

April 4, 2014

To Whom It May Concern:

I have had the privilege of working with Mr. David Hughes on the F-35 Joint Strike Fighter Program from 2003 through 2013 as a major subcontractor to Lockheed Martin where Mr. Hughes served as a Systems Senior Staff Engineer.

During this time period, I interacted with Dave through direct interface at meetings and through the interchange of technical Reliability and Safety Analysis reports. These reports documented critical engineering aspects of our system related to effects of failures and response to failures within the system, features that ensured safe and reliable performance and qualitative assessments of overall reliability and safety.

Dave served as a technical reviewer for the documents we prepared. His reviews were always very thorough and his comments were detailed and clear. One of the things that stood out about his commentary was the professionalism and constructive quality providing clear guidance to resolving any potential errors or issues affecting the overall program. Another significant aspect of Dave's efforts is the thoroughness of his reviews. It was always obvious that he had taken the time to do a comprehensive review of the analysis documents.

Dave always made himself available for one-on-one discussions of his document reviews and exhibited an intense desire to produce a document of high integrity that could also be easily understood.

As a person, Dave was always a pleasure to work with. Though clearly exhibiting a high degree of technical competence, he never was condescending and was always very personable. I have learned a lot from him through the years and consider it a privilege to have worked with him.

Sincerely,



Jeffrey Bowen  
Senior Project Reliability Engineer  
Moog Inc.