

**BEFORE THE  
U.S. DEPARTMENT OF TRANSPORTATION  
WASHINGTON, D.C.**

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Application and Notice of )	
)	
<b>ExpressJet Airlines LLC</b> )	DOT-OST-2021-_____
)	
for a waiver of the 45-day advance )	
filing requirement of 14 C.F.R. § 204.7 )	
and intent to resume scheduled )	
air transportation )	
_____ )	

**APPLICATION AND NOTICE OF EXPRESSJET AIRLINES LLC**

Communications with respect to this document should be sent to:

Elizabeth M. Galbavy  
Deputy General Counsel  
ExpressJet Airlines LLC  
1745 Phoenix Blvd, Ste. 250  
College Park, GA 30349  
404.673.1863 (mobile)  
[Elizabeth.Galbavy@expressjet.com](mailto:Elizabeth.Galbavy@expressjet.com)

April 15, 2021

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U.S. DEPARTMENT OF TRANSPORTATION  
WASHINGTON, D.C.**

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**APPLICATION AND NOTICE OF EXPRESSJET AIRLINES LLC**

ExpressJet Airlines LLC (“ExpressJet” or the “Company”) submits this Notice of Intent to Resume Scheduled Air Transportation pursuant to 49 U.S.C. § 41102 and § 204.7 of Title 14 of the United States Code. ExpressJet further requests that the Department waive the 45-day advance filing requirement for the resumption of such operations under its certificate authorities. As demonstrated herein, ExpressJet is an established airline with a long history of providing scheduled air transportation and an experienced management team. Its ownership remains unchanged from when the Department last reviewed its acquisition by ManaAir, LLC in 2019,<sup>1</sup> and its corporate structure remains unchanged from when it was converted into a Delaware limited liability company, also in 2019.<sup>2</sup> Grant of the waiver of the 45-day filing requirement is in the public interest and will allow ExpressJet to resume scheduled operations promptly,

<sup>1</sup> See Order 2019-3-2 (served March 5, 2019). The Department’s review also included change of ownership information submitted directly to the Air Carrier Fitness Division by letters dated January 28, 2019 and February 15, 2019.

<sup>2</sup> See Order 2019-5-8 (served May 8, 2019).

offering additional service to underserved communities and bringing back jobs to the aviation industry.

ExpressJet suspended its scheduled operations after conducting its last United Express flight for United Airlines, Inc. (“United”) on September 30, 2020. During the fourth quarter of 2020, ExpressJet’s efforts were focused on returning 130 aircraft and related equipment and engines to United as part of an orderly, reimbursed wind-down of its United Express operations.

Given the unprecedented challenges of the COVID-19 pandemic and ExpressJet management’s focus on the United Express wind-down, ExpressJet deferred its resumption of scheduled operations until second quarter of 2021. To this end, ExpressJet initiated its ramp-up in January 2021 after finalizing a new business plan, which will allow the carrier to reinstate approximately 300 employees over an initial 12-month period and provide service to several underserved communities.

The status of ExpressJet’s ownership, organization and operations allows for a seamless return to scheduled operations. As noted above, ExpressJet’s ownership and corporate structure have remained unchanged since the Department’s review in 2019. The Company has also maintained its active FAA certification and positive working relationship with the FAA throughout the United Express wind-down and the initiation of the new business plan. In addition to ExpressJet’s 30+ years in the regional aviation industry, the Company has an experienced management team with very few changes to key personnel since the Department’s 2019 review.

ExpressJet requests that the Department authorize it to resume scheduled operations pursuant to the certificates of public convenience and necessity issued under

Orders 2019-5-8 (served May 8, 2019) (interstate air transportation, foreign air transportation between the U.S. and open skies partners and blanket route integration) and 2020-10-11 (served Oct. 21, 2020) (U.S.-Mexico foreign air transportation).<sup>3</sup>

In support of the authority requested herein, ExpressJet submits the following data as required under Part 204 of the Department's Economic Regulations:

1. Name and Address (§ 204.3(a)):

ExpressJet Airlines LLC  
1745 Phoenix Blvd.  
Suite 250  
College Park, GA 30349

2. Form and State of Organization (§§ 204.3(b)-(d)): ExpressJet is a Delaware limited liability company. A Certificate of Good Standing for ExpressJet is attached as Exhibit EV-1. ExpressJet's principal place of business is located in Atlanta, Georgia.

3. Citizenship (§ 204.3(e)): ExpressJet is a citizen of the United States within the meaning of 49 U.S.C. § 40102(a)(15). An affidavit of citizenship for ExpressJet is attached as Exhibit EV-2.

4. Key Personnel (§ 204.3(f)): ExpressJet's current key personnel are set forth below. These individuals have extensive experience in aviation and airline operations. There have been only minimal changes to key personnel since 2019. An organizational

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<sup>3</sup> Although the business plan developed by ExpressJet for the initial 12-month period following its resumption of scheduled operations does not involve service to foreign markets, in order to preserve operational flexibility ExpressJet asks that the Department find it fit, willing and able to resume operations under its foreign certificate authorities. ExpressJet would have no objections were the Department to issue two separate orders addressing its fitness to resume (i) interstate scheduled air transportation and (ii) foreign scheduled air transportation, with such foreign authority following its requested interstate authority.

chart reflecting ExpressJet's management structure and resumes for these individuals are attached as Exhibit EV-3.<sup>4</sup> All of these individuals are U.S. citizens.

**Board Members:**

- Subodh Karnik, Chairman and Director

**Carrier Operational Senior Management:**

- Subodh Karnik, President and CEO
- John Greenlee, CFO and SVP of Planning and Operations Control
- Perry Baker, VP Finance
- Bruce Jones, VP Maintenance and Engineering
- Kevin Langford, VP Human Resources
- Jonyt Meyer, VP Information Technology and CIO
- Douglas Brady, Director Safety, Corporate Security and Compliance (FAR § 119.65 position)
- Darrin Greubel, Director of Operations (FAR § 119.65 position)
- Rick Marzullo, Director of Maintenance Operations (FAR § 119.65 position)
- Hiwot Taddesse, Chief Pilot (FAR § 119.65 position)
- Kevin Tomlinson, Chief Inspector and Director Quality Control and Engineering (FAR § 119.65 position)

Save for Mr. Karnik, who through KAir owns 51.1% of ManaAir (which was established for the purpose of holding shares in ExpressJet and currently holds 100% of the shares in ExpressJet), and Mr. Greenlee, who serves as the CFO of ManaAir, none of the key personnel listed above holds any officership, directorship, or shares of stock amounting to 10% or more of the total stock outstanding, of any air carrier, foreign air carrier, common carrier, person substantially engaged in the business of aeronautics or persons whose principal business (in purpose or fact) is the holding of stock in or control of any air carrier, common carrier or person substantially engaged in the business of aeronautics.

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<sup>4</sup> ExpressJet is an LLC structured as a corporation with shareholders and officers. The sole LLC member of ExpressJet is ManaAir.

5. Ownership and Structure (§ 204.3(g)): The Department reviewed the ownership of ExpressJet in 2019 and such ownership has not changed since that review. ExpressJet continues to be owned 100% by ManaAir, a Delaware limited liability company. KAir Enterprises LLC (“KAir”), a Georgia limited liability company owned entirely by Mr. Karnik,<sup>5</sup> continues to hold a 50.1% majority ownership interest in ManaAir.<sup>6</sup> United Airlines, Inc. (“United”) continues to hold a 49.9% minority ownership interest in ManaAir.<sup>7</sup>

6. Subsidiaries (§ 204.3(h)): ExpressJet does not have any subsidiaries.

7. Other Aeronautical Business Holdings (§ 204.3(i)): ExpressJet does not hold any shares of stock in, or control of, any air carrier, foreign air carrier, common carrier, or person substantially engaged in the business of aeronautics.

8. Historical Financial Statements (§ 204.3(j) and (k)): ExpressJet’s financial statements for the years ending December 31, 2020 and December 31, 2019, as well as for the two-month period ending on February 28, 2021, are provided as Exhibit EV-4.<sup>8</sup>

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<sup>5</sup> In addition to being the sole owner of KAir, Mr. Karnik is the sole board member of KAir. There are no other directors, officers or other key personnel of KAir.

<sup>6</sup> Mr. Karnik currently is the only member of the ManaAir board of directors. Additionally, Mr. Karnik holds the positions of Chairman and Managing Member of ManaAir, and Mr. Greenlee holds the position of CFO of ManaAir. There are no other directors, officers or other key personnel of ManaAir.

<sup>7</sup> United, by virtue of its 49.9% minority shareholding in ManaAir, is aware that ExpressJet is seeking DOT approval to resume scheduled operations as an independent carrier and has advised that it has no objections to ExpressJet seeking such approval. If, subsequent to the issuance of the authority requested herein, United’s stake in ManaAir changes, such that ExpressJet undergoes a substantial change in ownership within the meaning of § 204.2, ExpressJet will notify the Department accordingly and, in accordance with § 204.5(d), submit all fitness data required to assess its continuing fitness to provide air transportation.

<sup>8</sup> For the entirety of 2019 as well as the first nine months of 2020, ExpressJet’s scheduled operations were confined to those conducted under capacity purchase arrangements with one or more mainline carriers, and thus ExpressJet’s financial results for those years (as set forth in the historic balance sheet, income statement and cash flow summaries included with this Application and Notice) have limited relevance to the independent scheduled operations for which authority is requested herein.

The statements were prepared using generally accepted accounting principles (“GAAP”) with the assistance of the accounting firm of Crowe LLP, 3399 Peachtree Rd NE #700, Atlanta, GA 30326.

9. Actions and Outstanding Judgments (§ 204.3(l) and (m)): Other than as set forth in Exhibit EV-5, there are no pending court actions or outstanding judgments (whether or not in excess of \$5,000) against ExpressJet or any relevant corporation,<sup>9</sup> or key personnel of, or person holding a substantial interest in, any relevant corporation.

10. FAA Safety Compliance and Fleet Plan (§ 204.3(n)): ExpressJet is in compliance with all FAA safety standards. An affidavit of aircraft FAA safety compliance is attached as Exhibit EV-6.

ExpressJet currently has one Embraer ERJ-145 aircraft (EMB145) on its FAA certificate. The fleet plan for the initial 12 months following ExpressJet’s resumption of scheduled operations (i) is set forth in the forecasts contained in this Application and Notice, and (ii) entails the addition of nine EMB145s to ExpressJet’s fleet (for a total of 10 such aircraft). The EMB145 is a “small aircraft” under the Department’s economic regulations. All 10 aircraft will be operated under leasing arrangements. ExpressJet projects incurring \$360,000 in aircraft deposit expenditures for these aircraft during the initial 12-month period. See Exhibit EV-7.

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<sup>9</sup> For purposes of this Application and Notice, “relevant corporation” includes ExpressJet and ManaAir, and “person holding a substantial interest in a relevant corporation” includes KAir and Mr. Karnik but excludes United. Fitness information for United is readily available to the Department as part of its routine monitoring of the continuing fitness of certificated air carriers, and ExpressJet is not aware of any matters to which United is a party that would have an adverse bearing on ExpressJet’s fitness to resume operations.

As noted above, ExpressJet currently has one EMB145 airplane, registration N844HK, authorized under its Operations Specifications. All appropriate safety and compliance processes and procedures have been complied with in attaining this approval. Furthermore, ExpressJet has operated this aircraft type with safety for more than two decades. ExpressJet was the launch customer for the EMB145 and at one time operated approximately 250 EMB145 airplanes.

11. Investigations, Enforcement Actions and Complaints (§ 204.3(o)): There are no pending DOT or FAA investigations, enforcement actions or formal complaints regarding compliance with the Statute (*i.e.*, 49 U.S.C. Subtitle VII) or orders, rule, regulations, or requirements issued pursuant to the Statute against ExpressJet or any relevant corporation, or key personnel of, or person holding a substantial interest in, any relevant corporation.

12. Charges of Fraud, Deception, etc. (§ 204.3(p)): There have been no charges of unfair or deceptive or anticompetitive business practices, or of fraud, felony or antitrust violations brought in the last 10 years against ExpressJet or any relevant corporation, or key personnel of, or person holding a substantial interest in, any relevant corporation.

13. Aircraft Accidents or Incidents (§ 204.3(q)): There have been no aircraft accidents, as defined at 49 C.F.R. § 830.2, or incidents for which notification to the National Transportation Safety Board (“NTSB”) is required under 49 C.F.R. § 830.5, experienced by ExpressJet or its key personnel, either (i) during the year immediately preceding this Application and Notice or (ii) that remain under investigation by the NTSB, FAA or ExpressJet.



14. Narrative History (§ 204.3(r)): ExpressJet has provided air service for over 30 years. The Company traces its lineage to the former Atlantic Southeast Airlines and Continental Express, and between 2006 and 2007 operated scheduled service independently under the ExpressJet brand. The Company is headquartered just south of the Atlanta-Hartsfield airport, where its Operational System Center (OSC) is also located. Its maintenance functions operate out of Houston, TX. ExpressJet's operations have ranged from being a former subsidiary of Delta Air Lines, Inc. and Continental Airlines, Inc., to operating as an independent scheduled air carrier, to most recently as a regional airline provider to American, Delta and United. Over the years, the breadth of ExpressJet's operations grew from those of a domestic short haul carrier to a carrier providing scheduled service and charter flights throughout the United States, Canada, Mexico and the Caribbean. ExpressJet's plans for 2021 and beyond are to provide high-quality, reliable, efficient point-to-point flying to small and medium sized cities that have lost service in recent years as a result of U.S. airline industry consolidation and COVID-19 driven route reductions.

15. FAA FSDO/CMO (§ 204.3(s)): The current FAA principal inspectors for ExpressJet are Billy Smith, Principal Operations Inspector and Curt Mize, Principal Maintenance Inspector and Principal Avionics Inspector. Inspectors Smith and Mize are in the Atlanta Certificate Management Office (CMO), Atlanta Flight Standards, SO-65, 1701 Columbia Avenue, College Park, Georgia 30337-2748. The phone number for that office is 404-474-5100. ExpressJet leadership has a positive working relationship with the Atlanta CMO and has worked with several of the inspectors for more than a decade.

16. Description of Proposed Operations; Traffic and Financial Forecasts (§ 204.3(t)): ExpressJet intends to resume operations by offering safe, reliable and affordable air service as an independent carrier, *i.e.*, under the ExpressJet brand, at small and midsize communities, initially on routes with an average stage length of approximately 540 miles using EMB145 aircraft in a single class configuration. Exhibit EV-7 contains the carrier's traffic forecasts (both systemwide and by route) and forecasted balance sheet and income statement for the 12-month period following its resumption of scheduled service.<sup>10</sup> As indicated in Exhibit EV-7, ExpressJet anticipates operating costs of approximately \$60.4 million during the 12-month period following its resumption of scheduled service (one quarter of which is approximately \$15.1 million). Additionally, and as noted above, ExpressJet projects \$360,000 in aircraft deposits during the same period. ExpressJet's remaining pre-operating expenses are \$400,000, comprised of initial training costs, aircraft lease deposits, and core ground service equipment, IT system installation and the pre-payment of vendor services at airports.

ExpressJet's balance sheet as of February 28, 2021 indicates a negative working capital balance (*i.e.*, current account deficit) of approximately \$8.8 million. Thus, to meet the Department's financial fitness test, ExpressJet is required to show a working capital reserve of approximately \$24.7 million, which is the sum of the following elements:

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<sup>10</sup> ExpressJet is submitting, contemporaneously with this Application and Notice, a motion for confidential treatment of certain elements of its traffic and financial forecasts, to include: (i) specific routes, (ii) available seat miles and revenue passenger miles, (iii) load factors, and (iv) market-specific fares and passenger revenue projections. Such information has been redacted from the corresponding exhibits in the public version of this Application and Notice.

<u>Element</u>	<u>Dollar Amount</u>
Three months' average operating expenses	15,100,000
Startup Costs	400,000
Aircraft Deposits	360,000
Current Account Deficit	8,790,000
<b>Total Required:</b>	<b>\$24,650,000</b>

ExpressJet maintains cash deposits well in excess of the amount required under the Department's financial fitness requirements, all of which are available for immediate withdrawal. Third-party verification of these funds is included at Exhibit EV-8.

17. Warsaw Waiver Agreement (§ 204.3(u)): ExpressJet's executed OST Form 4523 is on file with the Department in Docket DOT-OST-1995-236.<sup>11</sup>

18. Family Assistance Plan; Aviation Disaster Family Assistance Act of 1996, as amended (49 U.S.C. § 41113): ExpressJet will cause to be filed in Docket DOT-OST-1996-1960, and will submit to the NTSB, its updated family assistance plan in compliance with 49 U.S.C. § 41113, containing the required assurances and 24-hour emergency contact information.

19. Passenger Manifest Information Collection Summary: The summary of the procedures ExpressJet will employ to collect passenger manifest information, required for certificated air carriers under 14 CFR Part 243, is included as Exhibit EV-9. ExpressJet will cause a copy of the summary to be filed in Docket DOT-OST-1998-3305.

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<sup>11</sup> The executed agreement was filed on April 11, 2019, following ExpressJet's conversion from a corporation into a limited liability company.

20. Statement on Insurance: A copy of ExpressJet's updated OST Form 6410, U.S. Air Carriers – Certificate of Insurance, evidencing the minimum insurance coverage levels required under 14 C.F.R. Part 205 for certificated air carriers, is included as Exhibit EV-10. A copy will be duly filed with the FAA.

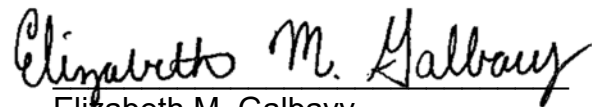
21. Certification (§ 204.3(v)): The required certification, signed by ExpressJet's President and Chief Executive Officer is attached as Exhibit EV-11.

ExpressJet requests that this Application and Notice be processed using expedited non-hearing procedures. The use of expedited procedures will serve the public interest by facilitating the introduction of ExpressJet's longstanding reliable services to underserved markets as soon as possible. As demonstrated above and through the Exhibits attached hereto, ExpressJet remains fit, willing, and able to perform scheduled services under its certificate authorities.

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WHEREFORE, ExpressJet Airlines LLC requests that the Department (i) permit ExpressJet Airlines LLC to resume operations under its certificate authorities, as more fully described herein, (ii) waive the 45-day advance filing requirement at 14 C.F.R. § 204.7, and (iii) provide such other or additional relief as the Department considers consistent with this Application and Notice and the public interest.

