Today’s Discussion

• About Steven Baldwin Associates

• Relevant Experience

• Overview of Project Scope

• Q&A
• Founded in 2011 by Steve Baldwin, aviation industry veteran and leader.

• Provides a wide range of management support services for airport operators, policymakers and governing bodies.

• Recognized national experts in airport management and governance review/transfer.

• Worked with more than 100 airports throughout North America.

• Supports clients with personalized, individualized service.

• Strives to achieve excellence in all that we do and to become trusted partners to our clients.
About Steven Baldwin Associates, LLC
Core Competencies

- Governance review & transfer applications
- Strategic planning & initiatives
- Organizational review & assessment
- Policy review & development
- Financial review, revenue optimization & business planning

SBA Core Competencies
Founder, President/CEO Steve Baldwin

- A 40-year veteran of the industry.
- Aviation expert and industry leader.
- Previous Senior VP at a large multinational firm’s domestic aviation practice (16 years).
- Served at NYS DOT Aviation Division (14 years).
- Ran daily operations at two airports.
- Governor’s Assist. Deputy Director of the Office of Regulatory Reform.
- Master’s in public administration (SUNY Albany/Rockefeller College).
- Bachelor’s in airport management (FIT).
Sr. Project Manager, Spencer Gillette

• A long-time member of SBA starting in 2014.

• Has worked with over 20 airports throughout the country on issues of policy, governance, strategic planning, and organizational assessment.

• Assisted with the successful governance transfer of GRR, AVL, and TVC.

• Private pilot with an instrument rating.

• Bachelor’s in aviation management and operations (WMU).
Sr. Associate, Steve Busch
  • Financial Assessment

Sr. Associate, Lisa Belt
  • QA/QC

Associate II, Alex Hopson
  • Legislative Analysis

Associate, Rion Haley
  • Research, Editing
Most experienced firm in the nation with successful FAA governance transfers.

• **Recent transfers:**
  – Cherry Capital Airport (MI) October 2021
  – Asheville Regional (NC) June 2017
  – Syracuse Hancock Int’l (NY) 2014

• **Project Elements:**
  – All involved complex, multi-faceted efforts
  – Involved coordinating hundreds of separate details
  – Entailed comprehensive organizational assessments and feasibility studies
  – Reflected in-depth review of organizational ownership, operation, funding, finances, and policies and procedures
Additional governance work includes:

- Victoria Regional Airport (TX)
- University of Illinois – Willard Airport (IL)
- Battle Creek Executive Airport at Kellogg Field (MI)
- Lynchburg Regional Airport (VA)
- St. Cloud Regional Airport (MN)
- Manchester-Boston Regional Airport (NH)
- Greater Rochester International Airport (NY)
- Savannah Hilton Head International Airport (GA)
- Gratiot Community Airport (MI)

Projects include:

- Transfers to Part 139 Operating Certification
- Governance options feasibility studies
- Governance-related policy development and documentation creation
- Strategic business plans incorporating governance review
Overview of Project Scope

Phase 1:
Review & Assessment

Gather Data, Evaluate and Generate Recommendation

Phase 2:
Application & Transfer

Implement Recommendation
Overview of Project Scope

Phase 1: Review & Assessment

– Review of the current governance model of RAP and its efficacy
– Airport Governance Advisory Committee
– Stakeholder Input
– Legislative Review & Analysis
– Comparative Analysis
– Financial Assessment
– Draft & Final Analysis Report
Overview of Project Scope

Phase 2: Application & Transfer

– Establish Federal Aviation Regulation (FAR) Part 139 Airport Operating Certificate Application Criteria with the FAA and continued consultation

– Assist with the creation of airport governing legislation, if required

– Draft necessary application documentation, agreements, articles of incorporation, etc.

– Stand up new governance model (i.e., board appointments, bylaws, policies, etc.)

– Coordinate with internal & external stakeholders throughout the process

– Draft and Final Part 139 Application

– Support the transition from the current model to the new model
Overview of Project Scope

Simplified Application Process

1. Coordination Meeting with the FAA (DC)
2. Agree to Process, Checklist and Timeline
3. Develop Application Documents
4. Submit Application
5. Coordinate Operational and Financial Obligations / Define Reconciliation Processes
6. FAA Approval 90 days from Complete Application
Overview of Project Scope

Complete Application Example

- Three volumes, approximately 2,800 pages

![Image of three binders containing application materials]
Q&A

Thank You