

BEFORE THE
DEPARTMENT OF TRANSPORTATION
WASHINGTON, D.C.

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| Application of |) | |
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| |) | |
| GLOBAL CROSSING AIRLINES, INC. |) | DOCKET OST-2020- |
| |) | |
| for a Certificate of Public Convenience |) | |
| and Necessity (Interstate Passenger |) | |
| Charter Service) |) | |
| |) | |

APPLICATION OF GLOBAL CROSSING AIRLINES, INC.
FOR A CERTIFICATE OF PUBLIC CONVENIENCE AND NECESSITY

Communications with respect to this document should be sent to:

Ryan Goepel
Chief Financial Officer
GLOBAL CROSSING AIRLINES
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Miami, FL 33166
(305) 869-4790
ryan.goepel@globalairlinesgroup.com

John R. Mietus, Jr.
Law Office of John Mietus, LLC
12505 Park Potomac Ave., 6th Fl.
Potomac, MD 20854
(202) 747-5212
john@mietuslaw.com
Counsel for GLOBAL CROSSING
AIRLINES, INC.

APPLICANT REQUESTS THAT THIS APPLICATION BE PROCESSED
THROUGH EXPEDITED, NON-HEARING PROCEDURES PURSUANT TO
SUBPART B OF THE DEPARTMENT'S PROCEDURAL REGULATIONS.

NOTICE: Any person may support or oppose this application by filing an
answer no later than May 1, 2020 and serving a copy of the answer on
counsel for Applicant and upon persons served with this application.

April 10, 2020

BEFORE THE
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WASHINGTON, D.C.

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| Application of |) | |
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| GLOBAL CROSSING AIRLINES, INC. |) | DOCKET OST-2020- |
| |) | April 10, 2020 |
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APPLICATION OF GLOBAL CROSSING AIRLINES, INC.
FOR A CERTIFICATE OF PUBLIC CONVENIENCE AND NECESSITY

Pursuant to 49 U.S.C. § 41102, parts 201 and 204 of the Department’s Economic Regulations, subpart B of the Department’s Procedural Regulations, and the Department’s Streamlining Initiative in Docket OST-2005-22228, GLOBAL CROSSING AIRLINES, INC. (“Global”) respectfully applies for a certificate of public convenience and necessity authorizing Global to engage in interstate charter air transportation of persons, property, and mail. Simultaneously with this Application, Global has applied for a certificate authorizing it to engage in foreign charter air transportation of persons, property and mail. Global requests that the Department process this application expeditiously using written submissions and simplified, non-hearing procedures as contemplated by sections 302.15 and 302.207 of the Procedural Regulations. In support of its application, Global provides the information required by 14 C.F.R. §§ 201.4 and 204.3 in the Exhibits and Confidential Exhibits attached to this application and states as follows:

1. A group of highly experienced aviation executives have developed Global's business and financing plan. Since late 2018, its founders have spent in excess of \$600,000 on work required for FAA certification. Global intends to begin charter airline operations with a single, leased Airbus A320 aircraft to be utilized for public and private charterers in domestic and foreign markets. It expects later to add A320 aircraft through capital raises and revenue growth.

2. Global has focused on public markets as its best source of financing in the present environment. Accordingly, Global has reached a share exchange agreement with Canada Jetlines Inc. ("Jetlines"), a publicly-traded company which had suspended its original goal of creating a Canadian airline for North American service. In a transaction to be proposed to Jetlines shareholders, the current Global and Jetlines entities would merge, creating a U.S. holding company for the applicant. Next, an initial share offering will seek to raise a minimum of \$1.5 million plus up to \$3 million through the exercise of warrants. This funding would be used to support Global's certification and commencement of charter service. Exhibit 1(g) discusses the anticipated corporate structure.

3. The proposed transaction is now being reviewed by the Toronto-based TSX-V exchange (Jetlines also has traded in the New York OTC market), and an Information Circular is to be circulated for Jetlines shareholder approval at a meeting scheduled for May 2020. With the

successful completion of this process, and full subscription of the initial offering, Global's founding investors and management would hold just over 40% of the resulting company's total equity, along with possible options or warrants. Investors from Jetlines would hold just under 25%, and the remaining 35% would be distributed through the initial funding mechanism.

4. Global also plans to raise additional, outside capital during the certification process. It is limiting the value of the first offering in recognition of the current investor climate. But it believes market conditions will improve, and its ability to raise subsequent funds will be greatly enhanced, as early as the third quarter of 2020. Additional capital raised publicly later in 2020 would complete the funding necessary to meet the Department's financial fitness test.

5. Senior Global management has the necessary business expertise and technical ability to offer and manage the proposed passenger transportation while complying effectively with relevant transportation laws. The airline's managers are all U.S. citizens and bring extraordinary operational expertise and experience. They will be complemented by a Board of Directors with many years of experience in C-level positions in both airline and non-airline companies and in financing and business planning.

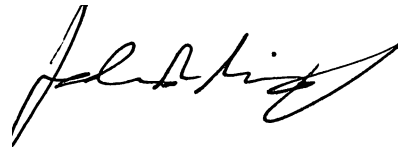
6. Under 49 U.S.C. § 41102(b)(1), the Department may issue interstate authority if the applicant is a U.S. citizen and meets the Department's fitness requirements. Global's plan for financing and staffing the airline will satisfy

these criteria. Further, granting the requested certificate authority is in the public interest, as it will allow Global to offer charterers new price and service options for domestic passenger transportation.

7. Further supporting information is provided in Exhibits 1-7 to this application, attached hereto, and in the accompanying Confidential Exhibits.

WHEREFORE, GLOBAL CROSSING AIRLINES, INC. respectfully requests that the Department of Transportation process this application using expedited, simplified procedures, issue it a certificate of public convenience and necessity to engage in interstate charter air transportation of persons, property, and mail, and grant such other relief as may be necessary or appropriate.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John R. Mietus, Jr.", with a stylized, cursive script.

John R. Mietus, Jr.
Law Office of John Mietus, LLC
12505 Park Potomac Ave., 6th Floor
Potomac, MD 20854
(202) 747-5212
john@mietuslaw.com

Counsel for GLOBAL CROSSING
AIRLINES, INC.

April 10, 2020

**INFORMATION SUPPLIED PURSUANT
TO THE DEPARTMENT'S REGULATIONS**

GLOBAL CROSSING AIRLINES, INC. ("Global") hereby supplies, in support of its certificate application, information required by the Department pursuant to 14 C.F.R. § 204.5, cross-referenced to specific provisions of section 204.3.

(a) Name, address, and telephone number of applicant.

GLOBAL CROSSING AIRLINES, INC.
Building 5A
4200 NW 36th Street
Miami International Airport
Miami, FL 33166
(305) 869-4780

(b-d) Form of organization and state of incorporation; certificate of good standing and corporate information.

Global is a Delaware corporation. Attached as Exhibit 2 are its certificate of incorporation and a good standing certificate. The proposed transaction with Jetlines will require adjustments to Global's structure, at which time it will provide updated corporate documentation, including a current good standing certificate.

(e) Citizenship affidavit.

Global will provide an affidavit attesting its status as a U.S. citizen under 49 U.S.C. § 40102(a)(15), as required by 49 U.S.C. § 41102, when the proposed transaction is complete and the contemplated increase in authorized voting common stock has taken place.

(f) Information relating to key personnel.

Capsule biographies are provided below for Global key personnel who will play a key role in the airline's development. Global expects to add additional members to the Board of Directors after the transaction. A proposed organization chart for Global is attached as Exhibit 3, more detailed resumes are provided in Exhibit 4, and FAA certificate numbers are provided in

Confidential Exhibit A. (Confidential Exhibits described in this Application have been filed with the Department under seal and accompanied by a Motion for Confidential Treatment.) All listed personnel may be reached at the business address shown above and are U.S. citizens.

Joseph DaGrosa, Jr., Director and Chair – Mr. DaGrosa is a founder and Senior Managing Partner of General American Capital Partners, formed in 2018, where he manages investments totaling \$250 million. He was a co-founder of 1848 Capital Partners LLC (“1848”), which he co-managed from 2003 until 2018; he was a member of the firm’s investment committee. He also served as co-chairman or as a board member for the following 1848 portfolio companies: Eastern Air Lines, Inc., Jet Support Services, Inc., Sunbelt Diversified Enterprises LLC, Big Apple Entertainment Partners LLC, and London Bridge Entertainment Partners LLC. Mr. DaGrosa co-led the firm’s investment in Heartland Food Corp.

Prior to 1848, Mr. DaGrosa was a partner at MapleWood Partners LP, a Miami-based private equity firm, where he served as a member of the Executive and Investment Committees and was co-head of the firm’s Transaction Team. Prior to MapleWood Partners LP, Mr. DaGrosa was a vice president for PaineWebber, Inc. (now part of UBS) in its Special Accounts Group.

Mr. DaGrosa holds a Bachelor of Science degree in Finance, Accounting and Statistics from Syracuse University.

Ryan Goepel, Director and Chief Financial Officer – Mr. Goepel is an experienced finance and operations executive with over 20 years’ experience. He most recently served as CFO for Flair Airlines Canada to transition the airline operator to a low cost scheduled carrier. Prior to Flair, Mr. Goepel was CFO for ZETECs, a global artificial lift technology company overseeing its sale to Schlumberger. He also served as the KBR Services Business Unit Finance Leader, overseeing 12,000 employees and growing revenue from \$300M to \$3B. In addition, he served as Director of Finance at Burger King through its initial public offering. He is a Certified Management Accountant and holds an MBA from Texas A&M University and a BA from the University of British Columbia.

Juan Nunez, Director and Chief Operating Officer – Mr. Nunez has over 25 years of airline experience and has served as Chief Pilot and assistant Director of Operations for Eastern Air Lines and a Chief Pilot for 21Air. He has logged over 3,500 Pilot in Command (“PIC”) hours under Part 121 and 12,000+ hours as a Pilot, Check Pilot, and Instructor. He is type rated on

737/757/767/747 aircraft and will be A320 qualified by May 2020. He has operated charters worldwide under ETOPS (Atlantic & Pacific) CAT II-III operating conditions.

Thomas Andino, Chief Technical Officer – Mr. Andino has over 30 years of experience in commercial aviation maintenance. He serves as Vice President of Tech Ops/Director of Maintenance (Part 119 position) and is responsible for all aspects of line and heavy maintenance control and technical services. Prior to joining Global Crossing Airlines, he served in various senior and middle management positions at Virgin America (where he was a co-founder and served as Director of Maintenance during the FAA certification process with the A320), JetBlue Airways (where he served as Director of Maintenance for their A320 fleet), Spirit Airlines (where he served as Director of Maintenance for an A319/A320 fleet), and several other Part 121 US based start up airlines.