Respectfully submitted,



Elizabeth M. Galbavy  
Deputy General Counsel  
ExpressJet Airlines LLC  
1745 Phoenix Blvd, Ste. 250  
College Park, GA 30349  
404.673.1863 (mobile)  
[Elizabeth.Galbavy@expressjet.com](mailto:Elizabeth.Galbavy@expressjet.com)

April 15, 2021

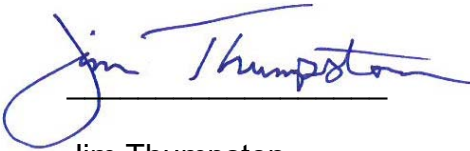
## CERTIFICATE OF SERVICE

I hereby certify that I caused a copy of the foregoing Application and Notice to be served, this 15<sup>th</sup> day of April 2021, via email transmission, on the following persons:

[laura.remo@dot.gov](mailto:laura.remo@dot.gov)

[jerish.varghese@dot.gov](mailto:jerish.varghese@dot.gov)

[billy.smith@faa.gov](mailto:billy.smith@faa.gov)

A handwritten signature in blue ink that reads "Jim Thumpston". The signature is written in a cursive style with a large, looping initial "J". A horizontal line is drawn underneath the signature.

Jim Thumpston

## Index to Exhibits

<u>Description</u>	<u>Exhibit</u>
Certificate of Good Standing	EV-1
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Affidavit of Safety Compliance	EV-6
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**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-1**

Certificate of Good Standing



# Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "EXPRESSJET AIRLINES LLC" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE FIRST DAY OF APRIL, A.D. 2021.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN PAID TO DATE.



  
Jeffrey W. Bullock, Secretary of State

7353188 8300

SR# 20211136766

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

Authentication: 202874453

Date: 04-01-21

**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-2**

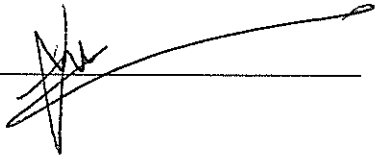
Affidavit of Citizenship

AFFIDAVIT OF CITIZENSHIP

STATE OF Georgia  
COUNTY OF Coweta

Subodh KARNIK being first duly sworn, deposes and says:

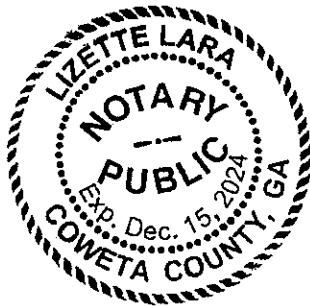
1. That he is duly elected, qualified, and serving as Chairman & CEO of ExpressJet Airlines LLC, and that he is authorized to and does make this affidavit for it.
2. That ExpressJet Airlines LLC is a citizen of the United States within the meaning of 49 U.S.C. 40102(a)(15).

  
\_\_\_\_\_

Subscribed and sworn to me on this 15 day of April, 2021.

  
\_\_\_\_\_

[Seal]



**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

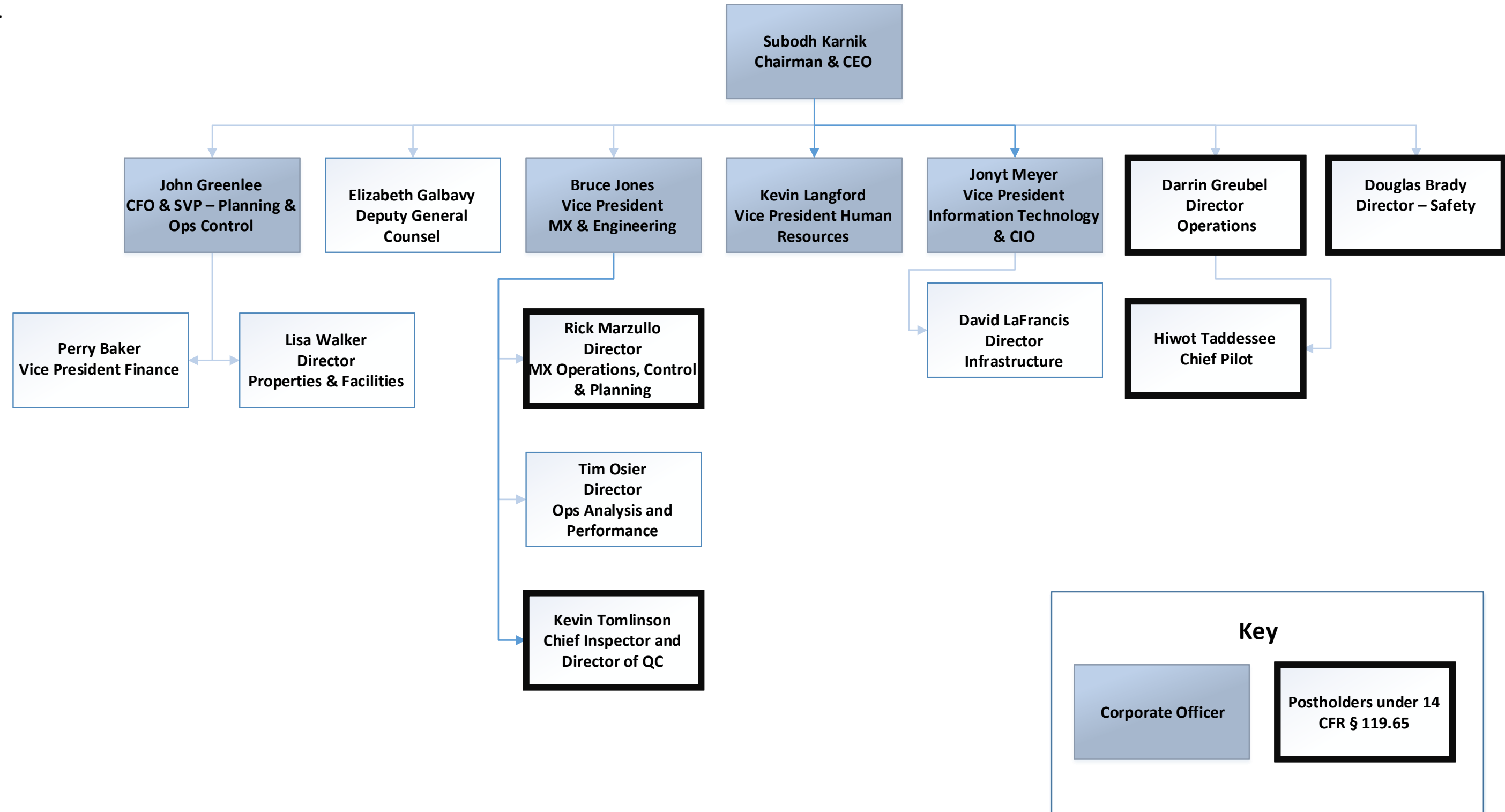
**Exhibit EV-3**

Organizational Chart, Resumes and  
Compliance Questionnaires for Key Personnel



Officers & Directors

April 2021



Phone:

**SUBODH KARNIK**

1745 Phoenix Boulevard

Suite 250

College Park, GA 30349

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SUMMARY

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- Majority investor, Chairman, and CEO of United Airlines' minority-owned affiliate airline
  - Formerly, CEO at 4 airlines including \$3.0Bill PE-funded turnaround-rollup. CCO, CFO, and COO at Public, Public-sector, and PE portfolio companies – including Delta, Northwest, Continental
  - Airline practice head of global consulting firm and interim executive for 6 years. Assignments included international expansion at eCommerce company, restructuring and sale of major Caribbean airline, and COO-CCO at large Asian airline
  - Proven ability to reinvigorate travel and aviation businesses and improve cash flows and operations through top-line growth, rigorous planning, management mentoring, employee engagement, and fundamental restructuring
- 

EXPERIENCE HIGHLIGHTS

**MANAAIR LLC, Atlanta, GA, USA**

**2018-current**

***Chairman & Managing Member – ManaAir.***

***President & CEO, ExpressJet Airlines (2019)***

Majority investor in airline holding company with United Airlines as minority shareholder. Leading the transformation of ExpressJet – its ~140 aircraft acquisition. Key milestones:

- Established the airline as a preferred partner for United's 70 seat aircraft operations
- Converting this hitherto subsidiary into an independent company with a goal of best in class reliability and cost structure
- Leading the post COVID19 restructuring of the airline into an independent operating company

**UNITED AIRLINES EXPRESS-COMMUTAIR, Cleveland, OH, USA**

**2014-2018**

***President & CEO***

Led the 200% growth and transformation of this 40% owned affiliate of United Airlines.

- Managed the company's balance sheet recapitalization and development of the business plan – including debt and minority investments and long-term commercial agreements
- Revamped core infrastructure to support scaling the airline for 10x growth over 5 years
- Recruiting/mentoring the leadership team and facilitating the company's cultural transformation from "laissez-faire" to focus on high growth, productivity and reliability
- Led the regulatory aircraft entry approval process under new U.S. FAA-SAS rules. Was the fastest new fleet type approval in recent history. Efforts culminated in 3-year turnaround of this poor-reliability carrier (under FAA "Focus Inspection" scrutiny) to top-performing United Express carrier with extremely rare "no findings" FAA-CHEP certificate audit

**JET AIRWAYS LTD, Mumbai, India**

**2014**

***Chief Operating & Commercial Officer (Interim)***

COO+CCO for this \$3.5Bill international airline operating 125 aircraft to 75+ global destinations

- Part of the leadership team that executed the 3-year turnaround plan to return the airline to profitability in 2015 – post the Etihad Airways investment.
- Responsibilities included all Commercial, Fleet, Alliance, Customer Operations functions

**ICF-SH&E, New York, USA****2013 – 2014*****Global Head of Airline Consulting Services***

P&L responsibilities for this 5,000-employee consulting firm's worldwide aviation practice. Led a wide range of engagements in the Americas, Europe, Africa, and Asia

- Projects included airline restructuring support, Private Equity due diligence, fleet planning and negotiation, business segment evaluation and entry planning, etc.

**NBS ASSOCIATES, Atlanta GA, USA****2008 – 2013**

Strategic, operations, and restructuring management roles in aviation and eCommerce. Examples:

***Chief Commercial & Operations Officer, Air Pacific, Fiji (2012)***

Assisted Air Pacific in its return to sustainable, profitable growth and rebranding

- Managed long term planning, alliance/investor strategy, and organizational planning
- Interim/acting executive responsibilities for Commercial and Operations

***Chief Operations and Commercial Officer, Fareportal-Cheap-O-Air Inc. New York/New Delhi (2011)***

Guided this 7-year-old, 35% CAGR, global top-5, eCommerce travel company's growth phase

- Responsible for business operations, off-shore contact centers, supplier relations, business planning & M&A, international expansion as well as legal and HR

***Executive Vice President (COO-CCO), Air Jamaica (2009-2010)***

Part of the World Bank-funded restructuring, investor search, and privatization team

- Interim responsibility for Customer Operations, Planning, Marketing, and Commercial

**GLOBAL AERO LOGISTICS INC., Atlanta, GA, USA****2005 – 2008**

Parent of World Airways, North American Airlines, and ATA (American Trans Air)

***President & CEO (2006-2008)***

Built Fortune-1000, \$3.0+B cargo, passenger and airline holding company, with 4,500 employees, and industry-dominant market share, for the Private Equity firm of MatlinPatterson

- Executed \$200MM annual cash flow (EBITDA) improvement plan through acquisitions, organic growth, downsizing, and cost improvements
- Led acquisition of major competitor and designed fleet, marketing, operations, and labor integration strategy. Established post-M&A teams to realize \$95MM in synergy EBITDA
- Achieved SEC reporting and Sarbanes Oxley compliance

***Chief Operating Officer/Chief Planning Officer, ATA Holdings (2005-2006)***

Co-led \$800MM Chapter-11 restructuring and search for \$100MM PE funding

- Developed 5-year, 20%/yr. growth plan in 2 industry verticals – culminating in ~\$1B acquisition of largest competitor
- Achieved best-in-class costs while shrinking by 60%. Recruited new management team, restructured business relationships, and outsourced major function.
- Established industry-first marketing relationship with Southwest Airlines

**OCEAN AIR (Startup Venture), USA****2004 - 2005***Cofounder*

Designed “international jetBlue/Southwest” model for USA-Europe. Project shelved, in the midst of investor discussions, after runup in oil prices and delay in 787 program

**DELTA AIR LINES, Atlanta, GA, USA****1999 – 2004*****Senior Vice President – Marketing Planning (2001–2004)***

Planned world’s largest aviation operation serving 120MM customers with \$25B in assets and 75,000 employees. Planned market entry into more than 50 U.S. and International cities

- Restructured two franchises to effect \$500MM EBITDA improvement. Designed \$1.3B New York expansion plan. Co-designed low-cost subsidiary (“Song”).
- Co-authored Northwest-Continental alliance – contributing \$200MM/yr. in EBITDA.
- Co-negotiated the Delta American Express loyalty card program
- Part of the SkyTeam Executive Committee. Led the negotiation of the first Delta-Air France Passenger Joint Venture as well as the development of the SkyTeam Cargo JV

***Vice President Finance - Fleet & Corporate Development (2000-2001)***

Managed \$20B fleet plan and \$100MM in fleet enhancements

***Vice President Finance - Marketing & International (1999-2000)***

CFO for this \$4B expense division with multiple subsidiaries and operations in 40+countries

**CONTINENTAL AIRLINES, Houston, TX, USA****1996 – 1999*****Staff Vice President - International Finance (1998-1999)***

International Controller and CFO - with M&A responsibilities. Board member of COPA Panama

***CFO - Continental Micronesia, Guam (1996-1998)***

CFO of this \$700MM Pacific Rim company. Key member of the executive turnaround team that successfully restructured this Cash Cow turned Japanese-Bubble casualty

- Oversaw 4 employee contract negotiations, 2 downsizings and multiple route negotiations with Pacific Rim States. Netted \$30MM currency hedge gain

**NORTHWEST AIRLINES, Minneapolis, MN, USA****1991 – 1996*****Marketing and Strategic Planning roles***

Director - Marketing Alliances (1996). Director - International Sales (1994). Manager - Revenue Management, Atlantic and NW-KLM JV (1992). Project Manager - Strategy (1991)

**ERNST & YOUNG, Detroit, MI, USA****1988 – 1991*****Manager – Consulting*****UNILEVER & TATA CONSULTANCY SERVICES, India****1982 – 1988*****Manager – Business Transformation***



**EDUCATION****MBA – with distinction,**

Univ. of Michigan, Ross School

Ann Arbor, MI

1991

**BS – Mechanical Engineering,**

BITS – Birla Institute of Technology &amp; Sciences

Pilani, India

1981

**BOARD APPOINTMENTS****Corporate**

(\* = previous)

KAir Enterprises LLC

ManaAir LLC

ExpressJet Airlines

Copa Airlines\*

Worldspan\*

ARINC\*

**Nonprofit/Association**

(\* = previous)

CommutAir Cares\*

National Air Carrier Association (Chair–2008) \*

Regional Airline Association

National Defense Transportation Association\*

Tourism Fiji\*

Jamaica Tourist Board\*

Carter Center – Board of Advisors

# ***John R. Greenlee***

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Experienced airline executive with proven results leading areas of Finance, Strategy and Operations.

Key accomplishments include:

- Chief Financial Officer and SVP Operations of regional airline
- Led investment in two regional airlines, bankruptcy workout of another, & startup of a ground operator
- Successfully managed integration teams for the merger of two airlines
- Finance principal for labor negotiations with pilots, mechanics and airport agents
- Structured and negotiated multi-billion dollar orders for aircraft, engines and aircraft modifications
- Board Member

## **Experience**

2019 – Present **ExpressJet Airlines LLC**, College Park, GA

*Chief Financial Officer and Senior Vice President, Planning & Operations Control*

Regional airline operating as United Express for United Airlines. Finance and Operations lead responsible for:

- Financial leadership and management for 3,000 employees and over \$400M in annual revenue
- Strategic planning and transformation of airline operations
- Operations System Control (24/7 operations center) overseeing the planning and dispatching of flights

1997-2019 **United Airlines, Inc.** Chicago, IL (*including Continental Airlines*)

Career progression in responsibilities and titles as:

2016 - 2019 *Managing Director*, United Express

Business leader managing United's regional commercial, financial and contractual performance. Key areas include:

- Oversee a \$3B portfolio of 9 regional airlines as well as ground servicing companies
- Lead United's minority investment in, recapitalization and turnaround restructuring of a regional airline
- Manage United's exposure to a regional partner's bankruptcy filing and subsequent workout plan

2014 - 2015 *Managing Director*, Financial Analysis, Project Quality & United Express Regional Department

Finance leader for three areas:

\* Enterprise Financial Analysis

- Managed the analysis of company projects, industry analysis, labor agreements
- Create and manage executive presentations to the board of directors, officer meetings and leadership updates

\* Project Quality

- Enterprise wide effort to reduce spend by \$2B and responsible for leading the Finance initiatives
- Delivered improved efficiencies in financial reporting, organizational structure and startup of off-shore center

\* United Express Regional Department Controller

- Leader responsible for the analytics of agreements with flying service providers as well as ground handling
- Manage the budget, Five Year Plan and monthly financial reporting

2010 - 2013 *Managing Director - Controller*, Airport Operations, Cargo & Real Estate

Principal leader for departments managing over \$6 billion in operating expenses and ancillary revenues, including:

- Manage the analysis, approvals & management of the operations and projects relating to the company's use of airport facilities, cargo operations and real estate transactions
- Develop Staffing, Budget and Five Year Plans for the departments
- Reconcile the department's monthly performance and rolling forecasts

2008 - 2010 *Managing Director – Controller*, Technical Operations (Continental Airlines Maintenance, Engineering, & Purchasing)

Led department managing nearly \$2 billion in operating expenses. Key responsibilities centered on:

- Coordinate with the operating department to support the maintenance of both the aircraft and ground vehicle fleets, including modification projects, purchasing of materials & contracting with MRO facilities
- Reconcile the department's monthly performance and rolling forecasts
- Develop Staffing, Budget and Five Year Plans for the department as well as evaluate & manage capital projects

1998 - 2008 *Managing Director -- Fleet Planning & Management (progressive titles)*

Responsible for managing over \$13 billion in aircraft assets. Key responsibilities:

- Develop and implement an optimal aircraft plan for both near and long term success
- Identify candidate aircraft (new/used) and perform comparative analysis at both market and system levels
- Manage the major vendor relationships (airframe and engine manufacturers) and oversee all contractual activity, i.e., delivery, pricing and support services
- Analyze and forecast fleet issues for partner, potential partner and competitor airlines

