate holder is authorized to conduct the operations described in subparagraph a under the following other business names:

N/A

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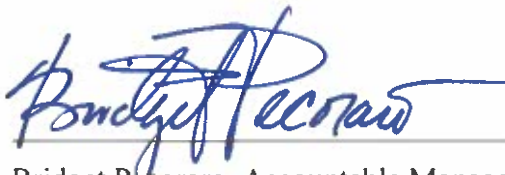
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1. Issued by the Federal Aviation Administration.
2. These Operations Specifications are approved by direction of the Administrator.



Digitally signed by Merrell, Daniel, Principal Maintenance  
Inspector (CE21)  
[1] EFFECTIVE DATE: 9/25/2025,  
[2] AMENDMENT #: 15  
DATE: 2025.09.25 07:09:14 -05:00

3. I hereby accept and receive the Operations Specifications in this paragraph.

  
Bridget Pecoraro, Accountable Manager

10.1.25

Date

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**A002. Definitions and Abbreviations**

**HQ Control: 12/14/2017**

**HQ Revision: 05d**

Unless otherwise defined in these operations specifications, all words, phrases, definitions, and abbreviations have identical meanings to those used in 14 CFR and 49 U.S.C., as cited in Public Law 103-272, as amended. Additionally, the definitions listed below are applicable to operations conducted in accordance with these operations specifications.

|                                 |   |
|---------------------------------|---|
| <b>BASA</b>                     | The Bilateral Aviation Safety Agreement (BASA) is an executive agreement concluded between the United States and a foreign country for the purpose of promoting aviation safety; also known as an Agreement for the Promotion of Aviation Safety.   |
| <b>Certificate Holder</b>       | In these operations specifications, the term "certificate holder" means the holder of the repair station certificate described in these operations specifications in Part A paragraph A001 and any of its officers, employees, or agents used in the conduct of operations under this certificate.          |
| <b>CAAS</b>                     | Civil Aviation Authority of Singapore   |
| <b>CFR</b>                      | Code of Federal Regulations   |
| <b>Class Rating</b>             | As used with respect to the certification, ratings, privileges of airframes, powerplants, propellers, radios, instruments, and accessories within a category having similar operating characteristics.  |
| <b>EASA</b>                     | European Aviation Safety Agency   |
| <b>EASA Accountable Manager</b> | The manager who has corporate authority for ensuring that all maintenance required by the customer can be financed and carried out to the standard required by the EASA full-member Authority.  |
| <b>EU</b>                       | European Union  |
| <b>Exemption</b>                | An authorization that permits an alternate means of compliance with a specific CFR. The exemption must meet the procedural requirements of 14 CFR Part 11.  |
| <b>FOCA</b>                     | Federal Office of Civil Aviation  |
| <b>FAA Accountable Manager</b>  | A person designated by the certificated repair station who is responsible for and has authority over all repair station operations that are conducted under 14 CFR Part 145, including ensuring that the repair station's personnel follow the regulations and serving as the primary contact with the FAA. |