George Hambrick, Chief Safety Officer – Mr. Hambrick has over 53 years of experience in military and commercial aviation as an Army aviator, major airline Captain flying 777s, and as a senior FAA Inspector. Mr. Hambrick has over 4,500 hours flying rotary wing aircraft and over 12,000 flying fixed wing commercial jet aircraft. He has flown off-shore helicopter operations and retired after twenty years in the United States Army and Air Force. He then joined American Airlines, where he flew multiple aircraft types including the 777, and after retirement he worked for the Federal Aviation Administration (FAA) as both a Senior Aviation Analyst and an Aviation Safety Inspector and Manager. Mr. Hambrick is an industry wide recognized aircraft safety expert with deep knowledge of the Safety Management System (SMS), OSHA, ICAO, IATA and FAA. He has worked with domestic and foreign governments and operators in many safety-related fields. Mr. Hambrick graduated from Louisiana Tech University with a BS in Aviation Technology and from the US Air Command and Staff College. He also attended the Univ. of Southern California (USC) Flight Safety Degree Program.

Additional Key Management Positions:

Hector Crocker, Chief Pilot – Mr. Crocker has over 20 years of commercial aviation experience with over 13,900 hours of total flight time, including 6,500 PIC hours flying for Part 121 airlines including Eastern, Atlas Air, and 21Air. He has extensive international operations experience with over 200 oceanic crossings along with experience as check airman and simulator instructor for various airlines. He is type rated on Boeing 727,737,747,757,767 aircraft and will be A320 type-rated within 90 days.

Julio Abreu, Chief Inspector – Mr. Abreu has over 11 years in aircraft

maintenance. He has served as a line maintenance and avionics technician on B737 (series), B767 (series), MD-80 (series), and A320 (series) aircraft and as a Maintenance Manager and Quality Control Supervisor, with 8 years' experience as an RII inspector.

(g) Relevant corporations; persons having a substantial interest in the applicant.

As noted in the opening narrative, to raise certification funding Global is proposing a transaction with Canada Jetlines, Inc.; the latter will circulate an Information Circular now being reviewed by the Toronto Stock Exchange. Upon approval at a shareholder meeting scheduled for May 27, 2020, the transaction would place current Global shareholders in control of an entity formed from Global and Jetlines.

That entity would promptly take steps to secure U.S. citizenship for purposes of Federal aviation law. It will first be "domesticated" as an entity formed under Delaware or other U.S. law, and its Board of Directors will be expanded. Global understands this process is recognized and straightforward from TSX's perspective. The entity will have a single class of common stock, and customary U.S. airline methods of managing the voting rights of non-U.S. shareholders will be employed.¹ Jetlines believes that almost all its non-U.S. citizen shareholders are Canadian and that holdings among its some 200 shareholders are diffuse. Given Department policy allowing up to 49% of a U.S. carrier's total equity to be held by open-skies country investors, Canadian participation in Global is not expected to approach levels of potential concern.

The other significant features of the transaction will be a public stock offering to raise \$1.5 million and the exercise of warrants generating up to an additional \$3 million. Assuming these opportunities are fully subscribed and that no other new, outside investor purchases a substantial interest, the largest single block of Global voting stock, estimated at 14.4%, will be held by investor and advisor Ed Wegel. Two other U.S. founders will hold an additional 9% each. A pool of warrants and options, expected to total less than 10% of equity if later exercised, will be made available to Global managers and financiers.

1 Global would create a foreign stock record and modify its by-laws to suspend the voting rights of registered foreign shares in excess of the 25% limit. Stock transfers would also be limited as necessary to preserve the U.S. citizenship of Global.

At present, there are three holders of substantial interests (10%+) in Global. Ed Wegel, an airline executive with more than 35 years' experience and most recently the founder and CEO of Eastern Air Lines, holds 40%. Joe DaGrosa is the beneficial owner of 25% through the JOBA Irrevocable Trust, and Ronald Bevans, Esq. is the beneficial owner of 25% through Wallingford Capital. All persons and entities listed in this paragraph ("Current Key Global Owners") are U.S. citizens.

(h,i) Subsidiaries; ownership and control of other carriers or aeronautical enterprises.

Global has one subsidiary, a Florida limited liability company named Global Crossing Airlines, LLC, that was created to lease office space. Global holds no interest in any other air carrier, foreign air carrier, common carrier, or person substantially engaged in the business of aeronautics.

(j,k) Financial statements.

Audited 2018 and 2019 financial statements, reflecting Global's pre-development stage, are being prepared and will be filed.

(l,m) Actions and outstanding judgments.

To Global's knowledge, there are no actions or outstanding judgments to report with respect to Global, Current Key Global Owners, or the key personnel identified herein under 14 C.F.R. § 204.3(l-m).

(n) Fleet information.

Global intends to begin passenger charter operations with a single, leased Airbus A320 aircraft and increase its fleet as capital becomes available through subsequent fund raises and or profits. Such aircraft are readily available for lease, and Global has received proposals for delivery as early as fall 2020 in accordance with its certification timeline. Global will submit a copy of the safety affidavit required by 14 C.F.R. § 204.5(n)(3) when it submits final documentation for an effective Department certificate.

Global intends to rely on certificated, third-party maintenance and repair organizations for maintenance. The Director of Maintenance will oversee all contracts for aircraft maintenance.

(o) Pending investigations, actions, or formal complaints filed by DOT or the FAA regarding compliance with Federal aviation laws or orders, rules, regulations, or requirements under those laws.

No pending investigations, enforcement actions or formal complaints have been filed against Global concerning compliance with Federal aviation laws. Further, to the carrier's knowledge, no Current Key Global Owners or key personnel have any pending investigations, actions, or complaints to report under 14 C.F.R. § 204.3(o).

(p) Other charges.

To Global's knowledge, neither Global, Current Key Global Owners, or key personnel have had charges of unfair or deceptive or anticompetitive business practices, or of fraud, felony or antitrust violation, brought against them in the past ten years.

(q) Aircraft accidents or incidents.

To Global's knowledge, neither Global nor the other key personnel identified herein have experienced aircraft accidents or incidents that occurred in the preceding five years or that remain under investigation by the FAA or the NTSB.

(r) Brief narrative history of the applicant.

To date, Global has not conducted any business, other than the development efforts described in this application, and is focusing on its certification as a charter air carrier.

(s) Federal, State, and foreign transportation authority.

Global has submitted the required Pre Application Statement of Intent to the FAA's South Florida Certificate Management Office ("CMO") and has held an initial informal meeting with the CMO. Global has passed the initial PRA requirement as directed by the FAA. Global intends to submit all documents as required under Phase II of the FAA's certification program shortly after filing this application. FAA contacts for the certification include David Lusk and Vincent Rossi, both served with this application.

(t) Operating projections and a description of the service to be operated.

Global proposes to begin passenger charter operations with a single, leased, Airbus A320 aircraft. It will offer this aircraft for public and private charters in domestic and foreign markets.

Exhibit 5 includes forecast pre-operating and first-year expenses for the proposed passenger charter operation, as well as a forecast balance sheet for the end of the first full year of operations. Projected revenue and certain assumptions redacted from Exhibit 5 are provided as Confidential Exhibit B. These exhibits were prepared by Global's CFO under the direction of Global's Board of Directors.

Global anticipates that it will offer most charters as "ACMI" contracts, under which charterers will be directly responsible for fuel costs. To summarize its forecast, Global anticipates that its start-up costs related to passenger charter operations will be approximately \$4 million and that in its first full year of operations, operating expenses will total approximately \$9 million.

The capital required for Global to complete certification and to meet the Department's financial fitness requirement would be provided through the Jetlines transaction and subsequent capital raises in 2020.

Global does not anticipate that its first full year of operations will result in a near-term net annual change in aircraft fuel consumption of 10 million gallons or more, and it has determined that adequate fuel is available for this service. To the extent the Department nonetheless concludes that grant of the requested authority would constitute a major regulatory action, Global requests that the Department waive the requirement that an Energy Statement under 14 C.F.R. Part 313 be prepared.

(u) Montreal Agreement (relating to liability); family assistance and passenger manifest plans.

Global will file the required counterpart of the Montreal Agreement in Docket OST-1995-236, a family assistance plan in Docket OST-1996-1960, and a passenger manifest plan pursuant to Docket OST-1998-3305.

(v) Certification.

Attached as Exhibit 6.

**STATEMENT OF INCORPORATOR
IN LIEU OF ORGANIZATION MEETING
OF
GLOBAL CROSSING AIRLINES, INC.**

THE UNDERSIGNED, being the Sole Incorporator of Global Crossing Airlines, Inc., a corporation of the State of Delaware, does hereby adopt the following resolutions and takes the following action by written consent in lieu of a meeting:

RESOLVED, that a copy of the Certificate of Incorporation of Global Crossing Airlines, Inc., as filed in the Office of the Secretary of State of Delaware on the 7th day of September, 2018 be, and the same hereby is, ordered filed in the minute book of this corporation; and

RESOLVED, that the number of directors constituting the initial Board of Directors of shall be (1); and

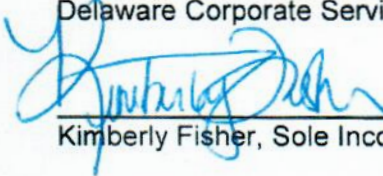
RESOLVED, that from this day hence and in addition to the election of the following named director(s), the undersigned, effective this date, has fulfilled the duties of Sole Incorporator and relinquishes all further duties to the newly elected director(s) of Global Crossing Airlines, Inc., and

RESOLVED, that the following named shall be and hereby is elected the director(s) of Global Crossing Airlines, Inc. to hold office until the First Annual Shareholders Meeting and until the successors are elected and qualified:

Edward J. Wegel
600 Brickell Ave., 19th Floor
Miami, FL 33131

Signed and executed by the Sole Incorporator on the 7th day of September, 2018.

Delaware Corporate Services Inc.



Kimberly Fisher, Sole Incorporator

**CERTIFICATE OF INCORPORATION
OF
GLOBAL CROSSING AIRLINES, INC.**

Article I: The name of this corporation is Global Crossing Airlines, Inc., (the "Corporation").

Article II: The address of the registered office of the Corporation in the State of Delaware is 901 N. Market Street, Suite 705, Wilmington, County of New Castle, Delaware 19801 and the name of its registered agent at such address is Delaware Corporate Services Inc.