- 1997 - 1998 **Sr. Analyst, Long Range Network Planning & Corporate Development.**  
Group responsible for the strategic direction of the airline's assets and implementation of Continental's long-range strategic plan. Responsibilities included:
- Identify & analyze long term fleet, facility and route issues
  - Feasibility analysis of adding new routes at various facilities and markets
  - Competitor analysis to determine Continental's options to counter and respond
  - Identify, evaluate, and assist in the structuring of domestic and international alliances
  - Evaluate strategic investment opportunities to the extent they support Continental's global network strategy
- 1996 - 1997 **Bell Industries, Indianapolis, IN**  
*Project Manager*  
Responsible for design and implementation of enterprise wide marketing and sales force automation and sales results improvement project for a large pharmaceutical company. Responsibilities included:
- Design & development of an asset tracking and accounting system
  - Start-up of a laptop repair & service organization
  - Assist in the design and start-up of a service call center
- 1991 - 1995 **Honeywell, Inc. Indianapolis, IN**  
*Technical Sales, Industrial Business Unit*  
Business unit focused on serving industrial clients, emphasizing efficiency, modernization and environmental improvement programs. Achievements included:
- Designed, sold & implemented facility management systems for new construction as well as renovation of existing commercial & industrial sites
  - Consistently exceeded all sales plan objectives, including awards for
  - *Honeywell High Talent & Leadership Program*, Selected for accomplishments in performance objectives, management reviews & peer evaluations
  - *VIP, SOQ & Encore Sales Awards*. Recipient for multiple awards recognizing sales excellence & exceeding client and company objectives
  - *Reorganization Task Force*, selected by management & peers to redesign business unit structure and organization to better meet both client & company objectives
- 1989 - 1991 **Group Dekko International, Inc. Kendallville, IN**  
*General Manager* (private manufacturer serving the automotive, appliance and miscellaneous OEM industry)  
Responsibilities included:
- International Market Development:
- Developed feasibility studies for expansion into foreign markets, specifically Europe and Mexico.
  - Established European sales and research office and new market sales of \$10 million in encapsulated heater sales
- PVC Plant Expansion and Equipment Modernization:
- Conducted impact studies on current and projected PVC market capacity
  - Managed equipment modification and improvements
- Plant start-up
- Implemented company formation, marketing and production start up
  - Identified and prospected new market opportunities and established initial revenue streams
- Summers & School Breaks,* 1982 - 1989 **Kendallville Aviation, Inc. Kendallville, IN**  
*General Manager*  
Aircraft charter company and Fixed Base Operator (FBO) for municipally owned airport. Held various positions during tenure with increasing responsibilities, including airport facilities manager for the city, managing charter sales & operations as well as managing customer relations, employee and pilot activities

**Education**

- May, 1997* **Indiana University, Bloomington, IN**  
MBA w/Concentrations in Finance and Operations -- program designed to enhance qualitative and quantitative skills
- June, 1989* **Stanford University, Palo Alto, CA**  
BA&S Mechanical Engineering and Economics -- independent programs focused on technical and business based skills  
Licensed multi-engine instrument pilot & Certified Weather Observer

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# BRUCE A. JONES

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Mobile Phone:

Citizen of United States

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## SENIOR OPERATIONS & BUSINESS DEVELOPMENT EXECUTIVE

### SUMMARY OF QUALIFICATIONS

Executive leader responsible for running efficient airline operations with innovative ideas. Manages a knowledgeable and productive staff, focusing on strategic goals. Implements the highest standard of maintenance practices. Track record driving the best completion factors and the highest reliability rates in the industry. Functions as a communication hub for coordination and project delivery.

- Maintenance & Production Planning
- Inspection and Internal Audit
- Fleet Management
- Management & Staff Development
- Regulatory Compliance & Audit
- Engineering & Reliability

### PROFESSIONAL EXPERIENCE

**EXPRESSJET AIRLINES, a Regional Aircraft provided based Atlanta, Georgia**  
**Employed from Sep2019 until Present**

**Vice President of Maintenance and Engineering**

Working with the departments' leaders, the VP has ultimate responsibility for the SAFETY of the maintenance personnel and aircraft, the quality of all maintenance policies and procedures, and the airworthiness of aircraft, engines, parts, and components.

Responsible for the operational maintenance metrics and performance, ensuring an efficient and economical operation.

Required to build a bottoms-up budget and monitor the monthly financial performance

Work with both local and national labor leaders to maintain a cohesive relationship

**UNITED AIRLINES, Formally Continental Airlines, a Major US Airline based in Houston, Texas**  
**Employed from May2011- until Aug2019**

**Sr. Manager Fleet Transfers**

Develops and coordinates aircraft exit plans with the operational divisions and finance groups of mainline carriers, and regional airline partners with minimal disruption to flight schedule and scheduled maintenance. Negotiates aircraft returns to lessors while maintaining contract compliance with minimal cost

**EXPRESSJET AIRLINES, Formally Continental Express Airlines, a Regional Aircraft provided based Houston, Texas** Employed from Apr1990 until May2011

**Sr. Director of Maintenance Control, Maintenance Planning, and Production Control**

2003-2011

Responsible for development and control of department budgets as well as the oversight of third party unscheduled maintenance agreements

Implemented the Production Control to reduce span and gain efficiency during heavy maintenance inspections. Ensured compliance with all company and regulatory imposed time limits on checks, engine, component changes, and airworthiness directives

Collaborated with maintenance providers to ensure the cost, quality, and span time met and exceeded company requirements for all aircraft type

Final Implementation of Aura maintenance tracking system

**Director Maintenance Control and Planning**

1998-2003

Managed the forecasting, planning, scheduling, and routing for up to 16 maintenance bases running concurrently. Fleet management facilitator for new aircraft deliveries, lease returns, aircraft sales, and leasing inspections

**Manager Maintenance Controlling and Planning** 1995-1998  
Responsible for development and execution of the daily maintenance operation ensuring all maintenance requirements were met and aircraft recovery efforts were completed in a safe, cost-efficient, timely manner

**Maintenance Controller** 1992-1995  
Coordinated scheduled and unscheduled maintenance to ensure the operation was provided with a sufficient supply of aircraft to meet the daily flight schedule  
Proactively identified and resolved potential issues that could negatively impact operations

**Aircraft Technician** 1990-1992

### HIGHLIGHTS AND ACCOMPLISHMENTS

Initiated successful business partnerships with 3<sup>rd</sup> party maintenance vendors throughout the U.S., Mexico, Canada, and France.  
Developed a production control department to efficiently manage procedures for heavy maintenance resulting in a multi-million dollar savings through reduced span and manpower  
Implemented MRO software, AuRA, which is used to track all maintenance requirements, discrepancies, inventory, and finances for ExpressJet Airlines and served on the Steering Committee  
Served as a member of the Reliability Control Committee Board  
Served as a member of the Continuing Analysis and Surveillance System Board (CASS)

### EDUCATION, CERTIFICATIONS, AND SPECIALIZED TRAINING

#### **Cy Fair High School**

Aug 1975-June 1979

#### **University of Houston, Houston, Texas**

General Studies,  
Sept 1979-May 1980

#### **Rice Aviation**

Airframe & Power Plant Certification  
Sept 1980-Nov 1981

#### **Certificates**

A&P Airman Certificate  
Issued Apr 1982,

#### **Continental Airlines Corporate Training**

Finance for Non-Financial Managers, Nov 1996  
The Seven Habits of Highly Effective People, 1996  
Drug & Alcohol Supervisors Training, Jan 1998  
Creating a Winning Work Environment, Aug. 1996  
HR – Legal Conference, July 2005  
Leading for Performance, Dec 1996

#### **Lean Management Experience**

***Kaizen Training*** – Bearing Point

***Lean Processing Training*** – Reduced redundancy and costs by serving as Team Lead for the Value Stream Mapping and Lean Implementation projects that utilized flow charts and Kaizen processes to eliminate excess procedures

# Woleteberhan Hiwot Taddesse

Citizen of the United States of America

## Professional Experience:

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### ExpressJet Airlines, LLC – 14 CFR Part 121 Airline

January 2006 to Present

1745 Phoenix Blvd, Suite 500, College Park, GA 30349

#### FAR 119 Chief Pilot

March 2021 to Present

14 CFR Part 119 System Chief Pilot for ExpressJet Airlines Air Carrier Certificate number ASOA029B. Responsible for the management of flight crews, establishing flight operations policies & procedures and ensuring regulatory compliance. Supervises Base Chief Pilots to ensure compliance with all regulatory and company operating procedures. Responsible for the currency and utilization of check airmen, scheduling of ground training, safety training, right seat flying, and FAA observations for new Line-Check Airmen.

#### Manager of Line Operations – Flight Operations

January 2018 to November 2020

##### *Flight Operations Policies, Procedures, and Regulatory Compliance*

Enforced policies, procedures, and regulations by working with the different Chief Pilot offices on monthly Chief Pilot notes and reminders. Responsible for overseeing that flight crew followed regulations and if there were any deviations, counselled the pilot, ensured that they understood what was required of them, and conducted discipline hearings when needed. Updated and added new policies to the Flight Operations Manual. Participated in a monthly Operations joint meeting with the FAA and ExpressJet leadership to discuss past, current, and future operational plans. Participated in monthly Flight Operations Safety meetings to discuss pilot trends and discuss issues that needed additional attention.

##### *Operational Control*

Responsible for operational control when the Director of Operations or the System Chief Pilot was had a planned or unplanned absence ensuring the reliability of daily flight operations.

##### *Emergency Response Team*

Participated in Emergency Response Drills for Flight Operations. Compiled the Go Team list and worked with the Safety Department to ensure that participants had completed qualifications and were ready to be dispatched if needed.

##### *Pilot Recruiting*

Assisted in Job Fair Conferences greeting potential pilots face to face and conducted interviews. During conferences, attended Industry training beyond recruiting on behalf of ExpressJet and incorporated material into our culture.

##### *Other Duties*

Worked with the labor union as a Steering Committee member of HIMS. Attended monthly grievance meetings with the labor union to resolve issues before they escalated. Participated on the Labor Negotiation Team on contract renewals. Attended monthly long term disability meetings and was a part of the Review Committee. Helped re-establish a larger MedAire contract and was a primary contact for any notification for the company. Worked with the Department of Labor to set up current USSERA training for ExpressJet. Reviewed USSERA leave cases for all military personnel at ExpressJet.

##### *Industry Involvement*

Participated in Aviation Accreditation Board International (AABI) conferences and spoke on the Diversity Panel in 2019 and 2020. Long standing Women in Aviation (WIA) member.

#### Assistant Chief Pilot

July 2017 to January 2018

Responsible for the regular and routine supervision of flight crew members' well-being while ensuring compliance with regulations and directives. Assisted the Chief Pilot with maintaining flight crew discipline and recommending personnel actions for pilots. Solved problems at the gate to help ensure smooth on-time departures. Assisted with Drug and Alcohol audits and was a Trained Observer for the company if an employee appeared to be intoxicated.

**Flight Operations Supervisor**

March 2017 to July 2017

Assisted the Chief Pilot on day-to-day operations. Worked in the Operations Department alongside the Scheduling, Dispatch, and Maintenance teams 2 -3 times a week to help smooth out any problems or delays in real time solving pop up problems with pilots and flights. Assisted with the Chief Pilot On Call duty, answering the phone 24 hours a day for any pilot or operational issue. Followed up on and redirected false delays placed on Flight Operations.

**Captain**

November 2013 to November 2020

*Line Operations*

Successfully completed type ratings on the CL-65 and EMB-145 aircraft, as well as differences training from the CL-65, CRJ-200 variant to both the CRJ-700 and CRJ 900 variants. Performed line operations safely and efficiently while also mentoring First Officers.

**Crew Resource Management Facilitator – Training Department**

January 2010 to January 2011

Taught classes sharing training procedures to improve aviation safety, CRM focuses on interpersonal communication, leadership, and decision making that all collectively help assure a safe and efficient operation, reduce errors, avoid stress and increase efficiency.

**First Officer**

May 2006 to November 2013

*Line Operations*

Successfully completed training as a First Officer on the CL-65. Performed line operations safely and efficiently.

**Internship – Flight Standards**

January 2006 to May 2006

Administrative duties for Flight Standards.

**Certificates**

Air Transport Pilot : CL-65, EMB-145  
 Part 107 Small Unmanned Aircraft Systems #4446608  
 FAA First Class Medical, First Aid CPR AED qualified until Feb 2022  
 FCC Restricted Radiotelephone Operators Permit  
 U.S. Citizen with U.S Passport: Current, Unrestricted

**And Ratings:**

<b>Flight Time:</b>	Total Flight time	<b>4962</b>	Turbine PIC	<b>1601</b>
	Multi Engine Land	<b>4745</b>	Turbine SIC	<b>3112</b>
	Single Engine Land	<b>211</b>	Total Turbine	<b>4713</b>
	Single Engine Sea	<b>6</b>		

**Experience:****JetBlue Airways – 14 CFR Part 121 Airline****June 2004 to August 2004**

27-01 Queens Plaza North, Long Island City, NY 11101

**Internship - Pilot Recruiting**

Trained and assisted with Pilot Recruiting. Administrative duties with applicant files. Worked Job fair recruiting booths.

**United Airlines – 14 CFR Part 121 Airline****August 1997 to Sep 2005**

233 Wacker Drive, Chicago, IL 60606

**Flight Attendant***Line Operations*

Worked both Purser position and International flights. Ensured that emergency equipment worked. Monitored, managed, and secured the cabin while providing information, guidance, and assistance for safety and comfort to passengers on board.

**United States Navy**  
Naval Submarine Base, Bangor, WA (Last Command)

**June 1993 to April 1997**

**Yeoman**  
Administrative duties for the Base Commander's office.

**Gaps in Employment or Education:**

Nov 2020 – Mar 2021. Furloughed and searched for employment during COVID 19 pandemic.  
Apr 1997 – Aug 1997. Was in United Airlines' hiring pool and waited on class.

**Education:**

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**Embry-Riddle Aeronautical University**  
Daytona Beach, FL

**September 2003 to December 2006**

**Bachelor of Science: Aeronautical Science**  
Minor in Business Administration  
GPA 3.35/4.0

**International Air Academy**  
Vancouver, WA

**February 1995 to June 1995**

**Airline / Travel Specialist**  
Graduate 93.7/100



## Douglas Brady

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Citizen of the United States of America.

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### Professional Experience

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#### **ExpressJet Airlines, LLC – 14 CFR Part 121 Airline**

**August 1997 to Current**

1745 Phoenix Blvd, Suite 500 | College Park, GA  
30349

#### **Director – Corporate Safety, Security & Compliance**

October 2020 to Current

14 CFR Part 119 Director of Safety for ExpressJet Airlines Air Carrier Certificate number ASOA029B. Maintain approved security program for the Transportation Security Administration (TSA.) Maintain Environmental Protection at various facilities around the country. Manage all Operations Specifications for ExpressJet Airlines.

#### **General Manager – Aircraft Operations**

July 2015 to September 2020

##### *Safety Management System (SMS)*

Consistently promote safety culture and quality change management. Ensure all members of the department are completing tasks in accordance with the ExpressJet Safety Management System. Manage processes for completion of Safety Risk Assessment (SRA) and Integrated Process Improvement (IPI) events for all new or changes to policies and procedures. Ensure the SRA process is used to identify and mitigate threats within the Flight Operations division. Use the IPI process to ensure all departments are made aware of identified threats and how mitigation efforts may affect their department. Lead Flight Operations and Flight Training through the IATA Operational Safety Audit (IOSA) every two years.

##### *Regulatory Compliance*

Maintain all Part A, B and C Operations Specifications for ExpressJet Airlines Air Carrier Certificate number ASOA029B. Authorized signatory for all Operations Specification parts. Work closely with all Principal Inspectors to ensure Operations Specifications are kept up to date with the latest revisions and content. Ensure all Flight Operations policies, procedures and programs are following the approved Operations Specifications paragraphs, 8900.1 guidance, and Advisory Circular guidance as applicable. Responsible for program development within Flight Operations when new Operations Specifications paragraphs are required either by directive or operational need. Use the FAA Safety Assurance System external portal to maintain official approval and acceptance communications with the Atlanta CMO. Host FAA and ExpressJet leadership for a monthly Operations Round Table to discuss FAA line and training event observations as well as ExpressJet operational plans.

##### *Operational Manuals and Programs*

Lead a team of aviation professionals in developing programs, policies and procedures to help ExpressJet achieve operational and efficiency goals as set by senior leadership and the main line partners. Responsible for the development and distribution of all FAA approved and accepted fleet and operations manuals to include the Pilot's Operating Handbook, Flight Operations Manual, Quick Reference Handbook, Minimum Equipment List, Configuration Deviation List, and various other

documents, bulletins and tools. Ensure all publications content are developed in compliance with manufacturer, FAA and operational guidance.

#### *Flight Operations Technical*

Manage the strategic and day to day aspects of the Electronic Flight Bag (EFB) program. Ensure the subscription service for Jeppesen FliteDeck Pro is sufficiently populated for all regular operations as well as potential diversion airports. Maintain pilot enrollment in the Mobile Device Management (MDM) system to ensure seamless delivery of required navigation charts and operational manuals. Work with Airport Operations to develop and revise Pilot Information pages used for safe ramp and non-movement area operations at each airport served. Maintain the flight deck interface for Aircraft and Crew Addressing and Communications System (ACARS) used for operational control communications with the company, performance/weight and balance calculations, maintenance and safety reporting, and movement control times. Working with AeroData, Inc., ensure all performance/weight and balance products provided to pilots are safe, accurate, and in compliance with approved programs. Flight Operations liaison to the manufacturers and Maintenance and Engineering department with the goal of continuously improving operational quality and reliability.

#### *Efficiency Programs*

Develop, implement and promote fuel efficiency programs key to enhancing environmental protection, resource management, and costs. Use single engine taxi procedures, statistical contingency fuel, Auxiliary Power Unit (APU) procedures, and tactical cost indexing to meet goals for safe, efficient fuel planning. Use ACARS system to improve visibility for pilots and dispatchers of part 117 flight and duty time limitations as well as lengthy tarmac delay events.

#### *Computer Skills*

Daily use and proficiency in Microsoft Outlook, Word, Excel, and Power Point. Knowledgeable in Windows 10 Tablet architecture for use in EFB platforms, Jeppesen FliteDeck Pro, Jeppesen Distribution Manger Pro, and the AirWatch MDM.

#### **Manager – Aircraft Operations Technology**

January 2013 to June 2015

#### *Safety and Regulatory Compliance*

Held the position of Company Representative for the Aviation Safety Action Program (ASAP), Event Review Committee (ERC). Attended the FAA Academy training in Oklahoma City where I received certification in WebOPSS for Industry. Maintained all Part A, B and C Operations Specifications for ExpressJet Airlines Air Carrier Certificate number ASOA029B. Flight operations expert on performance/weight and balance for the Emergency Response Team.