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|  |  |
|--|--|
| <b>Geographic Authorization</b>                                | Authorization provided to a repair station located outside the United States to perform maintenance support under contract for a U.S. air carrier (or an operator of U.S.- registered aircraft under 14 CFR Part 129) at a location other than the repair station's main facility. A geographic authorization is issued by the FAA to respond to a U.S. air carrier's or Part 129 foreign operator's need for maintenance at a station where the frequency and scope of that maintenance does not warrant permanently staffing and equipping the station for its accomplishment. |
| <b>Limited Rating</b>  | A rating issued to repair stations for the performance of maintenance on particular makes and models of airframes, powerplants, propellers, radios, instruments, accessories, and/or parts.  |
| <b>Limited Ratings - Specialized Services</b>                  | Rating issued for a special maintenance function when the function is performed in accordance with a specification approved by the Administrator.  |
| <b>Line Maintenance</b>  | Any unscheduled maintenance resulting from unforeseen events, or scheduled checks where certain servicing and/or inspections do not require specialized training, equipment, or facilities.  |
| <b>MAG</b>   | The Maintenance Annex Guidance (MAG) defines the process that the FAA and EASA undertake in the inspection, findings of compliance certification, and monitoring of repair stations, as well as their joint cooperation in quality assurance and standardization activities in support of the EASA Agreement, Annex 2, Maintenance. The term Maintenance Agreement Guidance (MAG) defines the processes and activities applicable to a specific country under an MIP, and is not associated with the EASA Agreement.   |
| <b>Maintenance</b>   | The inspection, overhaul, repair, preservation, and replacement of parts, but excludes preventive maintenance.   |
| <b>U.S./EU Aviation Safety Agreement, Annex 2, Maintenance</b> | Annex 2 covers the reciprocal acceptance of findings of compliance, approvals, documentation and technical assistance regarding approvals and the monitoring of repair stations/maintenance organizations.   |
| <b>MIP</b>   | Maintenance Implementation Procedures (MIP) are procedures for implementing the provisions of a BASA that apply to maintenance performed under 14 CFR Part 145, Section 145.53(b).   |
| <b>MOE</b>   | A maintenance organization exposition (MOE) pertains to procedural manuals used by maintenance organizations certificated by a foreign country. The MOE along with the FAA Supplement, sets forth the structure and procedures of the repair station to meet the requirements of 14 CFR Part 145 under a MIP.  |
| <b>Preventive Maintenance</b>                                  | As defined in 14 CFR part 1 and part 43 appendix A, subparagraph (c).  |

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**QCM**

Quality Control Manual

**Repair Station located  
in the United States**

A FAA certificated repair station located in the United States.

**Repair Station located  
outside the United  
States**

A FAA certificated repair station located outside of the United States.

**RSM**

Repair Station Manual

- 
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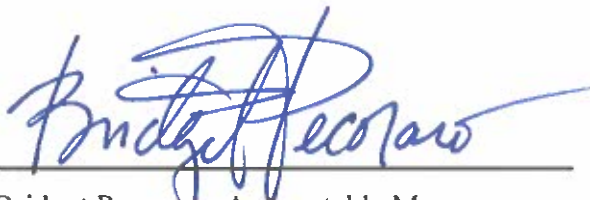
Digitally signed by Merrell, Daniel, Principal Maintenance  
Inspector (CE21)

[1] EFFECTIVE DATE: 9/25/2025,

[2] AMENDMENT #: 12

DATE: 2025.09.25 07:10:34 -05:00

3. I hereby accept and receive the Operations Specifications in this paragraph.

  
\_\_\_\_\_  
Bridget Pecoraro, Accountable Manager

10-1-25  
Date

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Operations Specifications

**A003. Ratings and Limitations**

**HQ Control: 04/03/2017**  
**HQ Revision: 01a**

The certificate holder is authorized the following Ratings and/or Limitations:

**Class Ratings**

None authorized

**Limited Ratings**

| <b><u>Rating</u></b> | <b><u>Manufacturer</u></b>                     | <b><u>Make/Model</u></b>                       | <b><u>Limitations</u></b> |
|----------------------|--|--|---------------------------|
| Emergency Equipment  | From the accepted Capability List, as amended. | From the accepted Capability List, as amended. |                           |
| Floats               | From the accepted Capability List, as amended. | From the accepted Capability List, as amended. |                           |

**Limited Ratings - Specialized Services**

| <b><u>Rating</u></b>                   | <b><u>Specifications</u></b>   | <b><u>Limitations</u></b>   |
|--|--|---|
| From the accepted Capabilities Listing | FCC Engineering Order A-2811-001, as revised. Floats & Fuel Cell Process Spec. #FFC280-1996, as rev, STCs SA01831AT-D; SA01121AT-D; AirForceTO1-1-3, FFC28-1995, FFC-R-100 & 69-210, ACWW-1,-2,-3,-4,-5, &-7. PS2810-001 & M2X-2810-002, as rev. | Use the methods, techniques, and practices prescribed in the current manufacturers maintenance manual or Instructions for Continued Airworthiness, or other methods, techniques, and practices acceptable to the Administrator. |
| Bell Helicopter fuel cross over tubes  | Floats & Fuel Cell Process Spec. B-2811-001, as rev,   | Use the methods, techniques, and practices prescribed in the current manufacturers maintenance manual or Instructions for Continued Airworthiness, or other methods, techniques, and practices acceptable to the Administrator. |

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Inspector (CE21)  
[1] EFFECTIVE DATE: 9/25/2025,  
[2] AMENDMENT #: 5  
DATE: 2025.09.25 07:11:39 -05:00

3. I hereby accept and receive the Operations Specifications in this paragraph.

A handwritten signature in blue ink, appearing to read "Bridget Pecoraro".