Article III: The purpose of the Corporation is to engage in any lawful act or activity for which corporations may be organized under the General Corporation Law of the State of Delaware (the "General Corporation Law").

Article IV: The total number of shares of stock which the Corporation shall have authority to issue is One Thousand (1000) common shares with a par value of \$.01.

Article V: The name and mailing address of the incorporator is Delaware Corporate Services Inc., 901 N. Market Street, Suite 705, Wilmington, Delaware 19801.

Article VI: A director of the Corporation shall not be personally liable to the Corporation or its stockholders for monetary damages for breach of fiduciary duty as a director, except to the extent such exemption from liability or limitation thereof is not permitted under the General Corporation Law as the same exists or may hereafter be amended. Any repeal or modification of the foregoing sentence shall not adversely affect any right or protection of a director of the Corporation existing hereunder with respect to any act or omission occurring prior to such repeal or modification.

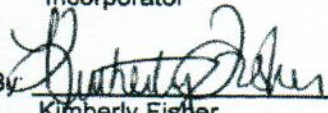
Article VII: The original by-laws of the Corporation shall be adopted by the incorporator. In furtherance and not in limitation of the powers conferred by the laws of the State of Delaware, the Board of Directors is expressly authorized and empowered to adopt, amend and repeal the by-laws of the Corporation, subject to the power of the stockholders of the Corporation to amend or repeal any by-law made by the Board of Directors.

Article VIII: Unless and except to the extent that the by-laws of the Corporation shall so require, the election of the directors of the Corporation need not be by written ballot.

Article IX: The Corporation reserves the right at any time, and from time to time, to amend, alter, change or repeal any provision contained in this Certificate of Incorporation, and other provisions authorized by the laws of the State of Delaware at the time in force may be added or inserted, in the manner now or hereafter prescribed by law; and all rights, preferences and privileges of whatsoever nature conferred upon stockholders, directors or any other persons whomsoever by and pursuant to this Certificate of Incorporation in its present form or as hereafter amended are granted subject to the rights reserved in this Article IX.

THE UNDERSIGNED, makes and files this Certificate of Incorporation, and does hereby declare and certify that said instrument is its act and deed and that the facts stated herein are true, and accordingly has executed this Certificate this 5th day of September, 2018.

Delaware Corporate Services Inc.
Incorporator

By 
Kimberly Fisher
Secretary

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "GLOBAL CROSSING AIRLINES, INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE TWENTY-NINTH DAY OF JULY, A.D. 2019.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL REPORTS HAVE BEEN FILED TO DATE.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "GLOBAL CROSSING AIRLINES, INC." WAS INCORPORATED ON THE SEVENTH DAY OF SEPTEMBER, A.D. 2018.

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



7047398 8300

SR# 20196195975

You may verify this certificate online at corp.delaware.gov/authver.shtml

A handwritten signature of Jeffrey W. Bullock in black ink, written over a horizontal line.

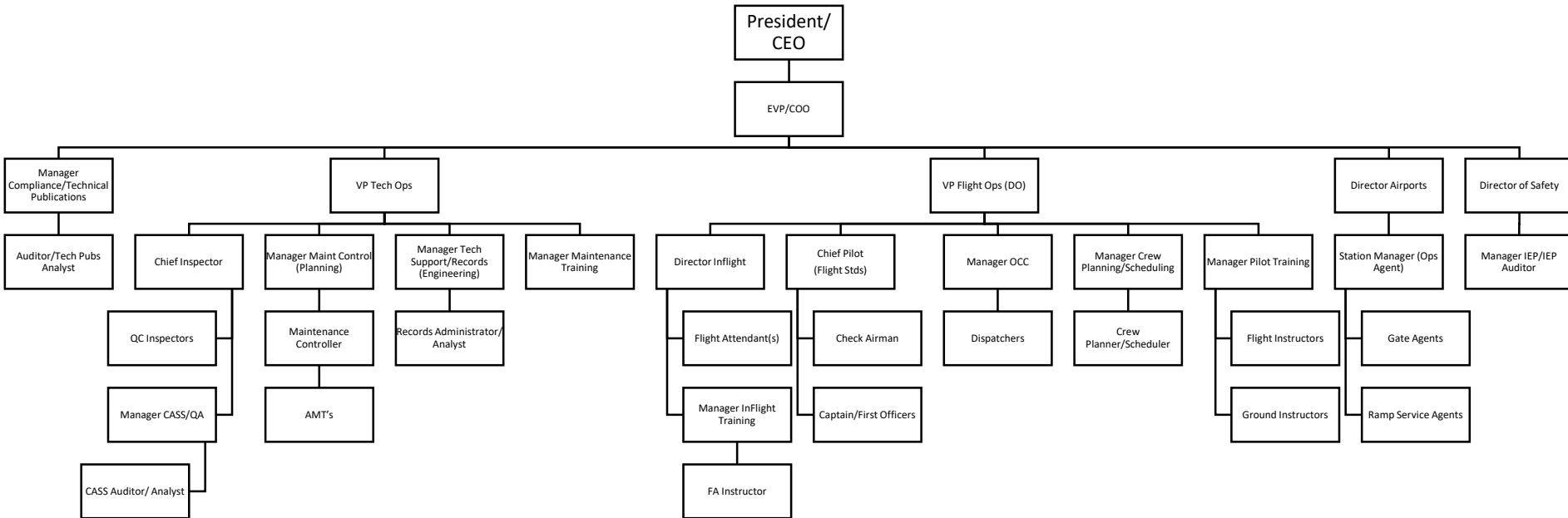
Jeffrey W. Bullock, Secretary of State

Authentication: 203301788

Date: 07-29-19

Global Crossing Airlines Organization Chart

Exhibit 3 (1 page)



JOSEPH E. DAGROSA, JR.

EXPERIENCE:

2003-Present **1848CAPITAL PARTNERS LLC** **Miami, FL**
Founding Partner

- Co-founded and presently co-manage this private equity firm focused on making investments in middle market companies, primarily through backing strong management teams in buyout situations or in launch mode.
- Since inception, invested and managed over \$250 million in personal and investor and portfolio company capital.
- Major businesses include :
 - Heartland Food Corp. - Burger King Franchisee operating approximately 248 stores.
 - Jet Support Services, Inc . - Largest provider of hourly cost maintenance programs to the business aviation industry.
 - Big Apple Entertainment Partners, LLC - Owner/operator of the Rip ley' s Believe It or Not! Attraction in Times Square.
 - Brazil Tower Company, LP - Communications tower developer focused on the rapidly-growing Brazilian communications industry.

1996-2003 **MAPLEWOOD PARTNERS LLC** **Miami, FL**
Founding Partner

- Member of the firm's Executive and Investment Committees.
- Initially served as the firm's administrative partner with responsibility for the firm's legal, banking and accounting relationships.
- From 2000 to 2003, co-headed the firm' s transactions group with responsibility for sourcing and acquiring portfolio companies.

1986-1996 **PAINE WEBBER, INC** **New York, NY**
Vice President: Special Accounts Group

- One of the senior members of the special accounts group managing Paine Webbers key relationships in the Middle East
- Series 7 and Series 63 licensed

Education: 1982 – 1986

SYRACUSE UNIVERSITY
Bachelor of Science, Finance, Accounting and Statistics

Ryan Goepel

Executive Summary

Seasoned operationally focused Chief Executive Officer with 10 year's experience in various industries ranging from Oilfields Services, Construction, QSR and Aviation. Specialties include Turnarounds, IPO's, Mergers and Acquisitions. A collaborative leader recognized for building teams, working with various stakeholder groups to achieve audacious financial goals ranging from professionalizing successful entrepreneurial organizations to driving successful turn arounds across various industries.

Highlights

- Played a key role in the 2006 Burger King IPO
 - Coordinated three large acquisitions in the Construction space growing revenue from \$300m to \$3B
 - Key Executive for a Shell Oil Venture backed organization sold to Schlumberger for a significant gain
 - Led the Turnaround of a Canadian Airline to profitability in less than 12 months
-

Professional Experience

Global Airlines Group

Miami, FL

Chief Financial Officer

01/2020-Pres

- Hired by the founder to help launch new passenger charter company utilizing A320's
- Play a key role on the leadership team helping finalize a share exchange agreement, fundraising and FAA certification while establishing all of the processes and procedures required for an operating airline

Flair Airlines

Edmonton, AB

Chief Financial Officer

08/2018-10/2019

- Hired by the key investor to lead a turnaround. Key executive that transformed a money losing charter airline into a profitable scheduled service airline in less than 12 months.
- Completely revamped and upgraded the entire finance, procurement and IT organization
- Migrating the entire company to a new ERP system
- Successfully negotiated out of a punitive wet lease contract saving the airline over \$8m in 3 months
- Led the negotiations for and secured long term leases for three 737's worth a combined \$100M
- Secured \$8M in financing from Blackrock for the purchase of four 737's
- Renegotiated all fuel contracts (company largest expense) resulting in a 40% reduction in delivery costs

Viking Exploration**Miami, FL*****Chief Financial Officer*****12/2016-08/2018**

- Established and set up an international oil and gas company with the expressed purpose of acquiring and developing oil producing assets in Africa
- Working with the CEO, hired an experience technical team to evaluate various projects
- Raised seed capital from a broad group of investors
- Manage all relationships with various legal groups globally and maintain responsibility for the creation and maintenance of all legal agreements

CC Reservoirs**Houston, Tx*****Chief Financial Officer*****04/2015-12/2016**

- A Geoscience Software company I was the responsible for multiple functions including accounting, compliance, treasury, tax, strategic planning and human resources
- Originally a consulting opportunity that evolved into a full time role
- Implemented a global ERP system, modernizing financial reporting and the close process
- Designed and implemented new global tax, transfer pricing and entity structure
- Renegotiated and streamlined all Treasury operations with various banks globally
- Establish new offices and entities in South America, Middle East and Far East

Zeitecs**Houston, Tx*****Chief Financial Officer*****12/2010 – 4/2015**

- Played a key role in leading and managing a startup company that was successfully sold to Schlumberger at 3x investment in November 2014
- Responsible for treasury, tax, financial reporting and internal controls along with all aspects of IT, HR and Legal.
- Chief Compliance Officer responsible for the implementation and compliance with all policies and procedures related to FCPA, UK Bribery Act, Code of Business Conduct and Export Controls as per Shell Oil Company standards
- Serve as the CFO and Board Member for A-Power, a related company based in Germany

KBR**Houston, Tx*****Controller*****12/2007 – 12/2010**

- Senior Financial role reporting to the Division President of the \$3B Construction Division directly managing a 160 person accounting organization
- Played a key role in the due diligence and integration of three acquisitions over a six month period, which saw the Services group grow from \$300m to \$3B a year in revenue.
- Responsible for ensuring compliance with all SOX, FCPA matters in addition to preparing business unit quarterly MD&A to support SEC 10-Q/10-K filings.