#### *Project Management and Development*

In partnership with SkyWest Airlines and the Atlanta CMO, developed a new EFB program for use at both airlines. Tested and implemented approved navigation data and pilot manuals for use on a paperless flight deck. Developed Flight Operations and Flight Operations Engineering facets of the CRJ-700 High Density project which added 4 additional seats to the cabin. Developed Statistical Contingency Fuel program for United Airlines Express operations.

#### *Air Traffic Control Initiatives*

For the Atlanta Hartsfield-Jackson International Airport, participated in Optimization of Airspace and Procedures in the Metroplex (OAPM). Coordinated with the Atlanta Tower in a program to familiarize maintenance personnel with safe movement of airplanes around the airport.

#### *Industry Involvement*

Long standing member of the Bombardier Flight Operations Steering Committee (FOSC). Served as Co-Chair of the committee for two years facilitating various safety and efficiency enhancements to the worldwide CRJ Fleet. As Co-Chair, attended the Bombardier Technical Steering Committee (TSC) to help shape reliability improvements on the CRJ fleet. Member of the Regional Aircraft Association (RAA) Flight Operations Technical Committee promoting safety and efficiency through technology in Air Carrier Operations.

#### **Captain, Training Pilot and Check Airman**

April 2000 to December 2012

#### *Flight Training*

Successfully completed type ratings on the EMB-120 and CL-65 aircraft, as well as differences training from the CL-65, CRJ-200 variant to both the CRJ-700 and CRJ-900 variants.

#### *Flight Instruction and Checking*

Received authorizations as an Instructor and Check Airman on both the EMB-120 and CL-65 aircraft. Taught ground schools for Initial, Transition and Upgrade pilot candidates. Performed in-aircraft flight training in the EMB-120 aircraft only. Performed simulator flight training on Initial, Transition and Upgrade pilot candidates. Received FAA authorization as a Simulator Check Airman and performed Initial and Recurrent Proficiency Checks on Pilot in Command (PIC) and Second in Command (SIC) flight crew members. Received FAA authorization as a Line Check Airman. Completed Initial Operating Experience on Initial, Transition and Upgrade pilot candidates as well as Initial and Recurrent Line Checks on Captains.

#### *Project Management and Development*

Participated in the development of various flight training curricula and flight checking events with a focus on scenario-based navigation, communication, and performance/weight and balance training events. Participated in the CRJ-700 Interior Reconfiguration project for Delta Airlines. In partnership with SkyWest Airlines, developed and implemented the entire ACARS program for ExpressJet Airlines. Led a team which developed and attained approval for Category II Approach operations and Reduced Vertical Separation Minimums (RVSM) operations.

#### **First Officer**

August 1997 to March 2000

#### *Line Operations*

Successfully completed training as a First Officer on the EMB-120. Later, completed training as a First Officer on the CL-65. Performed line operations safely and efficiently for approximately 3 years before entering the Training Department.

## **Flight Experience**

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### **Certificates and Ratings**

Airline Transport Pilot #  
    Airplane Multiengine Land  
    CL-65; EMB-120; EMB-145;  
    ERJ-170; ERJ-190  
Commercial Privileges  
    Airplane Single Engine Land  
Aircraft Dispatcher  
Restricted Radio Telephone Operator Permit  
Medical Certificate First Class

### **Flight Experience**

Flight Hours in Airplanes	3,329
Pilot in Command	1,286
Multi-Engine	3,096
Turbine	3,082
Flight Hours in Simulators	318

## **Education**

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### **Embry-Riddle Aeronautical University – September, 1992 through August, 1997**

Daytona Beach, Florida

Bachelor of Science - Aeronautical Science

Cumulative GPA       3.259 out of possible 4.000

While attending Embry-Riddle, I completed my Instrument Airplane and Commercial Pilot ratings, acquired my aircraft dispatcher's certificate, and minored in aviation weather.

# JONYT MEYER

T:  
1745 Phoenix Blvd., Suite 250  
College Park, GA 30349  
Email: [jonyt.meyer@expressjet.com](mailto:jonyt.meyer@expressjet.com)

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## SENIOR TECHNOLOGY EXECUTIVE / CIO / IT CONSULTANT / AVIATION PROFESSIONAL

Drive dramatic and sustainable performance improvements by leveraging technology and operating IT as a BU to solve daunting business challenges. Generate maximum benefit by creating proactive culture and providing the tools and training that empower teams to excel. Skilled at reengineering business processes to optimize operations, contain costs, and increase profitability. Motivational leader and articulate communicator, who achieves goals through passion, commitment, and expertise in:

### Core Qualifications

- Contract & Vendor Management / Negotiations
  - Cost Control / Budget & Expense Management
  - Team Development / Deployment / Motivation
  - SOC / PCI Security Standard Implementation
  - Integrating Technology & Business Solutions
  - Maximizing Data Reliability / Communication
  - Multifunctional Collaboration / Leadership
  - Process & Quality Improvement / Metrics
  - Startups / Turnarounds / Restructures
  - Leveraging Strategic Partnerships
  - Optimizing Customer Experience
  - Project management - PMO
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### Executive Performance

#### **Owner and Founder ShopStormTools**

2012-Present

US Patent Holder US10,131,024 Issued November 2018

<https://patents.google.com/patent/US10131024B2/>

#### **Independent IT Consultant**

2016-2019

Strategic Planning, Information Security and Compliance, CIO Advisory

#### **ExpressJet Airlines, Inc.**, Houston, TX

2002-2011, 2019-Present

*\$1.2 billion, Fortune 1,000 Company and part of multi-division ExpressJet Holding Inc. operating up to 274 regional aircraft for Continental Airlines; acquired by Atlantic Southwest Airlines in Q4 2010.*

#### **CIO – VP Information Technology** (May 2019-Current)

Led successful carve out of IT all operations from outsourced service model to internally managed.

#### **CIO – Staff VP Information Technology** (2009–2010, 2019-Current)

Promoted to provide vision and leadership for all IT functions of holding company including infrastructure, software development and management, and voice and data networks.

#### **Cost Containment**

- Decreased annual recurring IT expense budget 31% (\$3.4 million) through collaborative review and adjustment of multiple cost centers within IT operations.

#### **Business Optimization**

- Achieved 75% reduction of a \$1.3 million early termination exposure from key provider through careful contract review and open negotiations with vendor and vendor's counsel.

#### **IT Management**

- Achieved 100% pass rates for all internal/external audits implementing COBIT architecture in developing IT controls and standards.

#### **Team Motivation and Leadership**

- Retained 90% and motivated core IT team operating under stress of pending buyout and merger transactions while reducing staff costs more than 19%.

## JONYT MEYER

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### **Sr. Director IT (2002–2008)**

Served as one of two senior IT leaders, expanding responsibilities to deliver IT services across multiple divisions.

- Managed 350% rapid IT growth, delivering complete carve-out in less than 12 months, 12% under budget through "Get IT Involved" core strategy based on business partnerships.

### **Continental Express Airlines, Houston, TX**

1990–2002

*Exclusive operator of regional airline for Continental airlines.*

### **Director IT (1997–2001)**

Divisional director in charge of IT systems and business process automation support for 24X7 mission critical Systems Operations Control Center.

- Provided leadership and coordinated diverse operational functions of multiple departments in relocation of 24x7 mission-critical operations center with zero interruption of service.

### **Manager IT (1994–1996)**

Directed IT support for mission critical System Operations Control Center.

- Achieved 99.9% systems reliability and increased user productivity, leading industry in systems upgrades while migrating critical operating groups to state-of-the-art operating platforms.
- Avoided thousands of flight cancellations by directing logistics of complex flight crew relocation that met FAA mandate resulting from another carrier's aircraft loss.

## JONYT MEYER

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### **ADDITIONAL CONTINENTAL EXPRESS POSITIONS**

**IT Specialist, Houston, TX (1992–1993)**

**Crew Coordinator, Houston, TX (1990–1991)**

### **EDUCATION / CERTIFICATION / AFFILIATIONS / CITIZENSHIP**

**MINOT HIGH SCHOOL – MINOT ND**

HONORS GRADUATE 1989

**CORNELL UNIVERSITY Ithaca, NY**

Certificate in Executive Management - Completed 2011

**CNA, Certified Network Administrator, Novell**

**CIO Leadership Network, Member**

**US Citizen - US Passport – TSA Known Traveler**

# Kevin Langford

1745 Phoenix Blvd., College Park, GA 30349

kevin.langford@expressjet.com

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## SUMMARY OF EXPERIENCE

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- Twenty years of progressive HR experience across a variety of industries, including upstream/midstream oil and gas, manufacturing, distribution, and aviation
- United States Citizen
- Organizationally recognized leader, change agent and mentor, developing direct reports into future senior HR leaders
- Possesses a master's degree in Human Resources and Industrial Relations from an institution consistently ranked as a Top 3 Human Resources and Industrial Relations program

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## PROFESSIONAL EXPERIENCE

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### **VICE PRESIDENT HUMAN RESOURCES** **NOVEMBER 2019 – PRESENT**

#### **EXPRESSJET AIRLINES – HOUSTON, TEXAS**

*EXPRESSJET AIRLINES LLC IS A NORTH AMERICAN REGIONAL AIRLINE HEADQUARTERED IN COLLEGE PARK, GEORGIA.*

- Human Resources Executive Officer reporting to the CEO, with responsibilities for the organization's human capital strategy for an airline having up to 140 aircraft and over 3,000 employees with four labor unions
- Lead a team that was over 50 professionals with responsibility for talent acquisition, compensation, benefits, HRIS, learning and development, employee relations and corporate communications, with an annual budget of \$5M
- Advisor and business partner for the Executive Leadership Team

### **INDEPENDENT HUMAN RESOURCES AND TRAINING CONSULTANT** **MARCH 2019 – OCTOBER 2019**

#### **KJL CONSULTING – HOUSTON, TEXAS**

*KJL CONSULTING IS AN INDEPENDENT HUMAN RESOURCES CONSULTING COMPANY*

- Independent consultant working on various Human Resources projects for a variety of clients

### **PRINCIPAL HUMAN RESOURCES BUSINESS PARTNER** **JANUARY 2015 – MARCH 2019**

#### **BHP - HOUSTON, TEXAS**

*BHP, FORMERLY KNOWN AS BHP BILLITON, IS THE TRADING ENTITY OF BHP GROUP LIMITED AND BHP GROUP PLC, AN ANGLO-AUSTRALIAN MULTINATIONAL MINING, METALS AND PETROLEUM DUAL-LISTED PUBLIC COMPANY HEADQUARTERED IN MELBOURNE, VICTORIA, AUSTRALIA.*

- Lead strategic HR Professional that supported 5 members of Executive Leadership and budgets of up to \$2.8 billion across 7 countries, including Drilling & Completions, Offshore Operations, Supply Chain, Marketing and Trading
- Provided strategic and day-to-day leadership, mentoring, coaching and training to a team of early career employees
- Partnered with executive leadership to set people strategies, increasing engagement scores year-on-year up to 20%
- Influenced leadership on the value of an inclusive and diverse workplace, developing strategies for culture improvement and metrics for measuring effectiveness of HR initiatives

### **HUMAN RESOURCES LEADER** **JULY 2013 – JANUARY 2015**

#### **EQUINOR (FORMERLY STATOIL) - HOUSTON, TEXAS**

*EQUINOR IS A NORWEGIAN STATE-OWNED MULTINATIONAL ENERGY COMPANY HEADQUARTERED IN STAVANGER, NORWAY.*

- HR Business Partner for US Onshore Operations, supporting and coaching Vice Presidents and senior leaders on their employee development, business objectives and personal leadership styles
- Created and implemented strategy aligning with business objectives and focusing on integration following acquisition

### **HUMAN RESOURCES ADVISOR** **JUNE 2008 – JULY 2013**

#### **HESS CORPORATION - HOUSTON, TEXAS**

*HESS CORPORATION (FORMERLY AMERADA HESS CORPORATION) IS AN AMERICAN GLOBAL INDEPENDENT ENERGY COMPANY.*

- HR Business Partner for Offshore Americas and West Africa Production, North Dakota and Permian Basin
- Managed and locally executed reorganization of 150+ employees within the Equatorial Guinea office, including staff reductions, logistics and supporting leaders in communications and change management
- Managed governmental secondee program with Equatorial Guinea for personnel in Houston and Lubbock

**HUMAN RESOURCES GENERALIST** **DECEMBER 2006 – JUNE 2008**  
**PEPSI BEVERAGES COMPANY (FORMERLY PEPSIAMERICAS) – CHICAGO, ILLINOIS**  
*PEPSIAMERICAS, INC. WAS THE WORLD'S SECOND-LARGEST BOTTLER OF PEPSI-COLA PRODUCTS, UNDER CONTRACT WITH PRODUCT OWNER PEPSICO. IN 2010, PEPSICO'S ACQUISITIONS, FORMING A NEW, WHOLLY OWNED SUBSIDIARY, THE PEPSI BEVERAGES COMPANY.*

- Managed all human resources functions for the company's largest facility of 500+ persons
- Led a team of three employees located across two facilities
- Labor Relations lead for a location with two unions and three basic labor agreements, negotiating one agreement
- Responsible for full cycle hiring and compensation for salaried exempt and non-exempt personnel

**STAFF SUPERVISOR, LABOR RELATIONS** **JUNE 2004 – DECEMBER 2006**  
**UNITED STATES STEEL CORPORATION – GARY, INDIANA**  
*UNITED STATES STEEL CORPORATION, MORE COMMONLY KNOWN AS U.S. STEEL, IS AN AMERICAN INTEGRATED STEEL PRODUCER HEADQUARTERED IN PITTSBURGH, PENNSYLVANIA, WITH PRODUCTION OPERATIONS IN THE UNITED STATES AND CENTRAL EUROPE.*

- Negotiated, disciplined, and administered labor contract for 2 major production units, 1 clerical unit
- Managed entire grievance procedure from the initial complaint to arbitration, averaging 35 grievances per month
- Negotiated overtime agreement for Security and Fire Department employees

**ADJUNCT PROFESSOR** **JANUARY 2007 – JULY 2008**  
**INDIANA UNIVERSITY NORTHWEST – GARY, INDIANA**  
*INDIANA UNIVERSITY NORTHWEST IS A PUBLIC UNIVERSITY IN GARY, INDIANA. IT IS A REGIONAL CAMPUS OF INDIANA UNIVERSITY AND WAS ESTABLISHED IN 1963.*

- Taught Organizational Behavior, a 300-level business course

**HUMAN RESOURCES ASSISTANT** **SEPTEMBER 2003 – JANUARY 2004**  
**UNIVERSITY OF ILLINOIS AT URBANA – CHAMPAIGN – CHAMPAIGN, ILLINOIS**  
*THE UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN IS A PUBLIC LAND-GRANT RESEARCH UNIVERSITY IN ILLINOIS IN THE TWIN CITIES OF CHAMPAIGN AND URBANA. IT IS THE FLAGSHIP INSTITUTION OF THE UNIVERSITY OF ILLINOIS SYSTEM AND WAS FOUNDED IN 1867.*

- Performed various Human Resources projects for the CITES Computer Science division of the University

**HUMAN RESOURCES INTERN** **JUNE 2003 – AUGUST 2003**  
**SAP ARIBA, INC. – SUNNYVALE, CALIFORNIA**  
*ARIBA (NOW SAP ARIBA) WAS FOUNDED IN 1996 ON THE IDEA OF USING THE INTERNET TO ENABLE COMPANIES TO FACILITATE AND IMPROVE THE PROCUREMENT PROCESS, WHICH WAS PAPER-BASED, LABOR-INTENSIVE, AND INEFFICIENT FOR LARGE CORPORATIONS.*

- Completed various Human Resources projects as part of a summer internship

**BENEFITS COUNSELOR** **AUGUST 2002 – JUNE 2003**  
**SURS OF ILLINOIS – CHAMPAIGN, ILLINOIS**  
*SURS IS THE RETIREMENT ADMINISTRATOR FOR EMPLOYEES IN PUBLIC HIGHER EDUCATION IN THE STATE OF ILLINOIS.*

- Performed telephone benefit counseling to employees and retirees.

**EMPLOYMENT GAP** **MAY 2002 – JULY 2002**  
**CHAMPAIGN, ILLINOIS**

- Searched for next employment opportunity following a reduction-in-force (last in, first out) from Plastipak, Packaging, Inc. during the economic downturn post September 11, 2001.

**HUMAN RESOURCES ASSISTANT** **FEBRUARY 2001 – APRIL 2002**  
**PLASTIPAK PACKAGING, INC. – CHAMPAIGN, ILLINOIS**  
*PLASTIPAK MANUFACTURES AND RECYCLES PET AND HDPE RIGID PLASTIC PACKAGING AND PREFORMS FOR BEVERAGE, FOOD, AND CONSUMER CLEANING PACKAGING.*

- Responsible for administrative Human Resources duties, non-technical interviewing, background checks, and various Human Resources projects.