Bridget Pecoraro, Accountable Manager

10.1.25

Date

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Operations Specifications

**A004. Summary of Special Authorizations and Limitations HQ Control: 09/23/1998**  
**HQ Revision: 010**

**a. The certificate holder, in accordance with the reference paragraphs, is authorized to:**

|  | Reference Paragraphs |
|--|----------------------|
| Perform safety-sensitive functions requiring a drug and alcohol testing program under 14 CFR part 120            | A449                 |
| Perform work, excluding continuous operations, at additional locations other than at its primary Fixed Location. | D100                 |

**b. The certificate holder is *not authorized and shall not*:**

|   | Reference Paragraphs |
|---|----------------------|
| Use Exemptions.   | A005                 |
| Use an acceptable electronic recordkeeping system, electronic/digital signature, and/or electronic media.   | A025                 |
| Perform maintenance with ratings for repair stations located outside the United States under a Bilateral Aviation Safety Agreement with Maintenance Provisions.   | A060                 |
| Perform work, including continuous operations, at additional locations other than at its primary fixed location.  | A101                 |
| Perform maintenance in accordance with foreign repair station geographic authorizations.  | B050                 |
| Perform line maintenance for cert. holders conducting operations under Parts 121 and 135 and for foreign carriers/persons operating non-U.S.-registered aircraft in common carriage under Part 129, apart from D100 which authorizes that work away from station. | D107                 |

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[2] AMENDMENT #: 20  
DATE: 2025.09.25 07:12:54 -05:00

3. I hereby accept and receive the Operations Specifications in this paragraph.

Handwritten signature of Bridget Pecoraro in blue ink.

Bridget Pecoraro, Accountable Manager

10.1.25

Date

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**A007. Designated Persons**

HQ Control: 09/08/2021  
HQ Revision: 03a

a. The personnel listed in the following table are designated to officially apply for and receive operations specifications for the certificate holder indicated below.

**Table 1 – Designated Persons to Apply for and Receive Authorizations**

| Title  | Name              | Parts Authorized | Email Address |
|--|-------------------|------------------|---------------|
| EASA Accountable Manager, 145                      | Tavoleti, Fred    | A,B,D            |               |
| Director of Quality Assurance / QA Manager         | Kouba, Brian      | A,B,D            |               |
| FAA Accountable Manager, 145 / Accountable Manager | Pecoraro, Bridget | A,B,D            |               |

b. The following personnel listed in Table 2 are designated by the certificate holder to receive Information for Operators (InFO) messages for the certificate holder as indicated below. A receipt for the information by an operator or person is not required.

**Table 2 – Designated to Receive InFO Messages**

| Name | Email Address | Telephone No. | Type of Information to Receive |
|------|---------------|---------------|--------------------------------|
|      |               |               |                                |

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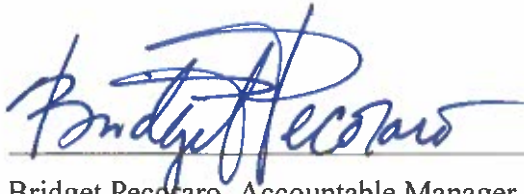
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[2] AMENDMENT #: 27  
DATE: 2025.09.25 07:14:04 -05:00