Quizno's
Houston, Texas
Managing Director

5/2007 - 12/2007

- Managed a team of six deal managers, responsible for 1,600 stores in five states of which approximately half were in some form of distress.
- Helped define the Franchise Assistance Program and put into place the mechanism to provide workouts and financial support to existing franchisee's. Directed the deal management team for 198 stores (out of 600 enrolled stores) participating in the program.

Nabors Corporation
Houston, Texas
Senior Manager Business Development

6/2006 - 5/2007

- Hired as part of an executive development program
- Worked with the SVP of Contracts International, managing all aspects of securing contracts for all projects outside of the United States.

Burger King
Miami, FL
Global Finance Director

01/2005 – 06/2006

- "Key member of the IPO readiness team, responsible for aspects of the due diligence process, sell side analyst meetings, and IPO underwriter selection.
- Worked directly with the CEO to create the road show presentation and helped shape the go public story.
- Worked directly with the CEO and CFO to coordinate all communication and materials created for the company's Private Equity Sponsors, Texas Pacific, Bain Capital and Goldman Sachs.
- Treasury - helped lead the negotiation and marketing of the first time ever stand alone \$1.15B bank financing, a deal that was 4X oversubscribed and resulted in 25 bps price decrease.
- Treasury - played a key role in the refinancing and \$350M of additional borrowings (total \$1.45B). Deal was well oversubscribed and resulted in another 25bps decrease less than six months after initial transaction.

Halliburton
Houston/Moscow
Strategic Marketing Manager/Investor Relations

05/2002 – 05/2005

- Relocated to Moscow to head the Strategy department supporting all of Halliburton's Energy Services product lines, specifically Sperry Sun Drilling and Pressure Pumping Groups
- Successfully negotiated a joint marketing agreement with local partners allowing Sperry Sun to increase the number of active rigs from 3 to 9.
- Assisted with all acquisitions specifically the opportunity assessment, negotiation, valuation and due diligence
- Key member of the Investor Relations department for a Fortune 100 Company Responsible for the creation of content, speaking notes, backup data and slides associated with CEO and CFO investor conference presentations.

Fincentric Corporation
Vancouver, BC
Intern

05/2001 – 08/2001

- Created the development business plan, marketing plan, and financial model for a Global Software Implementation Certification Program.

CIBC Private Bank
Vancouver, BC
Financial Advisor

02/1999 – 08/2000

- Managed a portfolio of \$47 million of various bank products ranging from retirement accounts, commercial lines of credit, mortgages and basic banking services.
- Provided financial advice on short and long term financing, investing and estate planning.

Bank of Montreal
Vancouver, BC
Financial Manager

12/1996 – 01/1999

- Improved the profitability and size ranking of portfolio, from locally ranked 15th to 3rd place, within 15 months.

Education

Masters of Business Administration, 2002
Texas A&M, College Station

Bachelors of Arts, 1996
University of British Columbia, Vancouver

Certified Management Accountant, 2010

JUAN P. NUNEZ

OBJECTIVE: Director of Operations

FLIGHT RATINGS:

Airline Transport Pilot: Airplane MEL
Flight Engineer Turbojet
Type Ratings: **B-737, B747, B757/767**
Commercial Privileges: Airplane SEL

Simulator instructor: **B737, B747, B757/767**
Ground Instructor: Initial and Advance
Radio Operator: Restricted
Medical Certificate: First Class

FLIGHT TIMES:

Pilot-in-Command (FAR 121) 3272
Second-in-Command (FAR 121) 2561
Pilot-in-Command (FAR 91) 1005
Flight Engineer 727 1310
Dual Received 226

TOTAL 7,064

PIC-B737NG/EFIS 3119
B737SIC 1757
Check Airman 399
B727 F/O 804
B767 PIC 225
B767 SIM INST./CheckA. 4000+
B737 SIM INST./CheckA. 4500+
B757 SIM INST 250+
B747 SIM INST 200+
ETOPS 491

WORK EXPERIENCE:

AUG 2018-Present **Chief Pilot 21 Air, 101 Center Port Dr. Suite 315 Greensboro N.C 27409.** Dave Norgran
Director of Ops (336) 912-2524, direct supervisor. Managed all of the training curriculum,
simulator and ground school Instr. and daily operation from the Miami office

MAY 2012-Present **Boeing Flight Training Services Miami Campus 6601 NW 36 Street Miami Fl. 33166.**
Jim Minardi (305) 720-7102 **CONTRACT** Simulator and Ground School Instructor, training
advance and Initial students on the **B737 NG, B-747-400/-8, B-757/767.**

JAN. 2014-JUNE 2017 **Chief Pilot/Check Airman Eastern Airlines 4200 NW 36 St. 5A Miami International Airport**
4th floor Miami, Fl. 33166, John Furneaux Director of Ops (305)321-3137, direct supervisor.
Developed and managed all of the training curriculum and material for the initial FAR 121
certifications, Chief Pilot during FAA 121 certification Proving Runs. Developed EFB, Class II
NAV, Assisted the development of Flag & Domestic Manuals.

APRIL/2012 –JAN 2015 **Amerijet International Inc., 3401 NW 72 Ave. Miami Fl. 33166.** Jim Peabody(770) 310-7357
B-767 SIM Check Airman, CONTRACT Ground school and Flight Simulator Instructor,
consult in training syllabus and procedures development.

MAY/1997 – MAY 2012 **Miami Air International 5000 N.W. 36 Street Miami Fl. 33166 (305) 876-3600** Capt. John
Passwater **Captain: B737 NG, B737-400 EFIS** Catt II and III qualified, flying charters flights on
Domestic, Europe, Africa, Middle East, South and Central America, Caribbean and Asian
routes, 180 minutes ETOPS Qualification Atlantic, Pacific and northern Pacific, First Officer: B-
727, Flight Engineer: B-727

MAY/2007 –AUG./2013 **Pan Am Flight Academy, 5000 N.W. 36 Street Miami Fl. 33166 (305) 874-6000**
CONTRACT B737 NG FAA Designee, TCE, Simulator and Ground school Instructor,
Instructing advance and Initial students on the **B-737** all models. **B-757/767**

EDUCATION:

PRESENT Bachelor Degree Miami Dade College, Aviation Administration
Aug 85-June 89 High School Miami Sr. High Miami Florida
July 90- March 91 Commercial Pilot FLIGHT SAFETY INTERNATIONAL, Vero Beach Florida

SUMMARY OF QUALIFICATIONS

A skilled and experienced aviation professional with over 30+ years in aircraft maintenance as a technician and a leader. A talented organizer and resourceful problem solver able to adapt to change, exercise sound judgment and coordinate multiple tasks. An effective communicator and astute motivator; capable of directing and training others or contributing to the collaborative efforts of a team. Successful airline startup experience and highly skilled in working directly with the regulatory authorities daily to continuously evaluate and manage the process for a startup operation(s). Managed budget sheets and supporting schedules for companies P&L. Manage aircraft and projects at MRO's to maintain budgets for airlines and leasing organizations. Plan and developed capital projects to emphasize ROI and to assimilate sales growth effectively for companies. Experienced working on different continents and with different civil aviation authorities. Review and provide language on pre and post aircraft lease agreements. Performed aircraft pre and post lease inspections and contracts.

PROFESSIONAL EXPERIENCE

VICE PRESIDENT OF MAINTENANCE

Sky Palace Airways, Inc.

January 2019 – Present

Tampa, Florida

- Post Holder position as Director of Maintenance for the company's 14 CFR Part 121 Certification and fleet of B777 aircraft.
- Develop approved company manuals for airline certification to current 14 CFR Part 5, 119, and 121 regulations that meet the company's Safety Management System (SMS) standard
- Accomplish airline certification with other key management personnel
- Perform technical pre-buy evaluations and aircraft records review on potential aircraft to be purchased for startup operations
- Provided advice and counsel to the President and owners of Sky Palace Airways
- Reinforce a culture of Safety First and Continuous Improvement
- Established planning procedures and direct planning processes
- Develop and implement processes and accountabilities to achieve the aircraft maintenance goals for technical operations based on mechanical and operational analytics
- Assume a key role in the Corporate leadership group, especially in areas such as multidisciplinary group leadership and strategic planning
- Formulate and manage the budget for aircraft maintenance as well as support departments
- Perform periodic reviews and evaluation of the activities in the department to identify the trends and weaknesses, and submit departmental performance reports
- Identify areas of weakness due to training and provide training when necessary

DIRECTOR OF MAINTENANCE

Coastal Aviation, LTD

August 2018 – January 2019

Dar Es Salaam, Tanzania

- Post Holder position for the company's fleet of turboprop Cessna Caravan 208 and Pilatus PC-12 operation and in charge of the AMO based in East Africa
- Reinforce a culture of Safety First and Continuous Improvement
- Develop and implement processes and accountabilities to achieve Engineering and Maintenance KPIs based on mechanical and operational analytics

Thomas Andino

- Plan and develop capital projects to emphasize ROI in line with the company's growth
- Assume a key role in the Corporate leadership group, especially in areas such as multidisciplinary group leadership and strategic planning
- Manage the budget for maintenance and engineering as well as support departments
- Perform periodic reviews and evaluation of the activities in the department to identify the trends and weaknesses, and submit departmental performance reports
- Identify areas of weakness due to training and provide training when necessary
- Prepare amendments and submit them to Tanzanian Civil Aviation Authority (TCAA) for approval. Once approved, copies are made and distributed to each manual holder.
- Lead and direct the planning and production team and work closely with the operations departments in the execution of maintenance, troubleshooting and repair on the company's fleet of aircraft
- Responsible for any changes made to the Approved Maintenance Program (AMP)
- Complete random audits on accurate documentation for all maintenance work performed on company aircraft by auditing technical logs and entries into the M&E system
- Ensure that all the required maintenance and preventative maintenance is being performed in accordance with all company, airline, and TCAA regulations
- Ensure all operational departments are informed regarding scheduled maintenance, unscheduled maintenance, AOG's, aircraft limitations and passenger convenience items
- Perform annual staff reviews and discuss new targets upon joining company
- Ensure all certificate of Airworthiness for each Aircraft operated by the company remains valid
- Consult with the MD and Board of Directors on maintenance plans for the airline.