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**EDUCATION**

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**MASTER OF HUMAN RESOURCES AND INDUSTRIAL RELATIONS** **JANUARY 2003 - MAY 2004**  
**UNIVERSITY OF ILLINOIS AT URBANA – CHAMPAIGN, CHAMPAIGN, ILLINOIS**

**BACHELOR OF SCIENCE IN LIBERAL ARTS AND SCIENCES** **August 1999 - December 2001**  
**UNIVERSITY OF ILLINOIS AT URBANA – CHAMPAIGN, ILLINOIS**

**COURSEWORK TOWARDS BACHELOR OF SCIENCE**  
**BRADLEY UNIVERSITY – PEORIA, ILLINOIS** **August 1997 – May 1999**

**COURSEWORK TOWARDS BACHELOR OF SCIENCE** **JUNE 1998 – AUGUST 1998**  
**DANVILLE AREA COMMUNITY COLLEGE – DANVILLE, ILLINOIS**

# Perry Baker – USA citizen

1745 Phoenix Blvd Suite 500 College Park GA

Cell:

## PROFESSIONAL EXPERIENCE

- ExpressJet Airlines**, - Regional Commercial Airline – Atlanta Georgia 2020 - Present  
**Vice President-Finance**  
Finance department leader responsible for FP&A, Corporate Reporting, Treasury, Accounts Payable, Payroll and Corporate Real Estate
- LendingPoint**, Individual loan provider - Kennesaw Georgia 2019  
**Executive Vice President of Finance**  
Finance leader for \$600M financial services portfolio, responsible for Treasury, Accounts Payable and FP&A
- ABM Aviation**, Aviation services Provider -Atlanta, Georgia 2018  
**Vice President – Financial Planning and Analysis**  
Finance, Strategy and Pricing leader for ABM’s \$1B aviation entity
- Delta Airlines**, Commercial Airline - Atlanta, Georgia 2011 – 2017  
**Managing Director of Finance**  
Division Controller and Financial Leader for \$5+ billion in annual expense related to Delta’s Airport, Customer Service, Cargo Operations, Corporate Real Estate and Operations Control Center. Department leader for a team of 35 management employees
- Continental/United Airlines**, Commercial Airline, Houston, Texas 1991 – 2011  
**Senior Director – Operational Efficiency;** 2010 – 2011  
Department leader providing a full range of analysis support as an operational performance liaison between the System Operations Control Center and the enterprise
- Senior Director/Controller – Operations, Airport Services and Cargo Finance;** 2005 – 2010  
Provided financial reporting including monthly close, forecast and annual budgets. Performed financial audits of operating entities to ensure compliance with GAAP and Sarbanes Oxley. Department leader of 80 employees with financial and strategic responsibility for Continental’s \$8 billion operating divisions including the Fuel Division, Flight Operations, Inflight Services, Food Services, System Operations Control Center, Safety & Regulatory Compliance, Airport Services and Cargo
- Managing Director of Finance/Controller –Flight Operations;** 1998 – 2005  
Financial controller responsibilities for Flight Operations, Inflight, Crew Training, Food Services and Fuel with an annual operating budget of \$3.5 billion
- Director of Finance – Cargo Division;** 1996 – 1998
- Coordinated with the Cargo marketing team to ensure the division met its \$280 million annual revenue goals
  - Implemented a revenue recognition process that improved monthly and quarterly reporting accuracy
  - Constructed an internal Cargo division profit and loss statement
- Pricing Analyst, Staff Accountant, Senior Financial Analyst, Finance Manager; 1991 -1996
- Airline Tariff Publishing Company – Washington D.C.** – Airline fares and rules clearing house with the D.O.T. Tariff Analyst 1990 -1991

## EDUCATION

- University of Houston, Master of Business Administration, Houston, Texas, Jan 1998 – May 14, 1999  
University of Arizona, B.S. degree in Business Administration, Tucson, Arizona, Aug 1985 – December 21, 1989

Mobile

### **Professional Summary**

Safety-oriented aviation professional with an extensive and comprehensive background in airline maintenance operations, regulatory compliance and quality assurance programs. Responsible for the airworthiness of ExpressJet flight equipment and the efficient operation of the Quality Department. United States Citizen. Airframe & Power Plant license certificate number 3548910 – issued 1987.

### **Professional Experience**

**ExpressJet/ASA - Atlantic Southeast Airlines** **Nov 1985 – Present**  
ExpressJet Airlines LLC is a North American regional airline headquartered in College Park, Georgia.

**Director - Quality – Atlanta, GA** **Sept 2020 - Present**

- Responsible for the efficient operation of the Quality Department.
- Designated in Operations Specification A006 as Chief Inspector and meets the qualifications of 14 CFR Part 119.65(d).
- Operations Specification A007, Other Designated Persons, authority to officially apply for and receive operations specifications Parts A, D & E.
- Directly responsible for the airworthiness of ExpressJet flight equipment, proper sign-off of maintenance and Required Inspection Item (RII) work accomplished.
- Ensure compliance with policies and procedures as they pertain to maintenance records and Inspector sign-offs.
- Quality assurance of the performance and approval of maintenance, preventative maintenance, and alterations.
- Appointment and notifications of Inspectors and Designated Inspectors.
- Oversight of all Inspector activity as it applies to the OEM and 14 CFR Parts 119 and 121 certificate holder requirements.
- Ensure all Inspectors meet the specific qualifications required for their positions.
- Inspection of incoming parts and components to ensure the product meets ExpressJet and FAR requirements.
- Member of Reliability Board.
- Direct Quality Control (QC) policies, programs, and procedures for the Maintenance Department through a team of managers and supervisors.
- Provide leadership for enhancing quality programs, integrating SMS self-auditing practices, and provide direction for the QC department.
- Ensure Quality Control concerns are captured and addressed in the CASS program as described in CFR 121.373.
- Ensure Quality Managers, Supervisors, and Inspectors comply with the Airworthiness Directive Program as defined in AC39-9 and as described in the GMM.
- Accountable for all Quality Control Maintenance activities pertaining to all applicable 14 CFR Part 121 operations.
- Establish and maintain a culture of quality in hangar and line maintenance activities.

**General Manager - Regulatory Compliance, QA/CASS – Atlanta, GA** **May 2019 – Aug 2020**

- Ensure compliance with regulatory and company policies and procedures.
- Investigate and formulate responses for the FAA in the areas of concern.
- Review technical documents for compliance to the regulations and Safety Assurance System (SAS) safety attributes.
- Ensure comprehensive corrective actions are communicated to the FAA addressing deficiencies identified by the QA program, the CASS program, QA investigations, and any audit conducted by any regulatory agency.

- Coordinate FAA concerns and responses with Director(s) – Corporate Safety, Maintenance Operations, Quality; General Manager(s) - Maintenance and Quality; Duty Managers and those departments applicable to FAA required responses.
- Act as Company Liaison for FAA document request and on-site visits. Recommend programs to ensure and enhance satisfactory performance of aircraft maintenance.
- Ensure an audit schedule is developed and maintained.
- Generate reports of audit findings and evaluations.
- Manage the CASS program and oversee preparations of the monthly reports and quarterly trend/analysis for review by the CASS Board and FAA representatives.
- Recommend changes to company procedures to ensure compliance with existing CFRs and company policies as referenced in the General Operating Manual (GOM) and General Maintenance Manual (GMM).
- Monitor the GMM for maintenance and inspection policies, procedures, content, and revisions, including revisions of other technical manuals and amendments to company Operations Specifications and auditing processes.
- Monitor SDR and MIS reports to evaluate trends consistent with the position on the CASS board.
- Track audit findings, discrepancies and corrective actions. Review audit reports for standardization/accuracy and ensure they are achieved and reported to the company's Safety Department for analysis.
- Conduct and participate in Quality Department investigations as Team Leader or member of the team, as required.
- Assign QA personnel to essential maintenance providers on initial start-up operations and when quality issues become evident, or as instructed by the Director – Quality.
- Develop timelines and assign resources, then oversee accomplishment of projects assigned by the Director – Quality. Ensure Quality Assurance activities support continuous improvement of internal maintenance, contract maintenance and vendors.
- Provide oversight of compliance with ExpressJet's Airworthiness Agreements.

**Manager - Regulatory Compliance – Atlanta, GA**

**Sept 2016 - Apr 2019**

- Coordinate with Company Directors and leadership to ensure ExpressJet's continued regulatory compliance requirements are met.
- Work with ExpressJet's Maintenance Division subject matter experts to assimilate responsible root cause analysis to properly address findings or violations of ExpressJet's Policies and Procedures as documented within FAA General Letters, Letters of Investigation (LOI), Enforcement Investigative Reports (EIR), and Voluntary Disclosure Reporting Program (VDRP).
- Coordinate with ExpressJet's Quality Assurance Department to monitor the implementation of the Maintenance Division's comprehensive fixes.
- Advise the Maintenance Division of negative trends noted within the regulatory compliance data collection of GEN letters, LOI's, EIRs and VDRPs.
- Routinely issue written updates (paper and electronic) of FAA letters/VDRP status to the Maintenance Division Leadership.
- Ensure timely submission of initials VDRP notices to the FAA VDRP website, to include timely submission of responses.
- Interact with the FAA on a daily basis for areas of concern. Investigate, edit and formulate responses to the FAA findings, VDRPs and EIRs prior to final submittal.
- Track required response dates to the FAA and other regulatory agencies to ensure timely responses are maintained.
- Provide guidance to team members regarding regulatory compliance matters.

**Chief Inspector – Atlanta, GA**

**Apr 2015 - Aug 2016**

- Directly responsible for the airworthiness of ExpressJet's flight equipment, proper sign-off of maintenance and Required Inspection Item (RII) work accomplished.
- Meet the qualification in Title 14 CFR Part 119.65(d). Authority to officially apply for and receive operations specifications Parts A, D & E.
- Ensure compliance with policies and procedures as they pertain to maintenance records and inspector sign-offs.
- Oversee quality assurance in the performance and approval of maintenance, preventative maintenance and alterations.

- Oversight of all Inspector activity as it applies to the OEM and Title 14 CFR Parts 119 and 121 certificate holder requirements.
- Ensure all inspectors meet the specific qualifications required for their positions.
- Oversee Regulatory Compliance and act as FAA Liaison.
- Participate in the CASS program per ExpressJet's manual requirements.
- Oversight of the Airworthiness Directive management programs, Minimum Equipment Listing (MEL) and Operations Specifications.
- Participate as a member of ExpressJet's Reliability Board.

**Director – Quality – Atlanta, GA**

**Sept 2014 - Mar 2015**

- Responsible for the efficient operation of the Quality Department.
- Designated in Operations Specification A006 as Chief Inspector and meets the qualifications of 14 CFR Part 119.65(d).
- Operations Specification A007, Other Designated Persons, authority to officially apply for and receive operations specifications Parts A, D & E.
- Directly responsible for the airworthiness of ExpressJet flight equipment, proper sign-off of maintenance and Required Inspection Item (RII) work accomplished.
- Ensure compliance with policies and procedures as they pertain to maintenance records and Inspector sign-offs.
- Quality assurance of the performance and approval of maintenance, preventative maintenance, and alterations.
- Appointment and notifications of Inspectors and Designated Inspectors.
- Oversight of all Inspector activity as it applies to the OEM and 14 CFR Parts 119 and 121 certificate holder requirements.
- Ensure all Inspectors meet the specific qualifications required for their positions.
- Inspection of incoming parts and components to ensure the product meets ExpressJet and FAR requirements.
- Member of Reliability Board.
- Direct Quality Control (QC) policies, programs, and procedures for the Maintenance Department through a team of managers and supervisors.
- Provide leadership for enhancing quality programs and provide direction for the QC department.
- Ensure Quality Control concerns are captured and addressed in the CASS program as described in CFR 121.373.
- Ensure Quality Managers, Supervisors, and Inspectors comply with the Airworthiness Directive Program as defined in AC39-9 and as described in the GMM.
- Accountable for all Quality Control Maintenance activities pertaining to all applicable 14 CFR Part 121 operations.
- Establish and maintain a culture of quality in hangar and line maintenance activities.

**General Manager – Quality Control – Atlanta, GA**

**May 2008 - Aug 2014**

- Responsible for the direct supervision and efficient operation of the Quality Control, Technical Publications and Records Departments.
- Serve as acting Director - Quality when designated.
- Ensure compliance of the Calibrated Tool and Non Destructive Testing (NDT) programs.
- Issue appointments and notification of Inspectors and Designated Inspectors.
- Perform quality reviews of ExpressJet's engineering controls, surplus/exchange part purchases.
- Participate in Airworthiness Directive management per ExpressJet's General Maintenance Manuals and other task as assigned by the Director - Quality.

**Manager - Quality Control – Atlanta, GA**

**Mar 2008 - Apr 2008**

- Responsible for the efficient operation of the Atlanta-based Quality Control Department.
- Recruit, train, supervise and schedule the Atlanta-based inspection personnel.
- Advise the Director of Quality of any adverse trends or incidents noted.
- Advise the Director of Quality of any improvements necessary to the Quality Department.
- Institute inspection procedures and methods, which enhance the quality and efficiency of the Maintenance Division.

- Base Maintenance Manager – Atlanta, GA** **Sept 2006 - Feb 2008**
- Responsible for daily maintenance operations at Atlanta’s base maintenance hangar.
  - Supervise a growing work force of 100 plus employees.
  - Monitor day-to-day hangar operations, shift schedules, recruiting, equipment, time reporting and technical publications.
- Line Maintenance Manager – Salt Lake City, UT** **Jan 2004 - Aug 2006**
- Responsible for daily maintenance operations at Atlantic Southeast Airlines’ Salt Lake City hub.
  - Supervise a work force of 40 employees with 46 daily departures.
  - Monitor day-to-day operations, shift schedules, recruiting, equipment, time reporting and technical publications.
- Line Maintenance Manager – Dallas - Ft. Worth, TX** **Sept 2000 - Dec 2004**
- Responsible for daily maintenance operations at Atlantic Southeast Airlines’ Dallas Fort Worth hub.
  - Supervise a work force of 96 employees with 156 daily departures.
  - Monitor day-to-day operations, shift schedules, recruiting, equipment, time reporting and technical publications.
- Maintenance Supervisor – Texarkana, AR** **Oct 1996 - Aug 2000**
- Responsible for supervising and assisting a crew of twenty Mechanics and three Lead Mechanics during base maintenance operations.
  - Oversee scheduled maintenance on two to three overnight aircraft.
  - Ensure parts and materials were on hand to complete scheduled, unscheduled and deferred maintenance.
  - Coordinate with other maintenance stations and reported to the base manager on base operations.
- Lead Mechanic (Shops) – Texarkana, AR** **Apr 1993 - Sept 1996**
- Responsible for engine and propeller buildups, hydraulic, fuel and electrical system component repairs.
  - Ensure parts and materials were on hand to complete repairs and buildups; ensure serviceable tags and repair orders were complete and accurate.
- Lead Mechanic – Texarkana, AR** **Sept 1988 - Jul 1989 / Dec 1991 - Mar 1993**
- Responsible for five mechanics and one overnight maintenance aircraft.
  - Ensure the maintenance performed and documentation completed were in accordance with federal regulations and company policy.
  - Perform incoming and post maintenance engine runs and system checks.
- Electrician – Texarkana, AR** **Jul 1987 - Aug 1988 / Aug 1989 - Nov 1991**
- Responsible for aircraft electrical repairs as assigned by the Lead Mechanic.
  - Assist Lead Mechanics in troubleshooting aircraft system faults.
- Mechanic – Texarkana, AR** **May 1987 - Jun 1987**
- Responsible for aircraft repairs as assigned by the Lead Mechanics.
- Furlough due to Base closure, awaiting recall** **Nov 1986 - Apr 1987**
- Customer Service Agent – Memphis, TN** **Nov 1985 - Oct 1986**
- Perform required duties such as ticketing, boarding, operations and ground handling.
- Unemployed** **Oct 1985**

**Power Plant Mechanic - US Navy - VS-38 Squadron - San Diego, CA                      Sept 1981 – Sept 1985**

- Perform scheduled and unscheduled maintenance on the S3A Viking aircraft.
- Honorable Discharge.

**Education**

High School Diploma – Memphis City Schools, Sept 1976 - Jun 1980

Memphis Area Vocational Technical School - Aviation Complex, May 1986 – Feb 1987

**Licenses and Certificates**

A & P license certificate number                      , OI March 2, 1987

EMB 120 Brasilia Familiarization Course, 1988

Chadwick Helmuth Aircraft/Propeller Vibration Control Course, 1990

Collins Avionics Flight Line Maintenance Course, 1990

Pratt & Whitney PT6A-34/36 Heavy Maintenance Course, 1992

Pratt & Whitney PW118 Line Maintenance Course, 1992

ATR 72 Familiarization Course / Flight Safety, 1993

Pratt & Whitney PW127 Line Maintenance Course, 1995

ASA/Delta Leadership 2000 Management Course, 1999

ASA Leadership Training Series, 2004

System Safety Course/Flight Safety, 2007

ASA ATOS and FAR Training, 2007

TRAX Engineering FAM, 2008

Aviation Safety and Maintenance Standards, 2008

Boeing Human Factors Executive Course, 2009

Repair Classification Substantiation Training, 2009

Bombardier CRJ200 Level II Ramp and Transit Course, 2009

Bombardier CRJ700/900 Level II Ramp and Transit Course, 2009

**RICHARD MARZULLO**

**Mobile:**                      **Home:**

**Citizenship: United States**

**OBJECTIVE** To work in a premier organization which gives me ample opportunities to apply my skills, grow, and to contribute in the most effective manner by being a key and effective team player.

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**EXPERIENCE**    **ExpressJet Airlines, Houston, TX** *10/2019 – present*  
ExpressJet Airlines LLC is a North American Regional Airline headquartered in College Park, GA  
**Director of Maintenance Control and Planning**  
- Codevelop with company officers and senior staff members the formulation and implementation of long- and short-range planning, programs, objectives and policies.  
- Codevelop with the Director of Maintenance the formulation and implementation of long and short range scheduled maintenance plans for all ExpressJet locations.  
- Codevelop with the Director - Material and Logistics the formulation and implementation of long- and short-range planning for Inventory management and spare part planning  
- Codevelop, manage, and controls the Maintenance Control and Maintenance Planning annual budget.  
- Lead the implementation and control of scheduled line and heavy maintenance activities at multiple maintenance locations  
- Develop, establish, and implement procedures for maintaining high standards of aircraft maintenance operations to ensure the aircraft conform to all FAA/TCA/EUSA, ExpressJet Maintenance Program and manufacturers' quality standards.  
- Develop, manage, and control headcount requirements for Maintenance Control and Maintenance Planning.  
- Formulate and recommend maintenance policies and programs that guide the maintenance control and maintenance planning organization in maintaining and improving its competitive position and the unit cost rate of the operation.  
- Identify, develop, recommend, and implement changes to improve productivity, efficiency and reduce cost.  
- Lead the implementation and control of scheduled line and heavy maintenance activities at multiple maintenance locations.  
- Direct and monitor department leaders to ensure goals of the Maintenance Division annual success plan are on target. Act as a liaison between internal and external executives and department leaders to ensure proper communications of decisions and policy changes that effect their performance and results.  
- Hire, train, develop, and evaluate department leaders. Take corrective actions as necessary in a timely manner and within company policy to address any deficiencies in performance. Ensure compliance to all current federal, state, local and company labor requirements.  
- Serve as the ExpressJet lead consultant for all matters relating to Maintenance Control and Maintenance Planning.

**ExpressJet Airlines, Houston, TX** *7/2012 – 10/2019*  
ExpressJet Airlines LLC is a North American Regional Airline headquartered in College Park, GA  
**General Manager Maintenance**  
- FAA 119 Director of Maintenance  
- Manage fleet of 300+ aircraft for three partners, American, Delta, and United which include all fleet types currently flown by ExpressJet.  
- Responsible for the oversight of 5 ExpressJet maintenance locations which include all three partners. Three of which are major hubs, DFW, IAH, and ORD.  
- Hire, train, develop, and evaluate station leaders.  
- Manage and control budget performance.  
- Direct and coordinate implementation of programs and changes to achieve and maintain operational performance goals.  
- Provide Leadership to Base Management with the daily maintenance operation.  
Responsible for monitoring base performance metrics and provide necessary leadership to the bases to help achieve these goals.