3. I hereby accept and receive the Operations Specifications in this paragraph.

  
Bridget Pecoraro, Accountable Manager

10.1.25  
Date

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Operations Specifications

**A449. Drug and Alcohol Testing Program**

**HQ Control: 08/30/2021**  
**HQ Revision: 00b**

- a. The 14 CFR Part 145 repair station certificate holder has implemented a drug and alcohol testing program because the certificate holder performs safety-sensitive functions for a 14 CFR Part 121, 121/135, and/or 135 certificate holder, and/or for a 14 CFR Part 91 operator conducting operations under § 91.147.
- b. The certificate holder certifies that it will comply with the requirements of 14 CFR Part 120 and 49 CFR Part 40 for its drug and alcohol testing program.
- c. Drug and alcohol testing program records are maintained and available for inspection by the FAA’s Drug Abatement Compliance and Enforcement Inspectors at the location listed in Table 1 below:

**Table 1**

| <b>Location &amp; Telephone of Drug and Alcohol Testing Program Records</b> |                  |
|---|------------------|
| <b>Telephone Number:</b>  | A2 CONN671B      |
| <b>Address:</b>   | 4010 Pilot Drive |
| <b>Address:</b>   |                  |
| <b>City:</b>  | Memphis          |
| <b>State:</b>   | Tennessee        |
| <b>Zip code:</b>  | 38118            |

d. Limitations and Provisions.

(1) The FAA’s Drug Abatement Division is responsible for oversight and enforcement of the DOT/FAA-mandated drug and alcohol testing program. Questions regarding the program requirements or regulations must be directed to the Drug Abatement Division at 202-267-8442 or drugabatement@faa.gov.

(2) The certificate holder is responsible for updating this operations specification when any of the following changes occur:

(a) Phone number and address where the drug and alcohol testing program records are kept.

(b) If the certificate holder’s number of safety-sensitive employees goes to 50 and above, or falls below 50 safety-sensitive employees.

(3) The certificate holder with 50 or more employees performing a safety-sensitive function on January 1 of the calendar year must submit an annual report to the Drug Abatement Division of the FAA.

(4) The certificate holder with fewer than 50 employees performing a safety-sensitive function on January 1 of any calendar year must submit an annual report upon request of the Administrator.

e. The certificate holder has fewer than 50 safety-sensitive employees.

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[1] EFFECTIVE DATE: 9/25/2025,  
[2] AMENDMENT #: 11  
DATE: 2025.09.25 07:24:33 -05:00

3. I hereby accept and receive the Operations Specifications in this paragraph.

Handwritten signature of Bridget Pecoraro in blue ink.

Bridget Pecoraro, Accountable Manager

10-1-25

Date

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Operations Specifications

**D100. Work to be Performed at a Place Other Than the Repair Station's Fixed Location(s)**      **HQ Control: 05/20/2024**  
**HQ Revision: 05a**

a. The certificate holder is authorized to perform work on a recurring basis at a location other than its fixed location(s) listed in Operations Specification A001, Issuance and Applicability, and, if issued, A101, Additional Fixed Locations, provided it has the facilities, material, equipment, and technical personnel to perform the work authorized in Table 1 below:

**Table 1 - Work Authorized**

| <b>Work Authorized</b> | <b>Repair Station Manual References</b> | <b>Quality Control Manual References</b>   |
|------------------------|---|--|
| Fuel Stand Test        | R-100: 6.5; Fuel Stand Test             | FFC Repair Station Manual & Quality Manual; 2.3.8 - Work Performed Away From Station |

b. Work Authorized. The work authorized in Table 1 above could be the repair station's entire rating(s) or portions thereof.

c. Repair Station Manual (RSM). Table 1 must list the section(s) in the RSM and, if applicable, the Quality Control Manual (QCM) that contain the procedures that govern how the repair station will perform work on a recurring basis at a place other than the repair station's fixed location(s).

d. Continuous Operations. Issuance of this operations specification does not authorize continuous operations at a location away from the repair station's fixed location(s) listed in operations specification A001 and, if issued, A101.

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Inspector (CE21)  
[1] EFFECTIVE DATE: 9/25/2025,  
[2] AMENDMENT #: 4  
DATE: 2025.09.25 07:25:31 -05:00

3. I hereby accept and receive the Operations Specifications in this paragraph.

  
\_\_\_\_\_  
Bridget Pecoraro, Accountable Manager

10.1.25  
Date

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