DIRECTOR – Airline Technical Operations

Gogo, LLC

February 2017 – August 2018

Chicago, Illinois

- Lead and direct Gogo's Aircraft Maintenance Control Center (AMCC) and line maintenance vendor's in the planning and execution of maintenance, troubleshooting, and repair to the Gogo ABS (Wifi) installed systems on commercial aviation aircraft
- Work closely with Gogo's customers with the planning and execution of maintenance, troubleshooting and repair on their fleet and provide system reports
- Provide information and maintenance planning information to Gogo personnel and airline partners
- Complete random audits on accurate documentation for all maintenance work performed on customer aircraft by auditing electronic logs and entries into Gogo's ERP, M&E, and customers M&E system
- Ensure that all the required maintenance and preventative maintenance is being performed in accordance with all company, airline and FAA regulations
- Establish and maintain a working relationship with airline partners, and 3rd party maintenance personnel
- Provide oversight of all Gogo's maintenance hubs and third-party vendors within the airline's operation for a fleet of over 3500 customers aircraft.
- Perform customer meetings daily to provide key statistical data to customers regarding Gogo's installed IFC systems
- Always looking for continuous improvement opportunities within the department and organization

Thomas Andino

DIRECTOR OF QUALITY/CHIEF INSPECTOR

Swift Air, LLC

June 2016 – February 2017

Greensboro, NC

- Ensure compliance to the Federal Code Of Regulations (14 CFR Part 121)
- Discharge duties to meet applicable legal requirements and maintain safe operations as described in 14 CFR 119.65 and 14 CFR 119.67
- In charge of quality control and quality assurance for the company
- Lead and direct a team of quality inspectors
- Responsible for the administration of the company's Continuous Aircraft Maintenance Program (CAMP)
- Maintain current files regarding inspection items, training, manuals
- Responsible for the administration of the company's Continuous Analysis and Surveillance Program (CASS)
- Approve for return to service all aircraft, components, accessories, and articles for the company
- Overall responsible for the company's inspection program and the airworthiness of all aircraft.

DIRECTOR OF MAINTENANCE

Mokulele Airlines

December 2013 – June 2016

Kailua-Kona, Hawaii

- In charge of aircraft maintenance for the company's fleet of Caravan 208B and 208EX turboprop aircraft with PT6-114A and -140 engine
- Build and manage budget for fleet of 17 aircraft and 21 employees within department
- Look at station startup operations for maintenance to determine the feasibility of adding line stations for maintenance at other Hawaiian cities
- High degree of negotiations with leasing companies regarding existing and future fleet growth
- Hands on approach to performing maintenance as well as training the technicians and apprentices
- Manage inventory and company assets for all aircraft, ground equipment, and tooling
- Make recommendations and implement necessary improvements and modifications to ensure safe, attractive and well-maintained facilities and aircraft
- Provide leadership to subordinate managers and supervisors by establishing, assigning, planning, organizing and prioritizing aviation maintenance goals and objectives
- Set standards for quality, equipment, and manpower and assist subordinate managers and supervisors with the coordination of personnel and equipment task assignments to ensure efficient completion of division tasks
- Ensure compliance to the Federal Code of Regulations (14 CFR Part 135)
- Discharge duties to meet applicable legal requirements and maintain safe operations as described in 14 CFR 119.69 and 14 CFR 119.71.

DIRECTOR OF MAINTENANCE

Trans Air Hawaii d/b/a Rhoades Aviation

July 2012 - Dec 2013

Honolulu, Hawaii

- Administer and monitor all maintenance activities for a fleet of Boeing 737 aircraft and Convair CV640 turbo prop aircraft

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- Hands on maintenance performed with CV640 and B737 aircraft to include routine maintenance, non-routine mx, troubleshooting, engine removal and replacements, Etc.,
- Plan, schedule, and coordinated aircraft time and daily work task with operations to ensure on time completion of all work and departures
- Drive staff development initiatives to instill shared values and enhance core competencies across functions, operation and/or the organization
- Initiate and implement programs to develop, build upon and encourage performance strengths of subordinate managers, supervisors and /or other staff members
- Establishing policy and procedures for maintenance control by enhancement of processes while ensuring the requirements of 14 CFR 119 and 121 regulations are satisfied
- Responsible for returning aircraft to service and airworthiness release
- Discharge duties to meet applicable legal requirements and maintain safe operations as described in 14 CFR 119.65 and 14 CFR 119.67.

DIRECTOR OF MAINTENANCE

Spirit Airlines

June 2011-July 2012

Miramar, FL

- Running line maintenance stations for 40 cities staffed with Spirit Airlines maintenance personnel and contract maintenance
- Responsible for establishing clear direction and goals consisting with program schedules and budget objective
- Bridged the maintenance program for a set of A320 family aircraft from an equalized visit program to the standard OEM program to maximize the efficiency of the maintenance program creating a cost savings to the company worth over \$2,200,000 yearly
- Established policy and procedures for maintenance control by enhancement of processes while ensuring the requirements of 14 CFR 119 and 121 regulations are satisfied
- Maintain an open line of communication with all staff as well as other management personnel, while coordinating full control of work progress
- Trained employees and acquainted them with the rules and regulations of the organization, Federal Aviation Regulations (FAR's), and other government agencies rules and regulations
- Worked with other departments to provide support
- Worked with the FAA Principal Inspector's (the PMI and PAI) daily on corrective actions and program implementations.

DIRECTOR ENGINEERING (VP Maintenance)

GMG Airlines, Ltd.

2010-2011

Dhaka, Bangladesh

- Assisting the Managing Director in establishing adequate company policies, procedures, and budgets as related to the company operations within different departments.
- Monitoring and approving overall budget for the entire engineering (maintenance), ground handling, and support departments (automotive, cleaners, etc.)
- Planning, directing, and coordinating the activities of all maintenance personnel so as to effectively utilize all resources to increase production and efficiency while minimizing aircraft down time during routine and non-routine maintenance
- Establishing a safety culture which is beyond industry standards
- Developing the planning and records area to a standard expectable to the Civil Aviation Authority

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- Grew fleet with the addition of B767's, MD83's, and Dash 8 aircraft
- Maintain a continuous airworthiness maintenance program for Dash-8, MD-80 series, and B767 aircraft
- Create a maintenance training department and started in house training with general familiarization classes for MD-80 and B767 aircraft
- Working with different MRO organizations throughout Asia and the Middle East to ensure timelines built into the operational schedule were met and a safe airworthy aircraft redelivered.

DIRECTOR OF MAINTENANCE

2009-2010

World Atlantic Airlines

Miami, FL

- Developed approved company manuals for airline certification to ATOS standards
- Established maintenance procedures and direct planning processes
- Perform hands on maintenance and troubleshooting
- Provided advice and counsel to the Director of Operations, CEO, and CFO
- Ensured rapid and complete implementation of new programs and regulatory compliance
- Responsible for establishing parts procurement, authentication, and storage programs
- Accomplishment of aircraft acceptance from leasing company (ILFC)
- Formulating budget for technical Operations
- Responsible for returning aircraft to service and airworthiness release
- Ensuring aviation standards and safe operating practices
- Qualified to exercise control of the operation through training, experience, and expertise
- Develop training program for company and contracted maintenance and inspection personnel
- Responsible for ensuring FAA form 337 completion and correct for all planned modifications, alterations and/or changes to company aircraft and engines
- Determine through audits as described in the company's Continuous Analysis Surveillance System (CASS) Program areas in need of improvement for continued safe operations and action as necessary
- Discharge duties to meet applicable legal requirements and maintain safe operations as described in 14 CFR 119.65 and 14 CFR 119.67.

AVIATION CONSULTANT

2008-2009

Self Employed

- Review, audit and approve all work orders so that they can be properly estimated and approved by my customers and communicate with them regarding any concerns
- Accomplishment of aircraft deliveries and redeliveries to customers while representing leasing companies or airlines
- Direct activities required to properly manage the assigned program
- Ensure supporting departments and customers are informed of project schedules, priorities and needs
- Ensure resources (i.e., tooling and materials) are available, as well as any other resources required for the project; from heavy checks, painting, NDT, etc.,
- Monitor tasks ensuring proper man-hour accounting is taking place and that tasks are completed in a timely manner
- Conduct and direct project status meetings with customer representatives and acquire all pertinent information for these meetings

Thomas Andino

- Insure accountability, correctness and completeness of all legal documents pertaining to aircraft and component maintenance
- Insure the preparation of legal documents for permanent recording and storage.
- Provide requested reports or copies of documents to the FAA in response to any questions, which may arise concerning the import or export of aircraft or maintenance programs related to my projects
- Ensure the collection, recording and filing of aircraft records in accordance with the FAA or other foreign (i.e., EASA, JAA, CAA) airworthiness agencies requirements
- Monitor compliance with aircraft scheduled maintenance issued by carrier returning aircraft
- Review current and new Airworthiness Directives to determine implementation requirements for aircraft being returned or delivered.

DIRECTOR OF MAINTENANCE

2006-2008

Virgin America

Burlingame, CA

- Developed approved company manuals for airline certification to ATOS standards
- Established planning procedures and direct planning processes
- Provided advice and council to the Senior Vice President of Technical Operations, Director of Operations, CEO, and CFO
- Interfaced with other departments and directors to meet targets and goals
- Ensured rapid and complete implementation of new programs and regulatory compliance
- Responsible for establishing parts procurement, authentication, and storage programs
- Accomplishment of aircraft acceptances at delivery centers in Toulouse and Hamburg
- Established lease agreements and accomplishing technical acceptances for leased and subleased aircraft
- Formulated the budget for technical Operations
- Responsible for returning aircraft to service and airworthiness release
- Ensured aviation standards and safe operating practices
- Contracts - Aircraft Direct Purchase contracts, Buyer Furnished Equipment (BFE) contracts, OEM contracts, Logistics, Heavy & Line Maintenance Support 3rd-party contracts, Ground Handling agreements
- Implemented processes and procedures resulting in increased profitability of \$200K USD monthly
- Developed structure, culture, and values for the company with other key stake holders of the company
- Perform RII inspections as necessary during critical startup phase of airline
- Discharge duties to meet applicable legal requirements and maintain safe operations as described in 14 CFR 119.65 and 14 CFR 119.67.