### **General Manager Maintenance – continued**

- Manage lease return and transfer aircraft by ensuring all maintenance is accomplished and IAW CPA agreement with United Airlines.
- Managed fleet acceptance process when ERJ aircraft were transitioning to ExpressJet for Envoy.
- Monitor Hanger and Line Station manpower requirements and authorize hiring to satisfy budget requirements.
- Ensure company maintenance facilities are maintained in a safe and clean condition.
- Comply with and enforce policies and procedures, both Federal and Company, as well as all inspection and safety needs

### **ExpressJet Airlines, Houston, TX**

1/2000 – 7/2012

ExpressJet Airlines LLC is a North American Regional Airline headquartered in College Park, GA

#### **Senior Manager of Maintenance Control**

- Managed fleet of 274 aircraft for various partners including ExpressJet branded operation.
- Responsible for the oversight of returning aircraft back to service at locations not in the ExpressJet network.
- Provided leadership to Maintenance Control Duty Managers and Maintenance Controllers.
- Provided leadership and support in the SOC to assist in routing aircraft.
- Provided technical assistance to the Training Department in developing a specific Maintenance Control training module for all Maintenance Controllers.
- Provided technical assistance to the Training Department in creating on-call maintenance specific training..
- Developed training modules for the Maintenance Controllers as new procedures were introduced into Maintenance Control using PowerPoint.
- Assisted in re-formatting the EMB145 MEL Handbook to allow for easier understanding of the MEL procedures.
- Internal approval authority for EMB145 NEF items.
- Member of the Reliability Control Committee & CASS Board (Continuing Analysis and Surveillance System)
- Create statistical reports and graphs for weekly and quarterly operational meetings pertaining to maintenance.
- Monitor and report MEL statistics.
- Member of the ExpressJet team during the Risk Management Processes conducted with the FAA on Maintenance Ferry Procedures, Reliability, and Maintenance Control.
- Duties and responsibilities also include the same as previous position.

### **Continental Express Airlines, Houston, TX**

6/1999 – 12/1999

Continental Express/ExpressJet was at one time a wholly owned subsidiary of Continental Airlines, Inc. Continental Airlines was a major United States airline founded in 1934 and eventually headquartered in Houston, TX

#### **Supervisor of Maintenance Control**

- Responsible for work assignments of Maintenance Control personnel.
- Ensure that Line Maintenance Station personnel operate in compliance with the approved maintenance policies and procedures.
- Interface with other departments within the company to resolve problems related to aircraft in -service operation.
- Establish policies and procedures necessary to ensure timely correction of aircraft problems and provide the necessary technical assistance to support the in service operation.
- Duties and responsibilities include that of the Maintenance Controller.

### **Continental Express Airlines, Houston, TX**

8/1992 – 5/1999

Continental Express/ExpressJet was at one time a wholly owned subsidiary of Continental Airlines, Inc. Continental Airlines was a major United States airline founded in 1934 and eventually headquartered in Houston, TX

#### **Maintenance Controller**

- Responsible to monitor all maintenance activity outside of base level maintenance.
- Supervise the work process, coordinate between all departments and outside contract agencies and establish priorities and goals.
- Monitor all open MEL/CDL deferred items on a continuous basis, set priorities and maintain continuing effort to clear MEL/CDL s on an as soon as possible basis.
- Monitor maintenance status of all in-service aircraft and coordinate maintenance activity when an aircraft scheduled to be in service has a discrepancy.

**Maintenance Controller – continued**

- Expedite movement of parts and personnel when required to recover out of service aircraft located at other than regular maintenance sites.
- Disseminate information regarding operational plans approved by Operations to affected Maintenance personnel and other operational elements of the Company, as required.
- Coordinate with Operations in routing aircraft to accomplish operational requirements and meet maintenance positioning requirements.
- Coordinate the activities of and set priorities for Line Maintenance.
- Assist Maintenance Planning with scheduling Line Maintenance activities, including RON scheduled / unscheduled maintenance and special items (i.e.: AD's, EA's, ECRA's, FCD's, etc.) to ensure timely compliance within established guidelines and manpower availability.
- Maintain a log of activities and irregularities which will be kept available for management review. Using information from the Maintenance Control Summary enters all delays and cancellations chargeable to Maintenance in the computer.
- Control and issue MEL/CDL deferred numbers to persons requesting a deferral approval.

**Continental Express Airlines, Houston, TX**

12/1990 – 8/1992

Continental Express/ExpressJet was at one time a wholly owned subsidiary of Continental Airlines, Inc. Continental Airlines was a major United States airline founded in 1934 and eventually headquartered in Houston, TX

**Maintenance Inspector**

- Inspect production activities at designated levels to ensure that aircraft maintenance, servicing, overhaul/repair, modifications and alterations are accomplished in accordance with approved company and manufacturers procedures.
- Company Tech Rep to oversee ATR42 wing box modification performed at ATR Repair station in San Antonio, Texas. Approved all required work pertaining to the installation of the wing box. Acting Liaison to approve all non-routine discrepancies discovered during modification

**Continental Express Airlines, Houston, TX**

5/1988 – 12/1990

Continental Express/ExpressJet was at one time a wholly owned subsidiary of Continental Airlines, Inc. Continental Airlines was a major United States airline founded in 1934 and eventually headquartered in Houston, TX

**Line Maintenance Mechanic**

- Perform daily maintenance on aircraft.
- Perform overnight maintenance checks on aircraft
- Troubleshoot and repair aircraft discrepancies.
- RII Qualified
- Run-up and Taxi Qualified

October 1987 – May 1988 – A/P Mechanic for Trans Colorado Airlines, Houston, Texas

May 1983 – February 1985 – Following Honorable discharge from the Navy, lived as a civilian in Japan with no job while wife was in the military. Came back to the US to do various odd jobs with father-in-law building swimming pools.

**United States Navy, Newark, NJ**

8/1979 – 5/1983

**Aviation Hydraulics Mechanic**

- Fire Department: Crash and Rescue Support at Naval Air Station Midway Island
- Aviation Hydraulics Troubleshooter on H-3 Search and Rescue Helicopters aboard the USS Midway CV-41. Certified Plane Captain and LSE.
- Honorable Discharge

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**EDUCATION Rice Aviation/Houston Community College**

2/1985 – 10/1987

Houston, Texas

Certification – 11/1987

Major: Aviation Maintenance Technician

Relevant Coursework, Licensures and Certifications: Aviation Mechanic / Airframe and Powerplant

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**JOB RELATED  
TRAINING**

Hamilton Sundstrand T-62T APU Maintenance & Diagnostics (April 27, 1989)  
Flight Safety ATR42 Maintenance (June 30, 1989)  
Allied Signal ATR42 ECS Maintenance (July 25, 1989)  
Pratt & Whitney 118/120 Line Maintenance (August 31, 1989)  
Kentco-Turner Eddy Current Inspection (May 18, 1990)  
Flight Safety Beech 1900 Maintenance (April 19, 1996)  
Flight Safety Embraer 145 Maintenance (January 22, 1999)  
Hamilton Sundstrand T-62T Maintenance Troubleshooting (August 28, 2000)  
Various Company required recurrent CBT modules (Yearly Recurrent)

Ground Safety & Risk Management Drug and Alcohol Initial Training (November 17, 1999) Yearly Recurrent  
Continental Airlines Corporate Training for Managers: Creating a Winning Environment (February 18, 2000)  
Safety Management Systems - SMS – CFR part 5 (February 2016)  
FAA A&P

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**REFERENCES**

Continental Express Airlines – Chief Operations Officer *Retired*  
Phone  
Email: [REDACTED]  
Reference Type: Professional

Ken D. [REDACTED] Continental Airlines – Pilot *Retired*  
Email: [REDACTED]  
Reference Type: Personal

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**ADDITIONAL  
INFORMATION**

High-energy, results-oriented, hands-on professional, with an extensive background in management. Major strengths include multi-tasking, strong technical skills, strong leadership, excellent communication skills, competent, strong team player, attention to detail, supervisory skills including scheduling, training, and administrative tasks. Computer and Internet literate.

# Darrin K. Greubel

Citizenship: United States of America

**OBJECTIVE:** To obtain/maintain a FAR 119 leadership position within the aviation/airline industry.

**CERTIFICATES/  
RATINGS**      Airline Transport Pilot                      Airplane Multiengine Land / Type Rated in the CL65, EMB120, EMB 145  
Commercial Privileges:                      Airplane Single Engine Land  
Certified Flight Instructor:                      Airplane Single and Multiengine Land, Instrument Airplane  
Total Flight Time:                              6416 hrs

**EDUCATION:**      1987 – 1991      Indiana State University,                      Bachelor of Science, Cum Laude  
Terre Haute, IN                              Professional Pilot Technology  
1982 – 1987      Princeton Community High Sch.              College Prep course  
Princeton, Indiana

**EMPLOYMENT:**      **ExpressJet Airlines (previous Atlantic Southeast Airlines), College Park, GA**  
**(Expressjet Airlines LLC is a North American, FAR 121 Passenger/Cargo Regional Air Carrier, with headquarters located in College Park, Georgia)**

**FAR 119 Director of Operations**  
**March 2021 – Present**

Reporting directly to the CEO, responsible for the oversight of the Operation to include: Flight Operations, Operational Support Center, Crew Scheduling, Crew Training and In-Flight Operations. Responsible for the initial start-up of the carrier, plan for all staffing and training needs and create associated budgets. Coordinate all efforts with the FAA and ensure regulatory compliance. Work with related Associations concerning contract negotiations, grievances and arbitrations.

**FAR 119 Chief Pilot**  
**March 2016- February 2021**

Responsible for the daily operation of the Flight Operations Department and serve as the carriers FAR 119 Chief Pilot management position. Oversee and manage the Flight Operations Department to include pilots ( up to 2500+ in 5 domiciles), chief pilots (up to 4 Base CP's and 4 Assistant CP's), Pilot Recruitment Division and Flight Standards (Line Check Pilots). Responsible for the department budget, planning and pilot staffing. Work with the ALPA MEC and committees, ensure compliance with the pilot contract as well as handle contract negotiations, grievances and arbitrations. Ensure regulatory compliance, Operation Specifications compliance and serve as the liaison to the FAA.

**General Manager/Manager - Flight Operations**  
**May 2011 – March 2016:**

Assist the Director of Flight Operations with the daily operation of the airline and oversee all Chief Pilots, pilots and the pilot recruitment department. Responsible for the air carriers Operations Specifications and regulatory compliance.

**Other positions with ExpressJet / Atlantic Southeast Airlines include:**

Base Chief Pilot of Atlanta April 2010 – April 2011, Manager - Flight Operations and Standards 2008 – 2010, Manager – Flight Standards 2003-2008, Aircraft/Training Program Manager, E120 2000 – 2003, E120 Instructor/Check Airman/APD/Senior IP 1997-2000, E120 First Officer/Captain 1994-1997.

**RECOMMENDATIONS:** Provided upon request

**INTEREST:** Boating, golf, R/C model aircraft building, camping, and public speaking.

**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-4**

Historical Financial Statements



## **ExpressJet Airlines LLC**

**2019 Thru Feb 2021 Unaudited Financial Statements**

## 2019 THRU 2021 INCOME STATEMENT

	<u>YTD Feb</u> 2021		<u>Total</u> 2020		<u>Total</u> 2019
Passenger	\$ -	\$	169,804,576	\$	324,218,141
Reconciled Expenses	\$ -	\$	17,148,260	\$	45,160,446
Other Income	\$ -	\$	-	\$	31,622.0
<b>TOTAL OPERATING REVENUE</b>	<b>\$ -</b>	<b>\$</b>	<b>186,952,836</b>	<b>\$</b>	<b>369,410,208</b>
<b>FLYING OPERATIONS</b>	<b>297,528</b>		<b>108,609,045</b>		<b>179,292,806</b>
<b><u>Pilots</u></b>	<b>\$ -</b>	<b>\$</b>	<b>80,383,526</b>	<b>\$</b>	<b>133,285,232</b>
Wages	\$ -	\$	60,054,398	\$	93,207,144
Payroll Tax	\$ -	\$	6,333,984	\$	7,564,411
Pilot Profit Sharing	\$ -	\$	4,276,033	\$	8,824,401
Per Diem	\$ -	\$	2,350,358	\$	5,331,922
Lodging	\$ -	\$	5,702,214	\$	14,553,540
Simulator	\$ -	\$	1,666,538	\$	3,803,814
<b><u>Flight Attendants</u></b>	<b>\$ -</b>	<b>\$</b>	<b>16,697,024</b>	<b>\$</b>	<b>26,134,852</b>
Wages	\$ -	\$	11,974,745	\$	17,347,901
Payroll Tax	\$ -	\$	1,079,681	\$	1,412,119
Per Diem	\$ -	\$	1,134,163	\$	2,401,664
Lodging	\$ -	\$	2,508,435	\$	4,973,169
<b><u>FO/IF Overhead</u></b>	<b>\$ 297,528</b>	<b>\$</b>	<b>11,528,495</b>	<b>\$</b>	<b>19,872,721</b>
Flight Control	\$ -	\$	2,728,205	\$	3,581,495
Crew Scheduling	\$ -	\$	2,158,785	\$	3,110,974
Overhead Wages	\$ 275,081	\$	3,470,016	\$	4,863,695
Payroll Taxes	\$ 22,447	\$	650,741	\$	939,633
Supplies&Other	\$ -	\$	2,520,748	\$	7,376,924
<b>Maintenance</b>	<b>\$ 469,237</b>	<b>\$</b>	<b>53,866,418</b>	<b>\$</b>	<b>115,613,677</b>
<b><u>Direct Maintenance</u></b>	<b>\$ -</b>	<b>\$</b>	<b>39,951,938</b>	<b>\$</b>	<b>95,327,908</b>
Direct Labor	\$ -	\$	24,306,238	\$	38,420,085
Payroll Tax	\$ -	\$	2,038,062	\$	2,505,494
Contract Labor	\$ -	\$	448,930	\$	6,025,428
AC Parts	\$ -	\$	3,404,638	\$	15,743,813
C-Check	\$ -	\$	-	\$	108,167
AC Comp Repair	\$ -	\$	8,407,931	\$	28,949,195
Eng Comp Repair	\$ -	\$	349,573	\$	515,271
Paint	\$ -	\$	-	\$	159,578
APU	\$ -	\$	996,566	\$	2,900,876
<b><u>Maintenance Burden</u></b>	<b>\$ 469,237</b>	<b>\$</b>	<b>13,914,480</b>	<b>\$</b>	<b>20,285,769</b>
Wages	\$ 353,188	\$	9,641,171	\$	7,416,403
Shop and Support	\$ -	\$	-	\$	2,124,392
Payroll Tax	\$ 31,341	\$	749,997	\$	990,681
Travel and Meals	\$ -	\$	341,981	\$	851,305
Supplies & Other	\$ 84,708	\$	3,181,331	\$	8,902,989
<b>General and Administrative</b>	<b>\$ 1,688,059</b>	<b>\$</b>	<b>64,534,118</b>	<b>\$</b>	<b>78,146,124</b>
Exec Wages	\$ 152,333	\$	639,447	\$	2,016,008
People Wages	\$ 159,523	\$	2,240,065	\$	1,852,325
Customer Service Wages	\$ -	\$	347,791	\$	463,153
Facility Wages	\$ 38,056	\$	207,052	\$	209,443
Market Planning Wages	\$ -	\$	127,568	\$	169,620
IT Wages	\$ 158,329	\$	1,284,482	\$	727,761
Finance Wages	\$ 123,508	\$	1,209,008	\$	1,038,369
Payroll taxes	\$ 73,114	\$	521,641	\$	415,611
Legal Fees	\$ 397,847	\$	1,311,306	\$	1,636,304
Travel & Meals	\$ -	\$	155,606	\$	385,350
Benefits	\$ -	\$	42,574,587	\$	54,431,711
Facilities	\$ 228,859	\$	4,647,749	\$	7,207,448
Supplies & Other	\$ 356,489	\$	9,267,816	\$	7,593,022
<b>Depreciation &amp; Amortization</b>	<b>\$ 293,877</b>	<b>\$</b>	<b>683,164</b>	<b>\$</b>	<b>762,396</b>
<b>PASS THROUGH EXPENSES</b>	<b>-</b>		<b>16,707,383</b>		<b>45,160,445</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 2,748,700</b>	<b>\$</b>	<b>244,400,128</b>	<b>\$</b>	<b>418,975,449</b>
<b>OPERATING INCOME</b>	<b>\$ (2,748,700)</b>	<b>\$</b>	<b>(57,447,292)</b>	<b>\$</b>	<b>(49,565,241)</b>
<b>OPERATING MARGIN</b>	<b>n/a</b>		<b>-30.73%</b>		<b>-13.42%</b>
<b>Total Other Income (Expense)</b>	<b>430,830</b>		<b>104,231,145</b>		<b>48,180</b>
<b>Provision for Income Tax</b>	<b>-</b>		<b>-</b>		<b>(2,856,930)</b>
<b>Net Income</b>	<b>(2,317,870)</b>		<b>46,783,853</b>		<b>(46,660,131)</b>



## 2019 & 2020 YEAR END and 2021 FEB END BALANCE SHEET

(in thousands)

	FEB 2021	DEC 2020	DEC 2019
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
<b>CASH</b>			
Wells Fargo & US Bank	23,518	26,489	33,401
<b>Restricted Cash</b>	-	-	-
<b>TOTAL CASH AND CASH EQUIVILANTS</b>	<b>23,518</b>	<b>26,489</b>	<b>33,401</b>
<b>INCOME TAX RECEIVABLE Q1 C-CORPORATION</b>	-	-	606
<b>TOTAL NON-INCOME TAX RECEIVABLE</b>	-	-	364
<b>TOTAL PARTS INVENTORY</b>	<b>11,259</b>	<b>11,259</b>	<b>11,894</b>
Other current assets	3,364	3,633	1,237
<b>TOTAL CURRENT ASSETS</b>	<b>38,141</b>	<b>41,381</b>	<b>47,503</b>
<b>TOTAL PROPERTY AND EQUIPMENT</b>	<b>8,805</b>	<b>9,705</b>	<b>11,024</b>
Less-Accumulated Depreciation	(1,535)	(1,241)	(744)
<b>NET PROPERTY AND EQUIPMENT</b>	<b>7,269</b>	<b>8,463</b>	<b>10,280</b>
<b>OTHER ASSETS</b>	<b>48,823</b>	<b>48,823</b>	<b>51,891</b>
<b>TOTAL ASSETS</b>	<b>94,233</b>	<b>98,667</b>	<b>109,674</b>





## 2019 & 2020 YEAR END and 2021 FEB END BALANCE SHEET

(in thousands)

	FEB 2021	DEC 2020	DEC 2019
<b>LIABILITIES &amp; STOCKHOLDERS' EQUITY</b>			
<b>CURRENT LIABILITIES</b>			
TRADE ACCOUNTS PAYABLE	27,724	27,734	60,878
ACCRUED SALARIES, WAGES AND BENEFITS	6,538	7,433	32,847
TAXES OTHER THAN INCOME TAXES	5,703	6,914	1,169
Air traffic liability	6,966	6,966	7,039
<b>TOTAL CURRENT LIABILITIES</b>	<b>46,931</b>	<b>49,047</b>	<b>101,933</b>
<b>20600 LONG-TERM OTHER</b>			
LTD Insurance for XJT Pilot Group	6,068	6,068	6,067
LTD Insurance for CRJ Pilot Group	1,160	1,160	1,160
LT Workers Compensation	4,684	4,684	4,136
LT Deferred Compensation	-	-	1,514
20610 LOAN CARES ACT	3,924	3,924	-
<b>LONG-TERM LIABILITIES</b>	<b>15,836</b>	<b>15,836</b>	<b>12,877</b>
<b>TOTAL LIABILITIES</b>	<b>62,767</b>	<b>64,883</b>	<b>114,811</b>
<b>TOTAL OWNERS EQUITY</b>	<b>31,467</b>	<b>33,785</b>	<b>(5,137)</b>
<b>TOTAL LIABILITIES AND OWNERS EQUITY</b>	<b>94,233</b>	<b>98,667</b>	<b>109,674</b>



## 2019 THRU 2021 CASH FLOW

(in thousands)

	YTD Feb 2021	2020	2019
<b>Cash flows from operating activities</b>			
Net income	(2,318)	46,784	(40,501)
Depreciation expense	294	498	744
A/R	-	973	9,266
Inventories	-	636	506
Other current assets	269	(2,399)	744
Accounts payable	(10)	(33,144)	50,072
Other accrued current liabilities	(2,106)	(19,743)	6,387
<b>Net cash provided by (used in) operating activities</b>	<b>(3,871)</b>	<b>(6,395)</b>	<b>27,217</b>
<b>Cash flows from investing activities</b>			
Aircraft and rotatable spares	550	(3,414)	(5,058)
Buildings and ground equipment	350	4,733	(2,800)
Net (increase) decrease in other assets/liab.	-	2,102	(12,112)
<b>Net cash provided by (used in) investing activities</b>	<b>900</b>	<b>3,421</b>	<b>(19,969)</b>
<b>Cash flows from financing activities</b>			
Proceeds from issuance of long-term debt	-	3,924	-
Distributions to partners	-	(7,863)	(23,924)
<b>Cash provided by (used in) financing activities</b>	<b>-</b>	<b>(3,938)</b>	<b>(23,924)</b>
Net (decrease) increase in cash and cash equivalents	(2,971)	(6,912)	(16,676)
Cash and cash equivalents at beginning of period	26,489	33,401	50,077
Cash and cash equivalents at end of period	23,518	26,489	33,401

**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-5**

Pending Legal Actions

## **ExpressJet Airlines LLC**

### **Pending Litigation**

(relevant corporations, their key personnel or persons holding a substantial interest in any relevant corporation)

#### Pending litigation

*Grace Erica Bothwell, on behalf of herself and others similarly situated v. ExpressJet Airlines LLC*: This is an employment class action brought by a former employee (flight attendant) with claims concerning FMLA, ERISA, COBRA, and breach of contract regarding certain benefits. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the U.S. District Court for the Northern District of Georgia, Atlanta Division, Case No 1:20-cv-02079-WMR-AJB.

*City of Shreveport v. ExpressJet Airlines, Inc.*: This case involves a claim for breach of a lease agreement for a previous hangar in Shreveport, Louisiana. The plaintiff alleges that there were items that were left in disrepair and that ExpressJet is liable for the expenses incurred for repairs made. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the First Judicial District Court, Caddo Parish, Louisiana, Case No. 612,460-C.

*Nathaniel Foster, et al v. United Continental Holding, Inc., et al*: This is a passenger injury case. The plaintiff, a paraplegic passenger, alleges severe injuries were sustained while being deplaned with the assistance of DGS. ExpressJet is named as a Defendant in this litigation because it was operating the flight on behalf of United Express. The ExpressJet crew was not involved in the deplaning or assistance provided to the passenger - that was solely handled by DGS. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the U.S. District Court, Northern District of California, Case No. 3:19-CV-02530-JD.

*Raitsin v. United, Et. Al.*: This is a passenger injury case. The plaintiff, a passenger onboard a United Express flight operated by ExpressJet, alleges she was injured by hot tea that spilled on her foot. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the U.S. District Court, District of New Jersey, Case No. 2:19-CV-20794-KSH-CLW.

*Michael Lohr v. ExpressJet Airlines, Inc.*: This is a sex discrimination and retaliation claim brought against a former flight attendant trainee. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the U.S. District Court, Southern District of Texas, Houston Division, Case No: 20-3399.

*Lucena v. John Doe Pilot, et al*: This case involves an alleged injury sustained by plaintiff in the Newark Liberty International Airport. Plaintiff claims he sustained an injury when he and a former ExpressJet pilot bumped into each other by one of the gates in the airport. ExpressJet is vigorously

defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the Superior Court of New Jersey Law Division: Essex County, Case No. ESC-L-6831-20.

*Davis v. ExpressJet Airlines LLC*: This is a case in small claims court brought by a former pilot claiming he is due additional payment for hours worked in 2005, 2006 and 2007. This lawsuit was filed in 2021, more than 10 years after the alleged payment discrepancy. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the Magistrate Court of Gwinnett County, Case No. 20-M-28193.

*Kimberly Mills, etc. v. United Airlines, et al*: This is a wrongful death case brought by the decedent's family. The plaintiffs allege that the decedent, a quadriplegic, sustained an injury when he was dropped while being assisted by ABM during the boarding process. ExpressJet is named as a defendant in this action because it operated the flight on behalf of United Express. The ExpressJet crew was not involved in the deplaning or assistance provided to the passenger - that was solely handled by ABM. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believes its position is supported by valid and meritorious defenses. This case is before the 157<sup>th</sup> Judicial District Court of Harris County, Texas, Case No. 202069428.

*SkyWest Leasing, Inc. v. KAir Enterprises LLC*: This is a breach of contract action concerning an agreement that arose from certain requirements imposed by the Payroll Support Program (PSP1) funding in early 2020. The parties have had productive communication and feel confident this matter will be amicably handled without the need for continued litigation. Any resolution of this case is not expected to impact ExpressJet's business or operations. This case is before the U.S. District Court, Northern District of Georgia, Case No. 1:20-cv-5156.

*SkyWest Inc. and SkyWest Airlines Inc., v. ManaAir LLC*: This is a breach of contract action regarding letters of credit that were part of the purchase of ExpressJet from SkyWest. The parties have had productive communication and feel confident this matter will be amicably handled without the need for continued litigation. This case is before the Court of Chancery of the State of Delaware, Case No. 2021-0038-PAF.

*Karen T. Gales v. United Airlines, Inc. et al.*: This is passenger injury case. The plaintiff alleges she suffered an injury while deplaning a United Airlines flight operated by ExpressJet. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believe its position is supported by valid and meritorious defenses. This case is before the Circuit Court of Loudoun County, Virginia, Case No. 21-1801.

*Serena Hall v. Aries Shuttle, et al.*: This is a personal injury case. The plaintiff alleges she was injured while in transport on an Aries Shuttle at Chicago O'Hare Airport when the shuttle came in contact with a trailer in the roadway, allegedly operated by a former ExpressJet employee. ExpressJet is vigorously defending against the allegations, denies wrongdoing and believe its position is supported by valid and meritorious defenses. This case is before the Circuit Court of Cook County, Illinois, Case No. 2020 L 9148.

**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-6**

Affidavit of Safety Compliance

AFFIDAVIT OF SAFETY COMPLIANCE

State of Georgia )  
County of Henry )

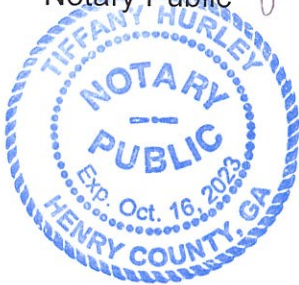
Douglas Brady, being first duly sworn, deposes and says:

1. That he is duly elected, qualified and serving as Director of Safety of ExpressJet Airlines LLC ("ExpressJet") and that he is authorized to and does make this affidavit for it.
2. That all aircraft owned and leased by ExpressJet have been certified by the Federal Aviation Administration ("FAA") and currently comply with all applicable FAA safety standards under Part 121 as well as the noise standards of Part 36, of the Federal Aviation Regulations.

  
\_\_\_\_\_  
Signed

Subscribed and sworn to before me  
this the 5 day of April, 2021.

Tiffany Hurley  
Notary Public



**APPLICATION AND NOTICE OF**  
**EXPRESSJET AIRLINES LLC**

**Exhibit EV-7**

Traffic Forecasts, Forecast Balance Sheet and  
Forecast Income Statement (first year of normalized operations)





## Operating Statistics

	2021 May	2021 Jun	2021 Jul	2021 Aug	2021 Sep	2021 Oct	2021 Nov	2021 Dec	2022 Jan	2022 Feb	2022 Mar	2022 Apr	12-Month Total
<b>Total Aircraft</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>10</b>
Sparing Ratio	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
<b>Operating Stats</b>													
Scheduled Block Hours	91	733	1,063	1,333	1,579	1,814	1,755	1,814	1,814	2,002	2,438	2,697	<b>19,131</b>
Scheduled Departures	62	420	620	744	840	992	960	992	992	1,120	1,364	1,500	<b>10,606</b>
Stage Length ASMs (MM)	442	528	528	539	572	555	555	555	555	532	534	533	<b>533</b>
<b>Passenger Stats</b>													
Passengers ('000)	2	16	23	28	32	37	36	37	37	42	51	57	<b>400</b>
RPMs (MM)													
Load Factor													
<b>Employee Stats*</b>	<b>75</b>	<b>113</b>	<b>132</b>	<b>155</b>	<b>176</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>202</b>	<b>221</b>	<b>241</b>	<b>261</b>	<b>261</b>
Pilots	6	28	37	47	56	65	65	65	65	75	84	94	
Flight Attendants	3	14	19	23	28	33	33	33	33	37	42	47	
Mechanics	8	12	16	20	24	28	28	28	28	32	36	40	
SOC Dispatch	5	5	5	5	5	5	5	5	7	7	7	7	
All Other	53	54	55	60	63	64	64	64	69	70	72	73	

\* Assumes outsourced ground and marketing services



## Market Data

	2021 May	2021 Jun	2021 Jul	2021 Aug	2021 Sep	2021 Oct	2021 Nov	2021 Dec	2022 Jan	2022 Feb	2022 Mar	2022 Apr	12-Month Total
Scheduled Departures	-	-	62	62	120	124	120	124	124	112	186	180	<b>1,214</b>
Scheduled Block Hours	-	-	128	128	248	256	248	256	256	231	384	372	<b>2,509</b>
Pax. Enplanements	-	-	2,339	2,339	4,528	4,679	4,528	4,679	4,679	4,226	7,018	6,791	<b>45,804</b>
Revenue (\$'000s)	\$0	\$0											
Scheduled Departures	-	-	-	62	60	62	60	62	62	56	62	120	<b>606</b>
Scheduled Block Hours	-	-	-	177	171	177	171	177	177	160	177	342	<b>1,727</b>
Pax. Enplanements	-	-	-	2,339	2,264	2,339	2,264	2,339	2,339	2,113	2,339	4,528	<b>22,864</b>
Revenue (\$'000s)	\$0	\$0	\$0										
Scheduled Departures	-	-	-	-	-	62	60	62	62	56	62	120	<b>484</b>
Scheduled Block Hours	-	-	-	-	-	73	71	73	73	66	73	142	<b>573</b>
Pax. Enplanements	-	-	-	-	-	2,339	2,264	2,339	2,339	2,113	2,339	4,528	<b>18,261</b>
Revenue (\$'000s)	\$0	\$0	\$0	\$0	\$0								
Scheduled Departures	-	-	-	-	-	-	-	-	-	56	62	60	<b>178</b>
Scheduled Block Hours	-	-	-	-	-	-	-	-	-	81	90	87	<b>258</b>
Pax. Enplanements	-	-	-	-	-	-	-	-	-	2,113	2,339	2,264	<b>6,716</b>
Revenue (\$'000s)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
Scheduled Departures	-	-	-	-	-	-	-	-	-	56	62	60	<b>178</b>
Scheduled Block Hours	-	-	-	-	-	-	-	-	-	118	130	126	<b>374</b>
Pax. Enplanements	-	-	-	-	-	-	-	-	-	2,113	2,339	2,264	<b>6,716</b>
Revenue (\$'000s)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
Scheduled Departures	-	-	-	-	-	-	-	-	-	56	62	60	<b>178</b>
Scheduled Block Hours	-	-	-	-	-	-	-	-	-	87	96	93	<b>276</b>
Pax. Enplanements	-	-	-	-	-	-	-	-	-	2,113	2,339	2,264	<b>6,716</b>
Revenue (\$'000s)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				



## Market Data

	2021 May	2021 Jun	2021 Jul	2021 Aug	2021 Sep	2021 Oct	2021 Nov	2021 Dec	2022 Jan	2022 Feb	2022 Mar	2022 Apr	12-Month Total
<b>TOTAL</b>													
Sched. Departures	62	420	620	744	840	992	960	992	992	1,120	1,364	1,500	10,606
Sked. Bl. Hours	91	733	1,063	1,333	1,579	1,814	1,755	1,814	1,814	2,002	2,438	2,697	19,131
Pax. Enplanements	2,339	15,847	23,393	28,071	31,693	37,428	36,221	37,428	37,428	42,258	51,464	56,595	400,164
Revenue (\$MM)	\$330	\$2,427	\$3,581	\$4,339	\$5,041	\$5,858	\$5,669	\$5,858	\$5,858	\$6,478	\$7,904	\$8,679	\$62,022
Average Fare	\$141	\$153	\$153	\$155	\$159	\$157	\$157	\$157	\$157	\$153	\$154	\$153	\$155
Stage Length	442	528	528	539	572	555	555	555	555	532	534	533	543



## Income Statement

\$MM	2021	2021	2021	2021	2021	2021	2021	2021	2021	2022	2022	2022	2022	12-Month Total
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
<b>Total Operating Revenues</b>	<b>\$0.3</b>	<b>\$2.4</b>	<b>\$3.6</b>	<b>\$4.3</b>	<b>\$5.0</b>	<b>\$5.9</b>	<b>\$5.7</b>	<b>\$5.9</b>	<b>\$5.9</b>	<b>\$6.5</b>	<b>\$7.9</b>	<b>\$8.7</b>	<b>\$62.0</b>	
Flying Operations	\$0.2	\$0.6	\$0.8	\$1.0	\$1.1	\$1.3	\$1.3	\$1.3	\$1.4	\$1.6	\$1.8	\$2.0	\$14.3	
Maintenance	0.2	0.4	0.5	0.6	0.7	0.8	0.7	0.8	0.8	0.9	1.1	1.1	8.6	
Fuel	0.1	0.6	0.9	1.2	1.4	1.6	1.5	1.6	1.6	1.7	2.1	2.3	16.5	
Aircraft Rent & Reserves	0.1	0.3	0.4	0.4	0.5	0.6	0.6	0.6	0.6	0.6	0.7	0.8	6.2	
General & Administrative	0.4	0.4	0.4	0.4	0.4	0.5	0.5	0.5	0.5	0.5	0.6	0.6	5.6	
Sales & Marketing	0.0	0.3	0.5	0.6	0.6	0.7	0.7	0.7	0.7	0.8	1.0	1.1	8.0	
Non-recurring	0.3	0.2	0.2	0.2	0.1	0.2	0.3	0.3	(0.0)	0.1	0.2	0.2	2.1	
<b>Total Operating Expenses</b>	<b>\$1.3</b>	<b>\$2.7</b>	<b>\$3.6</b>	<b>\$4.3</b>	<b>\$4.8</b>	<b>\$5.6</b>	<b>\$5.5</b>	<b>\$5.7</b>	<b>\$5.7</b>	<b>\$6.3</b>	<b>\$7.5</b>	<b>\$8.3</b>	<b>\$61.3</b>	
<b>EBITDA</b>	<b>(\$1.0)</b>	<b>(\$0.3)</b>	<b>\$0.0</b>	<b>\$0.1</b>	<b>\$0.2</b>	<b>\$0.2</b>	<b>\$0.1</b>	<b>\$0.2</b>	<b>\$0.2</b>	<b>\$0.2</b>	<b>\$0.4</b>	<b>\$0.4</b>	<b>\$0.8</b>	



## Cash Flow

\$MM	2021	2021	2021	2021	2021	2021	2021	2021	2021	2022	2022	2022	2022	12-Month Total
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
EBITDA	(1.0)	(0.3)	0.0	0.1	0.2	0.2	0.1	0.2	0.2	0.2	0.4	0.4		0.8
AC Deposits	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	0.0	0.0	0.0	(0.0)	(0.0)	(0.0)		(0.4)
<b>Cash Flow From Operations</b>	<b>(\$1.0)</b>	<b>(\$0.4)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.2</b>	<b>\$0.1</b>	<b>\$0.2</b>	<b>\$0.2</b>	<b>\$0.1</b>	<b>\$0.4</b>	<b>\$0.4</b>		<b>\$0.4</b>
<b>Investing Cash Flow</b>														
E145 Tooling Etc.	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)		(0.9)
Facility & IT	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)		(0.3)
<b>Cash Flow From Investing</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>		<b>(\$1.2)</b>
<b>Financing Cash Flow</b>														
Prior Year Expenses	(0.9)	(0.9)	(0.9)	(0.9)	(3.4)	(0.9)	(0.9)	(0.9)	0.0	0.0	0.0	0.0		(9.8)
<b>Cash Flow From Financing</b>	<b>(\$0.9)</b>	<b>(\$0.9)</b>	<b>(\$0.9)</b>	<b>(\$0.9)</b>	<b>(\$3.4)</b>	<b>(\$0.9)</b>	<b>(\$0.9)</b>	<b>(\$0.9)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>\$0.0</b>		<b>(\$9.8)</b>
<b>Net Cash Flow</b>	<b>(\$2.0)</b>	<b>(\$1.4)</b>	<b>(\$1.0)</b>	<b>(\$1.0)</b>	<b>(\$3.4)</b>	<b>(\$0.8)</b>	<b>(\$0.9)</b>	<b>(\$0.8)</b>	<b>\$0.1</b>	<b>\$0.0</b>	<b>\$0.3</b>	<b>\$0.3</b>		<b>(\$10.6)</b>
<b>Beginning Cash Balance</b>	<b>\$28.5</b>	\$26.5	\$25.1	\$24.1	\$23.1	\$19.7	\$18.9	\$18.0	\$17.2	\$17.3	\$17.3	\$17.6		\$28.5
<b>Ending Cash Balance</b>	\$26.5	\$25.1	\$24.1	\$23.1	\$19.7	\$18.9	\$18.0	<b>\$17.2</b>	\$17.3	\$17.3	\$17.6	<b>\$17.9</b>		\$17.9