Thomas Andino

Early Career

MANAGER MAINTENANCE

JetBlue Airways

2003-2006

Long Beach, CA - New York, NY

AIRCRAFT MAINTENANCE SUPERVISOR

JetBlue Airways

2001-2003

Orlando, FL - New York, NY

AIRCRAFT MAINTENANCE TECHNICIAN

United Airlines

1990-2001

San Francisco, CA, - New York, NY

AIRCRAFT MAINTENANCE TECHNICIAN

Pan American World Airways

1988-1990

New York, NY

TRAINING & LICENSES

- Human Factors (2018 – Cranfield South Africa)
- Train the Trainer (2018 – Cranfield South Africa)
- General Electric lean maintenance course
- Flight Safety Cessna Caravan 208 line and base maintenance course
- P&WC PT6 engine course and PT6 rigging course
- Airbus A320 factory school (em-35)
- Airbus Flight Control and Rigging school (em-09)
- V2500 engine school
- CFMI factory school for CFM56 engines
- Embraer E190 general familiarization
- GE CF34 engine familiarization
- Inspection and RII training
- Aircraft Maintenance & Reliability seminar/ workshop (msg-3 methodology)
- General Familiarization & taxi run up courses on A320, A319, E190, MD-80, B737, B757, B767, B747, Dash-8, and Cessna 208B and 208EX aircraft
- Airframe and Powerplant license
- FCC Radio Telephone license

GEORGE M (Mike) HAMBRICK Aviation Professional

Summary of Experience:

Manager, Principal Operations Inspector, Federal Aviation Administration (FAA). Expert in federal regulation rule making and air carrier operations. Expert in FAA regulations, aviation safety, training, standardization and evaluation. Extensive background in safety, analysis, development, and publication of aviation directives and studies. Expert in Air Carrier Certification and Operations Specification evaluation and approval. Highly qualified military and civilian pilot with 49 years experience and over 12,000 hours in single, multi-engine and rotor wing aircraft. FAA qualifications in over 25 different models of aircraft. Self motivated with excellent work ethic. Worldwide experience in:

Aviation Safety and Investigation, NextGen Program Development, Staff Management, Flight Plan Development, Operational Tactical Development, Information Analysis, Defining and Planning Requirements, Team Creation and Management, and Strategic Planning.

Education:

| | |
|--|------|
| BS, Aviation Technology, Louisiana Tech University, Ruston, LA. | 1972 |
| Air Command and Staff College (In Residence), Air University, Maxwell AFB, AL | 1989 |
| Post-Graduate level studies in domestic and international conditions affecting national security. | |
| Joint Operational Leadership, Training Skills and Effective Multinational Communication. | |
| National Defense University, Washington, DC, National Security Management Course (Correspondence). | 1987 |
| Post-Graduate program in policies and procedures of national security management. | |
| Thesis: How President Reagan's 'Star Wars' Missile Defense System will cripple the Soviet Union. | |
| Air University, Maxwell AFB, AL, Air Command and Staff College (Seminar). | 1982 |
| Post-Graduate level studies in domestic and international conditions affecting national security. | |
| Air University, Maxwell AFB, AL, Squadron Officers School (Correspondence). | 1978 |
| Development and analysis of group leadership and effective communication. | |
| University of Southern California, Los Angeles, CA | 1976 |
| Safety Course, Accident Investigation and Program Development | |
| FAA Rulemaking Course | 2011 |
| FAA Paperwork Reduction Act Course | 2011 |
| AVS Internal Audit Process | 2016 |
| Managing & Approving Financial Transactions in the FAA | 2017 |

Professional Training and Certifications:

Airline Transport Pilot (ATP), Cert. # , 14 Sep 2003
Airplane Multiengine Land, A-310, B-757, B-767, B-777
Commercial Privileges: Airplane Single Engine Land, Rotorcraft-Helicopter
Est. 12,000 hrs flight experience.

Awards:

CMO-29 Employee of the Quarter, 4th QTR, 2014
Nominee, Professional Federal Employee of the Year 2015

Work Experience:

Federal Aviation Administration (FAA), Front-line Manager, 7/2016-Present CMO29, Miramar, FL (FV-1825-J)

Front-line manager responsible for one Part 121 air carrier Caribbean Sun and Part 142, Boeing Training Center. Responsible for the certification and oversight of the operators and the principal inspectors assigned to them. Extremely knowledgeable and participate in the overall budget process of the Certificate Management Office (CMO). Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) instructor for change management. Responsible for the performance management of my employees and their overall performance evaluation. Instrumental in leading The Certificate Management Team to help the operator become fully established using the Safety Assurance System (SAS) external portal. Highly skilled in labor relations and have conducted several investigations of different offices and their personnel. Conducted Congressional inquiries for the FAA. Selected for the newly developed Leadership Enhancement and Development (LEAD) Mentor Program. Developed methods to improving the team concept of principal inspectors and their relationships with the operators. Provide exceptional mentoring for several employees that desire a strong career progression. Selected to assist the centralized hiring for Front Line Manager positions throughout the US. Created streamlined office procedures through the Quality Management System (QMS) process. Selected as member of the Flight Standards Evaluation Program (FSEP) auditor. CMO representative to the Operations Specifications Working Group (OSWG) that identifies and evaluates changes to the federal requirements of operators. Responsible for providing many monetary awards to my employees that deserved higher recognition for superior work.

Federal Aviation Administration (FAA), Aviation Safety Inspector (OPS) 8/2012-7/2016 Principal Operations Inspector (POI), Eastern Air Lines Group, Inc., (FG-1825-14)

Principal Operations Inspector for Eastern Air Lines Group. Responsible for all operations requirements during pre-certification, responsible for reviewing and approving all operations related approvals and acceptance of manuals, training programs and facilities. Developed and evaluated tabletop and proving flight exercises leading to the certification of the air carrier operation. Assure that Eastern Air Lines meets Federal Aviation Regulations with respect to operations programs. Determine the need for, and establish SAS work programs for surveillance and inspection of flight operations and training within work force and budget limitations to assure adherence to the applicable regulations. Assure on a continuing basis, that Eastern Air Lines is properly and adequately organized, staffed, and equipped. Approve and oversee their training program, including an acceptable record keeping system; and evaluate facilities and procedures to ensure they meet all regulatory requirements. Previously, POI for Silver Airways, which required all the prior mentioned requirements. Formally, Assistant Aircrew Program Manager for Spirit Airlines, responsible for the adequacy of aircrew ground and flight training/testing and standards of specific aircraft of an assigned air carrier. Extensive prior background in FAA regulations and guidance, training, evaluation and team building. Expert in aviation and environmental CFRs and FAA Order 8900.1. Expert in Performance Based Navigation (PBN), including RNP-AR approval process. CMO-29 designated Source Material Expert (SME) for environmental issues. Continue to participate in FAA work groups to include the Operations Specification Work Group (OSWG), Transport Aircraft Performance Planning Work Group (TAPP) and AFS/ATO Runway Use working Group.

Enterprise Information Services, Inc. (EIS) Program Manager (CTR) 5/2010-08/2012 Senior Aviation Analyst/FAA, AFS-400, Flight Technologies and Procedures Division.

Responsible for overseeing all EIS employees assigned to the NextGen contract held by SAIC. The contract involved a multi million-dollar budget with many different pay levels. A main

responsibility was to ensure the allotted time and budgetary amounts were correct throughout the contract years. Personally approved all travel requests and evaluated supporting documents for submission to EIS for payment. Monitored the work and contract responsibilities and submitted results to EIS on a monthly basis. Responsible for the hiring of each individual on the contract. Worked with Human Resources (HR) in evaluating resumes and doing background checks on employees. Developed guidance and inspector training programs for NextGen operations. Expert in the OpSpecs required for 14CFR Part 121, as well as those for other operators such as Part 135 and 91K. Provide NextGen Regulatory and Guidance Materials support involving professional services analyzing and studying aviation technical and operational issues. Rewrote FAA Orders 8260.31 and 8400.9. Expert in Land and Hold Short Operations (LAHSO), Surface Movement Guidance and Control Systems (SMGCS), NextGen Technologies Training Program Development, Noise Abatement Review, and Low Visibility OpSpecs.

American Airlines, Worldwide Operations

4/1991-11/2006

Pilot for American Airlines with ATP certification in A-300/600, B-767, and B-777 aircraft. Also, qualified in B-727 and MD-82. Qualified in the US, Central and South America, Europe and the Pacific. Coordinated with Airline Pilots Union on many safety issues on several of the different aircraft and areas. Expert in FAA regulations and procedures especially in FAA Regulations Parts 91 and 121. Participated with FAA evaluators to establish the efficacy of American Airline procedures for FAA medical documentation availability. Expert in TCAS, RVSM, and initial RNP operations. Worked with the American Airlines training department to ensure the programs for RNAV, RNP and Long Range Navigation procedures.

Kunsan AB, Korea: Wing Inspector General (IG), Major, F-16 Pilot

11/1989-9/1990

Chief, 8th TFW Inspector General, responsible for developing and implementing inspection criteria for all combat and normal wing operations. Developed resource plans, determined requirements, and created allocations for classified operations working directly with Headquarters, USAF. Developed intricate evaluation scenarios and procedures involving USAF, USA, Navy, Marine and Korean forces in local joint exercises. Developed and evaluated many training programs for combat employment, flight training and check airmen initial and recurrent training. Advised Pacific Air Forces Command (PACAF) on methods and techniques to create safe and realistic, exercise criteria for major joint exercises held throughout Korea. Worked with PACAF to increase the use and development of enhanced vision devices in combat situations. Created methods to improve Wing deployment operations, including procedures, resources, worldwide communication, management controls and documentation. Advised the Wing Commander on required changes in training and procedures based on inspection and evaluation results and analysis.

USAF Command and Staff Course, Maxwell AFB AL

5/1988-10/1989

Selected to attend USAF Command and Staff Course/Joint Warfare program in residence at Air University, Maxwell AFB, AL. The Joint Program allowed a few select students interface with all other branches of service and from other countries. Participated professionally and socially with many of the up and coming leaders from the Middle East, Africa and other politically significant areas. Developed leading edge tactical operations through the Joint Studies workshops and War Game exercises.

Tactical Air Command (TAC): Inspector General, F-4, RF-4C and UH-1F Operations Division, TAC/IG.

5/1985-4/1989

Principal inspector for safety, training and standardization. Evaluated check airmen for all TAC units. Developed and evaluated combat evaluation criteria for all TAC F-4/RF-4C units assigned to TAC. Provided studies and analysis of aviation and ground operations, technical and

operational issues. Advised on methods and techniques to improve Forward Air Controller (FAC) operations worldwide. Primary evaluator for AWACS and helicopters units. Advised, developed, and evaluated NVG operations for TAC Special Missions helicopter operations. Combat rated in F-4C/D/E/G and RF-4C/TERAC aircraft. Flew in and evaluated operations in A-7, F-16, F-15, F-111, A-10, O-2, and F-117 aircraft. Primary inspector for the F-117 program providing information needed to increase the capabilities and efficiency of laser guided bombs delivered from the aircraft. Created criteria, developed plans and implemented the first integration of TAC, US Air Forces Europe (USAFE) and NATO TAC/EVAL team members to administer a joint evaluation of multi-unit operations which included TR-1 (U-2) reconnaissance aircraft.

12th Air Force, F-4, RF-4C Standardization/Evaluation Pilot **6/1982-4/1985**

Developed, administered, and evaluated F-4/RF-4C combat and training standardization programs for 12th AF units which included regular Air Force, Air Guard and Reserve units in primarily the western half of the US. Evaluated Duties included flying with all units in several different types of F-4's (C/D/E/G and TERAC) and assisting in units with other types of aircraft, including: F-15, F-16, F-111, A-7, A-10, O-2, and UH-1F. Ensured the use of the newly developed HUD presentations in newer aircraft was evaluated for proper use and understanding by flight crews. Developed, reviewed and evaluated training requirements for the use of night vision devices (NVD) during helicopter operations.

Shaw AFB, SC: RF4/C Instructor Pilot, Wing Safety Officer **11/1978-5/1982**

Responsible for training USAF, Air Guard, Marine, and German Air Force aviators for low level reconnaissance, air combat maneuvering, formation flying, air-to-air refueling and precision instrument landing procedures. As Wing Safety Officer, investigated major aircraft accidents, developed safety training programs, briefed accident and incident problems to 9th AF, TAC, and Headquarters Air Force commanders. Wing liaison to FAA air traffic controllers at Wing level, TRACON, and Center level, to include Jacksonville and Atlanta areas. Safety liaison to General Aviation, responsible for developing and maintaining low level awareness programs presented to civilian pilots in the South Eastern flying area. Safety liaison to all Air Guard and Reserve units in 9th AF.

RAF Alconbury, England: RF4/C Reconnaissance Pilot, Wing Safety **11/1975-10/1978**

Assigned to RAF Alconbury, England to fly RF-4C aircraft. Attended USAF Flight Safety School at the University of Southern California aircraft accident investigator and program. As Wing Flying Safety Officer, participated in the investigation of more than ten major aircraft accidents. Safety advisor for integration of the first F-5 Aggressor unit deployed to Europe.

Petroleum Helicopters, Inc. Offshore Helicopter Pilot **8/1972-12/1973**

Flew Bell 47G/H and Bell 206 helicopters in many diverse environments throughout Texas, Louisiana and Mississippi.

US Army Pilot/Instructor, to include 101st Airborne Division, Vietnam **9/1967-12/1970**

Awarded AH-1G Huey Cobra flight training after finishing second in Warrant Officer Aviation class. Selected for several extraordinary missions, resulting in three Distinguished Flying Crosses, twenty-six Air Medals, Bronze Star and Purple Heart. Assigned to Ft. Stewart, GA. to participate in the first ever Vietnamese Flight Training Program

HECTOR CROCKER

OBJECTIVE

PILOT EMPLOYMENT

QUALIFICATIONS

- **Airline Transport Pilot**
- 13900 Total Time
- 6500 Pilot-in-command
- 13900 Multi-engine-airplane
- 10600 Jet time
- 5600 Jet Pilot in command

PILOT CREDENTIALS

Airline Transport Pilot

Type Ratings: Boeing 727,737,747,757,767
Medical: First Class
FCC Radiotelephone Operator Permit

EXPERIENCE

Captain: Boeing 767

21 Air
02/2019 to present

Captain: Boeing 737

Swift Air
05/2018 – 02/2019

First Officer: Boeing 747

Atlas Air
Cargo/Passenger Operations
05/2017 – 05/2018

Training Center Instructor

Pan Am Flight Academy
Simulator instructor
03/2013 – 04/2014

Captain: Boeing 737

Eastern Air Lines
Initial Cadre / Checkairman all seats
01/2015 – 05/2017

Captain: Boeing 737, 727

Miami Air International
Simulator Instructor
09/2000 – 12/2014

EDUCATION

Bachelor Degree

**University of industrial
technology
4 year degree 11/1985 –
12/1989**

Julio C. Abreu

MAINTENANCE AIRLINE REPRESENTATIVE

Dynamic Airline Maintenance Representative with strong Scheduled Maintenance experience. Experienced in leading teams towards the effective and timely completion of heavy maintenance checks. Adaptable to fast-paced environments. Bilingual, fluent in English and Spanish. Seeking challenging role with opportunities of professional growth while demonstrating my abilities of being resourceful, professional and innovative.

CERTIFICATIONS

A & P Mechanic, Maintenance Trainer, General Radiotelephone Operator License (FCC), Aircraft Maintenance Engineer Type II Certificate, A320 - 80 hrs Maintenance Training, B737 - 80 hrs Maintenance Training, B767 - 80 hrs Maintenance Training, DC-9 - 80 hrs Maintenance Training, MD-80 - 80 hrs Maintenance Training

PROFESSIONAL EXPERIENCE

SWIFTAIR, Miami, FL, Sept 2017-Present

Quality Control Supervisor/ Airline Representative

Quality Control Supervisor/ Airline Representative on all SWIFTAIR B737 Type Aircrafts to ensure proper Aircraft Maintenance procedures are performed in accordance with SWIFTAIR and FAA Standards.

Key Accomplishments:

- Communicate with DOM and DQC regarding problems and issues concerning the heavy check and airworthiness, performance and any potential for delay in the completion of the work.
- Act as liaison between the Contract Maintenance Provider and Swift Air.
- Act as liaison between Swift Air and FAA Safety Inspectors, PMI and PAI.
- Track the performance of the heavy MX and Inspection visit.
- Works closely with the Manager of Technical Services in order to resolve any potential issues.
- Track the labor hours and material expenditures in process during the check and monitor the billing by the vendor.
- Perform RII inspections in accordance with the company GMM and Inspection program.
- Manage and conduct daily production meeting.
- Provide direct oversight of Work in progress, adequacy of repair data, documentation in accordance with the Company GMM requirements including RII items, report any deficiencies regarding maintenance provider's understanding and training concerning company GMM procedures.
- Accomplish spot checks on turnaround flights to ensure airline procedures and FAA standards are being followed.
- Provide GMM training to newly hired mechanics.
- Perform Audits at Repair Stations, MROs and Fuel Facilities.
- Combined total time of three years experience as a maintenance inspector.
- Engine run-up and taxi qualified.
- Performed duties to meet the requirements of 14 CFR 121.371 to discharge duties as applicable while working as a maintenance inspector.

FLIGHT TECH WORLDWIDE CORP, Miami, FL, March 2014-Present

Maintenance Manager/ Quality Control Manager.

Serving as a Maintenance Manager, assigning mechanic crews to line maintenance duties and scheduled maintenance checks, as required by FTWC customers.

Key Accomplishments:

- Supervise Line Maintenance Supervisors and Line Maintenance activities.

Julio C. Abreu.

- Coordinate personnel schedules to provide adequate manpower coverage as needed to support aircraft maintenance operations.
 - Ensures personnel are trained and qualified in accordance with policies and procedures.
 - Monitor the training, qualifications and level of proficiency for maintenance personnel.
 - Coordinates line maintenance requirements with MCC and Quality Control.
 - Provides resources and technical support as necessary on AOG situations.
 - Improve efficiency and reliability by identifying recurring problems and recommending changes in procedures.
 - Manage and Assign daily work schedules when performing scheduled maintenances (Phase Checks).
-

SWIFTAIR, Miami, FL, Sept 2016-Sept 2017

Flight Engineer

Worked as part of a flight crew. Served as a Flight Engineer on all SWIFTAIR B737 Type Aircrafts. Ensured proper Aircraft Maintenance procedures were performed in accordance with SWIFTAIR and FAA Standards.

Key Accomplishments:

- Monitor engine operation, fuel consumption and functioning of aircraft systems during flights.
- Inspect aircraft for defects and malfunctions, according to pre-flight checklists.
- Ensure the completion of all required forms, logs and reports.
- Complete daily and service checks.
- Experience in Operations and Maintenance, transporting passengers and cargo.
- Perform scheduled and non-scheduled aircraft maintenance.
- Receiving inspector of parts, RII qualified.
- Perform RII inspections in accordance with the company GMM and Inspection program.

INSEL AIR, Miami, FL, April 2015-Aug 2016

Line Maintenance Supervisor

Served as Line Maintenance Supervisor and Flight Mechanic for all Insel Air MD-82/MD-83 Type Aircrafts. Ensured proper Aircraft Maintenance procedures were performed in accordance with Insel Air, Insel Air Aruba (DCA-ARUBA) and FAA Standards.

Key Accomplishments:

- Respond to emergency AOG at Miami and other Aircraft locations.
- Maintenance Procedures in accordance with FAA Standards.
- Complied with Company's task cards and Engineering Orders.
- Troubleshoot Avionics Systems.
- Performed Walk Around on aircraft for all arrival and departure times.
- Performed Daily Checks and Service Checks.
- Meet tight repair deadlines to ensure no service disruption for planes to depart as scheduled.
- Respond to weekend and after-hours emergency calls quickly.
- RII and Engine Run Up qualified.

ABX AIR, INC., Miami, FL, Oct 2014-Oct 2015

Line Maintenance, A&P Mechanic

Served as a Line Maintenance, A&P Mechanic for Various Type Aircrafts. These type aircrafts included B767-400 for Atlas Air, B737-400 for Xtra Airways, B767-200/-300/-400 for DHL, B737-300 for Canadian North and B767-400 for AmeriJet. Ensured proper Aircraft Maintenance procedures were performed in accordance with ABX Air and FAA Standards.

Key Accomplishments:

- Lead crew mechanic for removal and Installation of Engines.
- Lead crew mechanic for all A-Check Scheduled Maintenance.
- Performed Line Maintenance duties per ABX Air and FAA Standards.
- Removed and Installed Auxiliary Power Units and Engines.

FALCON AIR, Miami, FL, Oct 2012-March 2015

Line Maintenance, A &P Mechanic, Flight Mechanic

Served as Line Maintenance, Flight Mechanic and Miami Stationed A&P Mechanic for all Falcon Air MD-82/MD-83 Type Aircrafts. Ensured proper Aircraft Maintenance procedures were performed in accordance with Falcon Air and FAA Standards.

Key Accomplishments:

- Respond to emergency AOG at Miami and other Aircraft locations.
- Maintenance Procedures in accordance with FAA Standards.
- Complied with Company's task cards and Engineering Orders.
- Troubleshoot Avionics Systems.
- Performed Walk Around on aircraft for all arrival and departure times.
- Performed Daily Checks, Service Checks and Pre-Departure Checks.
- Meet tight repair deadlines to ensure no service disruption for planes to depart as scheduled.