## Balance Sheet

	2021	2021	2021	2021	2021	2021	2021	2021	2021	2022	2022	2022	2022
\$MM	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Cash and Equivalents	28.5	26.5	25.1	24.1	23.1	19.7	18.9	18.0	17.2	17.3	17.3	17.6	17.9
Accounts Receivable	0.0	0.1	0.6	0.8	1.0	1.2	1.4	1.3	1.4	1.4	1.5	1.8	2.0
Inventory	1.0	1.0	1.1	1.2	1.2	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.5
Other Current Assets	0.1	0.1	0.3	0.4	0.4	0.5	0.6	0.6	0.6	0.6	0.6	0.7	0.8
<b>Total Current Assets</b>	<b>29.6</b>	<b>27.7</b>	<b>27.1</b>	<b>26.4</b>	<b>25.8</b>	<b>22.7</b>	<b>22.1</b>	<b>21.2</b>	<b>20.4</b>	<b>20.5</b>	<b>20.8</b>	<b>21.5</b>	<b>22.2</b>
<b>Property, Plant &amp; Eq.</b>	<b>1.7</b>	<b>1.8</b>	<b>2.0</b>	<b>2.4</b>	<b>2.5</b>	<b>2.6</b>	<b>2.8</b>	<b>2.8</b>	<b>2.9</b>	<b>2.7</b>	<b>2.9</b>	<b>3.0</b>	<b>3.0</b>
<b>Deposits &amp; Other Assets</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.3</b>	<b>0.3</b>	<b>0.4</b>
<b>TOTAL ASSETS</b>	<b>\$31.3</b>	<b>\$29.6</b>	<b>\$29.1</b>	<b>\$28.9</b>	<b>\$28.4</b>	<b>\$25.5</b>	<b>\$25.2</b>	<b>\$24.3</b>	<b>\$23.6</b>	<b>\$23.5</b>	<b>\$24.0</b>	<b>\$24.9</b>	<b>\$25.6</b>
Accounts Payable	8.2	7.5	6.9	6.2	5.5	4.7	3.9	2.9	1.9	1.9	2.3	2.9	3.2
Accrued Liabilities	0.6	0.7	1.0	1.0	1.2	1.3	1.4	1.4	1.4	1.4	1.4	1.5	1.7
Other Current Liabilities	2.7	2.7	2.9	3.3	3.4	1.0	1.1	1.2	1.3	1.1	1.2	0.9	0.7
<b>Total Current Liabilities</b>	<b>11.6</b>	<b>10.9</b>	<b>10.8</b>	<b>10.6</b>	<b>10.1</b>	<b>7.0</b>	<b>6.5</b>	<b>5.5</b>	<b>4.7</b>	<b>4.5</b>	<b>4.8</b>	<b>5.4</b>	<b>5.7</b>
<b>Long Term Liabilities</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>	<b>16.4</b>
<b>TOTAL LIABILITIES</b>	<b>28.0</b>	<b>27.3</b>	<b>27.2</b>	<b>27.0</b>	<b>26.5</b>	<b>23.4</b>	<b>22.9</b>	<b>21.9</b>	<b>21.1</b>	<b>20.9</b>	<b>21.3</b>	<b>21.8</b>	<b>22.1</b>
<b>OWNERS EQUITY</b>	<b>3.3</b>	<b>2.3</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>2.1</b>	<b>2.2</b>	<b>2.3</b>	<b>2.5</b>	<b>2.6</b>	<b>2.7</b>	<b>3.1</b>	<b>3.5</b>
<b>TOTAL LIABILITIES &amp; OE</b>	<b>\$31.3</b>	<b>\$29.6</b>	<b>\$29.1</b>	<b>\$28.9</b>	<b>\$28.4</b>	<b>\$25.5</b>	<b>\$25.2</b>	<b>\$24.3</b>	<b>\$23.6</b>	<b>\$23.5</b>	<b>\$24.0</b>	<b>\$24.9</b>	<b>\$25.6</b>



## Summary of Non-Recurring Expenses And AC Deposits

\$MM	2021	2021	2021	2021	2021	2021	2021	2021	2022	2022	2022	2022	12-Month Total	Notes
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
<b>Non-recurring</b>	<b>\$0.28</b>	<b>\$0.16</b>	<b>\$0.15</b>	<b>\$0.15</b>	<b>\$0.12</b>	<b>\$0.12</b>	<b>\$0.12</b>	<b>\$0.12</b>	<b>\$0.08</b>	<b>\$0.04</b>	<b>\$0.11</b>	<b>\$0.16</b>	<b>\$1.61</b>	<b>Included in Income Statement</b>
AC Induction Costs	0.04	0.04	0.04	0.04	0.04	0.04	0.00	0.00	0.00	0.04	0.04	0.04	0.32	\$35K Induction Cost per Aircraft
Training Expenses	0.13	0.04	0.03	0.03	0.00	0.00	0.04	0.03	0.08	0.00	0.08	0.12	0.60	Pilot and FA Training Expenses
Infrastructure & Other Costs	0.11	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.00	0.00	0.00	0.00	0.69	Other Advance payments / deposits
<b>AC Deposit Payments</b>	<b>(\$0.04)</b>	<b>(\$0.04)</b>	<b>(\$0.04)</b>	<b>(\$0.04)</b>	<b>(\$0.04)</b>	<b>(\$0.04)</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$0.04)</b>	<b>(\$0.04)</b>	<b>(\$0.04)</b>	<b>(\$0.36)</b>	<b>Included in Operating Cash Flows</b>



**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-8**

Third Party Verification

Date: April 12, 2021

To Whom It May Concern,

This letter serves to confirm that ExpressJet Airlines, LLC has maintained a commercial deposit relationship with Wells Fargo Bank, N.A. ("Bank") with account balances in excess of \$32,500,000. This relationship currently includes one or more deposit accounts and various treasury management-related services. As of the date hereof, Company's depository and treasury management relationship has been maintained satisfactorily according to Bank's own internal and subjective standards.

This letter is strictly confidential and is given in good faith, without legal liability. This letter only pertains to Bank's experience with regard to Company's relationship described above and should not be considered reliable for any other purpose. Bank and its affiliates do not undertake or accept any responsibility, liability or obligation that may arise from reliance being placed upon information contained in this letter or for any loss or damage that may result from reliance being placed upon it. Our statements herein do not constitute a guarantee or other credit support of any nature.

This letter is addressed to you solely for your own use and is strictly limited to the information set forth above. Bank undertakes no duty to update this letter in the event Bank's experience or circumstance with Company should change.

Thank you.

A handwritten signature in black ink, appearing to read "Wenhan Liao", written in a cursive style.

Wenhan Liao  
Relationship Associate  
Wells Fargo Corporate Banking



**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-9**

Passenger Manifest Information

## **SUMMARY OF 14 C.F.R. PART 243 PROCEDURES**

### **EXPRESSJET AIRLINES LLC**

#### Introduction

This summary is submitted by ExpressJet Airlines LLC (“ExpressJet”) to the U.S. Department of Transportation in accordance with 14 C.F.R. Part 243.

#### Summary of Procedures

For each passenger-carrying flight segment operating to or from the United States, *i.e.*, a flight segment where the last point of departure or the first point of arrival is in the United States (“covered flight segment”) but excluding any flight segment in which both the point of departure and point of arrival are in the United States, ExpressJet shall collect, or cause to be collected, the full name of each passenger who is a U.S. citizen. Any U.S. citizen who does not provide this information will not be permitted to board.

ExpressJet will request an emergency contact telephone number and name from U.S. citizen passengers. As the provision of this information is voluntary, ExpressJet will not deny boarding to any passenger who refuses to provide it. ExpressJet shall store the information collected pursuant to the above procedures until passengers on the covered flight segment disembark. This information will be kept confidential and will not be used for purposes other than those described herein or disclosed to any entity except as required and permitted by law.

In the event of an aviation disaster involving a covered flight segment operated by ExpressJet, ExpressJet shall contact the Managing Director of Overseas Citizen Services, Bureau of Consular Affairs, U.S. State Department, by telephone. Not later than three hours after confirmation of such a disaster, ExpressJet shall transmit to the U.S. State Department and, upon request, the National Transportation Safety Board, the information collected in accordance with these procedures.

#### 24 Hour Contact Information

ExpressJet’s 24-hour operations center is located in College Park, Georgia. The telephone number for the center is as set forth in ExpressJet’s family assistance plan that will be filed with the Department separately in Docket DOT-OST-1996-1960. Any agent of the U.S. government may contact ExpressJet personnel at any time by contacting that number.

**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-10**

Insurance – Copy of OST Form 6410



Office of the Secretary of Transportation

AGENCY DISPLAY OF ESTIMATED BURDEN

The public reporting burden for this collection of information is estimated to average 15-30 minutes per response. If you wish to comment on the accuracy of the estimate or make suggestions for reducing this burden, please direct your comments to: U.S. Department of Transportation, Office of Aviation Analysis, X-56, 1200 New Jersey Ave. S.E., Washington, D.C. 20590. According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB control number.

NOTE: For information on where to file completed copies of this form, see FILING INSTRUCTIONS below.

OMB No. 2106-0030 Expires April 30, 2023

U.S. AIR CARRIERS - CERTIFICATE OF INSURANCE
POLICIES OF INSURANCE FOR AIRCRAFT ACCIDENT BODILY INJURY AND PROPERTY DAMAGE LIABILITY

FILING INSTRUCTIONS: File a signed original of this form with the Federal Aviation Administration, Air Transportation Division, electronically to: AFS-260-Insurance@faa.gov, or mail to: AFS-260, 800 Independence Ave., S.W., Washington, D.C., 20591 (See EXCEPTION)

EXCEPTION: For any insured that is located in the State of Alaska, file a signed original of this form with the Federal Aviation Administration, Air Transportation Division, electronically to: AFS-260-Insurance@faa.gov, or mail to: Anchorage Flight Standards Service Office, 949 E. 36th Avenue, Suite 600, Anchorage, Alaska 99503.

(Please type information, except signatures.)

THIS CERTIFIES THAT: See Attached Schedule of Insurers

(Name of Insurer)

has issued a policy or policies of Aircraft Liability Insurance to ExpressJet Airlines LLC

Phoenix Blvd., Suite 250, College Park, GA 30349

FAA Certificate Number ASOA0298B

(Name, address and FAA Certificate number of Insured U.S. Air Carrier)

effective from December 31, 2020 until ten (10) days after written notice from the insurer or carrier of the intent to terminate coverage is received by the Department of Transportation.

NOTE: Part 205 of the Department's Regulations does not allow for a predetermined termination date, and a certificate showing such a date is unacceptable.

1. The Insurer (Check One):

- is licensed to issue aircraft insurance policies in the United States;
is licensed or approved by the government of ... to issue aircraft insurance policies; or
is an approved surplus line insurer in the State(s) of ...

2. The insurer assumes, under the policy or policies listed below, aircraft accident liability insured to minimums at least equal to the following during operation, maintenance, or use of aircraft in "air transportation" as that term is defined in 49 U.S.C. 40102.

(Complete applicable section(s) A, B, or C below):

A. U.S. AIR TAXI OPERATORS (EXCLUDING U.S. COMMUTER AIR CARRIERS) WITH PART 298 AUTHORITY ONLY:

The aircraft covered by this policy are SMALL AIRCRAFT (i.e., with 60 or fewer passenger seats or with a maximum payload capacity of 18,000 pounds or less). (Complete separate or combined coverage as appropriate):

Separate Coverages:

Table with 4 columns: Policy No., Type of Liability, Each person, Each Occurrence. Rows include Bodily Injury Liability (Excluding Passengers), Passenger Bodily Injury, and Property Damage.

Combined Coverage: The amount of coverage set forth below is a single limit of liability for each occurrence at least equal to the required minimums stated above for bodily injury (excluding passengers), property damage, and passenger bodily injury.

Policy No. Amount of Coverage

This policy covers CARGO operations only and excludes passenger liability insurance.

**B. U.S. COMMUTER AIR CARRIERS OR CERTIFICATED AIR CARRIERS OPERATING SMALL AIRCRAFT**

The aircraft covered by this policy are SMALL AIRCRAFT (i.e., with 60 or fewer passenger seats or with a maximum payload capacity of 18,000 pounds or less). (Complete separate or combined coverage as appropriate):

Policy No.	Type of Liability	Minimum Limit	
		Each person	Each Occurrence
_____	Combined Bodily Injury (Excluding Passengers other than cargo attendants) and Property Damage Liability	\$300,000	\$2,000,000
_____	Passenger Bodily Injury	\$300,000	\$300,000 x 75% of total number of passenger seats installed in aircraft

Combined Coverage: The amount of coverage set forth below is a single limit of liability for each occurrence at least equal to the required minimums stated above for bodily injury (excluding passengers), property damage, and passenger bodily injury.  
 Policy No. See attached Schedule of Insurers Amount of Coverage \$ 500,000,000

This policy covers CARGO operations *only* and *excludes* passenger liability insurance.

**C. U.S. CERTIFICATED AIR CARRIERS OPERATING LARGE AIRCRAFT**

The aircraft covered by this policy are LARGE AIRCRAFT (i.e., with more than 60 passenger seats or with a maximum payload capacity of more than 18,000 pounds). (Complete separate or combined coverage as appropriate):

Policy No.	Type of Liability	Minimum Limit	
		Each person	Each Occurrence
_____	Combined Bodily Injury (Excluding Passengers other than cargo attendants) and Property Damage Liability	\$300,000	\$20,000,000
_____	Passenger Bodily Injury	\$300,000	\$300,000 x 75% of total number of passenger seats installed in aircraft

Combined Coverage: The amount of coverage set forth below is a single limit of liability for each occurrence at least equal to the required minimums stated above for bodily injury (excluding passengers), property damage, and passenger bodily injury.  
 Policy No. \_\_\_\_\_ Amount of Coverage \_\_\_\_\_

This policy covers CARGO operations *only* and *excludes* passenger liability insurance.

3. The policy or policies listed in this certificate insure(s) (Check One):

Make and Model	FAA or Foreign Flag Registration No.
_____	_____

- Operations conducted with all aircraft operated by the insured
- Operations conducted with the following types of aircraft:
- Operations with the following aircraft: (Use additional page if necessary)

4. Each policy listed in this certificate meets or exceeds the requirements in 14 CFR Part 205.

\_\_\_\_\_  
 (Name of Insurer)

\_\_\_\_\_  
 (Address)

\_\_\_\_\_  
 (City, State, Zip Code)

Contact (person who can verify the effectiveness of the coverage)

\_\_\_\_\_  
 (Area Code, Phone Number) / \_\_\_\_\_  
 (Area Code, Fax Number)

\_\_\_\_\_  
 (Email Address)

\_\_\_\_\_  
 (Signature)

**Marsh USA**  
 (Name of Broker, if applicable)

**121 River Street - Waterfront**  
 (Address)

**Hoboken, New Jersey 07030**  
 (City, State, Zip Code)

**David Kinney, Vice President**  
 (Officer or authorized representative)

**201-284-3776**  
 (Area Code, Phone Number) / \_\_\_\_\_  
 (Area Code, Fax Number)

**david.kinney@marsh.com**  
 (Email Address)

  
 (Signature)

**4/15/2021**  
 (Date)

Insurer Name and Address	Policy Number	Quota Share Percentage
Starr Surplus Lines Insurance Company Through Starr Aviation Agency 3353 Peachtree Road, NE, Suite 1000 Atlanta, GA 30326	SASLAMR63647020-01	20.00%
Lloyds of London, British Insurers and others Through Marsh Limited St. Botolph Building, 138 Houndsditch London, EC3A 7AW	B0509AVNAN200002	18.50%
Allianz Global Risks US Insurance Company Through Allianz Global Corporate & Specialty One Chase Manhattan Plaza 28 Liberty Street, 24th Floor New York, NY 10005	A1AL000886020AM	7.50%
XL Specialty Insurance Company Through AXA XL Aviation Brookfield Place 200 Liberty Street, 25th Floor New York, NY 10281	UA00017060AV20A	15.00%
QBE Insurance Corp. Through QBE North America 210 Interstate North Parkway, Suite 400 Atlanta, GA 30339	100043923	15.00%
National Union Fire Insurance Company of Pittsburg, PA Through AIG Aviation 3500 Lenox Road, Suite 1100 Atlanta, GA 30326	HL 013468479-02	15.00%
One or more members of Global Aerospace One Sylvan Parkway Parsippany, NJ 07054	349691/20	5.00%
Falls Lake National Insurance Company Through Air Centurion Insurance Services, Inc. 1332 Anacapa Street, Suite 120 Santa Barbara, CA 93101	ACQA-FL-00358-01	4.00%
Totals:		100.00%



**APPLICATION AND NOTICE OF  
EXPRESSJET AIRLINES LLC**

**Exhibit EV-11**

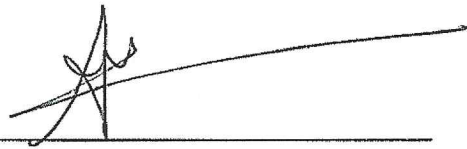
Certification Statement

CERTIFICATION

Pursuant to Title 18 United States Code Section 1001, I, Subodh KARNIK, in my individual capacity and as the authorized representative of the applicant, ExpressJet Airlines LLC, have not in any manner knowingly and willfully falsified, concealed or failed to disclose any material fact or made any false, fictitious, or fraudulent statement or knowingly used any documents which contain such statements in connection with the preparation, filing or prosecution of the application. I understand that an individual who is found to have violated the provisions of 18 U.S.C. section 1001 shall be fined or imprisoned not more than five years, or both.

4/15/2021

Date



Name: Subodh KARNIK  
Title: Chairman & CEO  
ExpressJet Airlines LLC