Page 3

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- Respond to weekend and after-hours emergency calls quickly.
 - Removal and Installation of Engines and Auxiliary Power Units.
 - Performed A-Check Scheduled Maintenance.
 - Assisted as Maintenance Control as needed.
 - Engine Run Up qualified.
 - Perform RII inspections in accordance with the company GMM and Inspection program.

LARA AVIONICS, Miami, FL, Jun 2011-Oct 2012

Avionics Technician

Served as an Avionics Technician at AAR Corp. Performed mostly Avionics Integration Installations in accordance with FAA Standards.

Key Accomplishments:

- Complied with Company's task cards and Engineering Orders.
- Troubleshoot Avionics Systems.
- Meet tight repair deadlines to ensure no service disruption for planes to depart as scheduled.
- Respond to weekend and after-hours emergency calls quickly.
- Performed C-Check Scheduled Maintenance for Avionics Systems on Delta Airlines MD-80 Type Aircraft.
- Performed D-Check Scheduled Maintenance for Avionics Systems on United Airlines B757 Type Aircraft.
- Performed Installation of IFE Systems on Virgin America A320 Type Aircraft.
- Performed Installation of Fuel Tank Modification for Virgin America A320 Type Aircraft.

ALPHA TECH, Miami, FL, Dec 2009-Jun 2011

Line Maintenance Mechanic

Supported various Airlines by Servicing their Line Maintenance and performing required work in accordance with FAA Standards.

Key Accomplishments:

- Complied with Company's task cards and Engineering Orders.
- Respond to weekend and after-hours emergency calls quickly.
- Performed C-Check Scheduled Maintenance on Delta Airlines MD-80 Type Aircraft.
- Performed D-Check Scheduled Maintenance on United Airlines B757 Type Aircraft.
- Performed Walk Around on aircraft for all arrival and departure times.
- Performed Line Maintenance duties on Santa Barbara B767 Type Aircraft and Insel Air MD-80 Type Aircraft.
- Meet tight repair deadlines to ensure aircrafts depart as scheduled.

Certification Budget as of April 1/20

Income Statement, Global Airways

| | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification | Certification |
|------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | |
| | 2019 | 2019 | 2019 | 2020 | 2020 | 2020 | 2020 | 2020 | 2020 | 2020 | 2020 | 2020 | 2020 | 2020 | |
| | 4Q | 4Q | 4Q | 1Q | 1Q | 1Q | 2Q | 2Q | 2Q | 3Q | 3Q | 3Q | 4Q | 4Q | |
| | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | |
| COMMENTARY | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| W | -- | -- | -- | -- | -- | -- | -- | -- | -- | 57,500 | 80,500 | 102,350 | 102,350 | 102,350 | |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | 20,000 | 12,500 | 12,500 | 12,500 | 12,500 | |
| | -- | -- | -- | -- | -- | -- | -- | 8,500 | 12,500 | 27,083 | 36,000 | 31,667 | 8,333 | 1,667 | |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | 165,000 | 165,000 | 165,000 | |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | 50,000 | 160,850 | -- | -- |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | 3,000 | 3,000 | 3,000 | |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | 60,000 | 60,000 | 60,000 | |
| | -- | -- | -- | -- | -- | -- | -- | 8,500 | 12,500 | 104,583 | 129,000 | 424,517 | 512,033 | 344,517 | |
| | -- | -- | -- | -- | -- | -- | -- | (8,500) | (12,500) | (104,583) | (129,000) | (424,517) | (512,033) | (344,517) | |
| n-Crew | 150,000 | 15,000 | 15,000 | 60,000 | 60,000 | 85,000 | 100,500 | 100,500 | 100,500 | 177,100 | 177,100 | 226,090 | 226,090 | 226,090 | |
| | 79,336 | -- | -- | 11,000 | 11,000 | 11,000 | 4,325 | 4,325 | 4,325 | 11,725 | 5,325 | 24,575 | 12,375 | 12,375 | |
| | 10,000 | 10,000 | 17,347 | 30,000 | 30,000 | 30,000 | 67,000 | 25,000 | 25,000 | 57,000 | 63,000 | 78,000 | 100,000 | 85,000 | |
| 6% | -- | -- | -- | -- | -- | -- | -- | 90,000 | -- | -- | -- | -- | -- | -- | |
| | 239,336 | 25,000 | 32,347 | 101,000 | 101,000 | 126,000 | 171,825 | 219,825 | 129,825 | 245,825 | 245,425 | 328,665 | 338,465 | 323,465 | |
| | 239,336 | 25,000 | 32,347 | 101,000 | 101,000 | 126,000 | 171,825 | 228,325 | 142,325 | 350,408 | 374,425 | 753,182 | 850,498 | 667,982 | |
| | (239,336) | (25,000) | (32,347) | (101,000) | (101,000) | (126,000) | (171,825) | (228,325) | (142,325) | (350,408) | (374,425) | (753,182) | (850,498) | (667,982) | |
| | (239,336) | (25,000) | (32,347) | (101,000) | (101,000) | (126,000) | (171,825) | (228,325) | (142,325) | (350,408) | (374,425) | (588,182) | (685,498) | (502,982) | |
| | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | 1,302 | 2,604 | 3,906 | |
| | (239,336) | (25,000) | (32,347) | (101,000) | (101,000) | (126,000) | (171,825) | (228,325) | (142,325) | (350,408) | (374,425) | (754,484) | (853,103) | (671,888) | |
| 25% | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | |
| | (239,336) | (25,000) | (32,347) | (101,000) | (101,000) | (126,000) | (171,825) | (228,325) | (142,325) | (350,408) | (374,425) | (754,484) | (853,103) | (671,888) | |
| | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | |
| | (239,336) | (264,336) | (296,683) | (397,683) | (498,683) | (624,683) | (796,508) | (1,024,833) | (1,167,158) | (1,517,566) | (1,891,991) | (2,646,475) | (3,499,578) | (4,171,466) | |
| | - | - | - | - | - | - | - | - | - | - | - | 495,000 | 495,000 | 495,000 | |
| | - | - | - | - | - | - | - | - | - | - | - | 62,500 | 125,000 | 187,500 | |
| | - | - | - | - | - | - | - | - | - | - | - | 46,687 | 93,375 | 140,062 | |
| March 31 | (239,336) | (264,336) | (296,683) | (397,683) | (498,683) | (624,683) | (796,508) | (1,024,833) | (1,167,158) | (1,517,566) | (1,891,991) | (3,250,663) | (4,212,953) | (4,994,028) | |
| ncy | | | | | | | (171,825) | (400,150) | (542,475) | (892,883) | (1,267,308) | (2,625,980) | (3,588,270) | (4,369,345) | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 35,000 | 60,000 | 85,000 | 110,000 | |
| | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 17 | 17 | 27 | 27 | 27 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 | 5 | 5 | 5 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 8 | 8 | 8 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 2 | |
| | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 22 | 30 | 42 | 42 | 42 | |
| | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 8 | 12 | 0 | 0 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | | |

**Global Airlines Group, Inc.
Charter Operations**

KEY ASSUMPTIONS

BASE Miami (MIA)

Funding
New Investors (common) May 1, 2020 \$1,500,000

Financing Costs \$90,000

Start Up Period October 1, 2019

Revenue Operations December 1, 2020

Aircraft Assumptions

Aircraft A 320
Seating Configuration 168
Monthly Lease Rate \$165,000

Aircraft Intake

Aircraft 1 September 1, 2020

Operational Assumptions

Monthly Revenue Flying 147 hours per aircraft
Monthly non-revenue flying 10 hours per aircraft
Average Trip length 1,100 statute miles
Average Block time 3 hours per trip

Revenue Assumptions

ACMI Block Hour Charge Rate

Cost Assumptions

Start up costs As shown on Start Up Page
Aircraft Monthly Lease Rate \$165,000 per aircraft
Cockpit Crew \$611 per block hour
Cabin Crew \$227 per block hour
Maintenance \$1,000 per block hour
Insurance – Hull \$175 per block hour
Insurance – Liability \$225 per block hour
Fuel Consumption 800 gallons per block hour
Fuel Cost \$2.95 per gallon
Landing – Airport Fees \$1,000 per flight
Positioning Flights per block hour
Corporate Overhead \$250,000 /mo + \$25k for each addt aircraft after 2

[illegible]

Balance Sheet, Global Airways

Charter

| |
|--------|
| 27 |
| 2021 |
| 4Q |
| 12 |
| Dec-21 |

Assets

Current Assets

Bank

1,422,273

Restricted Cash

--

Total Cash

1,422,273

Prepayments for Mx Reserves

156,877

Prepayments

Prepaid Expense & Deposits

78,540

BOB Inventory

3,927

Total Current Assets

1,661,617

Deposits Long Term

Airplanes

495,000

Airports

45,000

PP&E (net)

750,000

Accumulated Depreciation

(129,688)

Goodwill

--

Total Assets**2,821,930**

Liabilities

Current Liabilities

Vendor Payables

183,378

Credit Cards Payable

3,927

Vacation Pay Accrual

78,540

Total Current Liabilities

265,845

Total Liabilities**265,845**

Equity

Share Capital

Common Shares

399,637

Capital Raise 1

1,500,000

Capital Raise 2

3,000,000

Capital Raise 3

6,000,000

Total Share Capital

10,899,637

Deficit

Deficit - Previous Year

--

Current Deficit (Retained Earnings)

(8,343,552)

Contributed Surplus

--

Total Equity

2,556,085

Total Liabilities and Equity**2,821,930**

CERTIFICATION

Pursuant to Title 18, United States Code, section 1001, I, Ryan Goepel, in my individual capacity and as the authorized representative of the air carrier, Global Crossing Airlines, Inc., have not in any manner knowingly and willfully concealed or covered up 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 material being submitted to the Department. I understand that an individual who is found to have violated the provisions of 18 U.S.C. section 1001 shall be fined not more than \$10,000 or imprisoned not more than five years, or both.

A handwritten signature in black ink, appearing to read "R Goepel", is written over a horizontal line.

Ryan Goepel
Global Crossing Airlines, Inc.

Dated: April 10, 2020

CERTIFICATE OF SERVICE

I hereby certify that I have, this tenth day of April, 2020, caused the attached Application of Global Crossing Airlines, Inc. for a Certificate of Public Convenience and Necessity to be served by electronic mail on the following persons:

David.B.Lusk@faa.gov

Vincent.Rossi@faa.gov

A handwritten signature in black ink, appearing to read "John R. Mietus, Jr.", written in a cursive style.

John R. Mietus, Jr.