



January 13, 2021

Mr. Vinicio "Lenny" Llerena
609 Foster Field Dr., Suite F
Victoria, TX 77904

RE: RFQ for Professional Consulting Services for Airport Governance and Management

Dear Mr. Llerena:

Thank you for the opportunity to serve the Victoria Regional Airport ("Airport" or "VCT"). Pursuant to the Request for Qualifications ("RFQ") for professional consulting services for airport governance and management, Steven Baldwin Associates ("SBA") submits our enclosed Statement of Qualifications ("SOQ").

Our approach to the project, which we have successfully utilized with previous governance assignments, will incorporate a team approach and be collaborative in nature in order to assure the best possible outcomes of the assignment. The airport governance model is a key component of the airport's success; as such, performing a review provides an opportunity to further ensure that the VCT's governance structure is in alignment with the overall strategic goals and objectives of the airport and community.

Given our professional knowledge of the aviation industry, including best practices and common principles, and our specialized expertise in airport governance, we are confident that our firm will provide all the requested and needed services while undertaking this important project.

Should you have any questions concerning the content within our statement of qualifications, please feel free to contact me.

Again, thank you for the opportunity to be of service.

Sincerely,

STEVEN BALDWIN ASSOCIATES, LLC

A handwritten signature in blue ink that reads "Steven T. Baldwin".

Steven T. Baldwin
President/CEO

cc: P. Perkins, SBA

**Victoria Regional Airport:
Statement of Qualifications from Steven Baldwin Associates for
Professional Consulting Services for Airport Governance and Management**

Introduction of Firm

Steven Baldwin Associates (“SBA”) is one of the leading airport management consulting firms in the nation, offering extensive expertise to airport operator and owners regarding operations, policy, governance, and regulation.

Founded in 2011, SBA provides a wide range of airport management support services to airport operators, executives, and policymakers. The airports we serve range in size from general aviation facilities and EAS non-hubs to large hubs, including operators of multiple airport systems.

The professionals at SBA have dedicated their entire careers to aviation and the management of airports, both through hands-on airport management experience and through the completion of relevant consulting projects at more than 100 airports throughout North America. SBA’s principals and senior-level professionals are recognized throughout the industry as the foremost leaders in the airport management field.

- ***Given our previous work with airports similar to VCT in other parts of the country working on the topics listed in the RFQ, we are confident that our firm is the best candidate to undertake this important consulting contract for the airport.***
- ***SBA is the nation’s leading firm in airport governance review and analysis and has performed a majority of the FAA approved transfers in the last 10 years.***

With our expert knowledge of the aviation industry, including best practices and common principles, our firm provides superior service to a variety of clients on a wide range of projects. Below is a summary of some of our unique qualifications that set us apart from other firms:

- Our undisputed expert knowledge of the aviation industry,
- Our exceptional knowledge and understanding of the aviation laws, rules, and regulations that pertain to airport governance and management,
- Our familiarity with the specific areas requested for review stated in the RFQ, specifically,
 - in-depth knowledge of governance models and legislative options,
 - extensive experience and expertise in governance review and analysis,
 - facilitation of airport governance stakeholder initiatives,
 - the process of governance transfers and FAA governance transfer applications, and
 - financial analysis and revenue optimization analysis,
- Our reputation of building strong and successful working relationship with clients, stakeholders, and regulators, and
- Our strong history of accomplishments for our clients, as shown by the longevity of our relationships and our standing as ongoing consultant of record at numerous airports.

We pride ourselves on achieving excellence in all that we do, and we specialize in providing personalized, individualized service to clients who come to view us as their trusted partners. Our team members are

dedicated professionals willing to always go the extra mile to get the project done successfully, on-time and on-budget.

SBA professionals enjoy an impressive track record in conducting multiple successful projects for dozens of airports throughout North America. Overall, SBA maintains a demonstrated track record of successful high-level projects. Our professional team members have provided services similar to those requested by the RFQ to multiple airports across North America.

In short, Steven Baldwin Associates possesses unparalleled expert knowledge of the airport management industry, and our familiarity with professional industry standards and best practices regarding airport management is unmatched. *NOTE: Additional information about our services and expertise can be found on our website at: www.BaldwinLLC.com.*

Relevant Experience in Airport Governance Model Assessment and Transfers

Steven Baldwin Associates is a nationally recognized airport management consultant firm, specializing in the management, organizational, and governmental review of airports, to ensure facilities are optimally managed in a safe, efficient, and effective manner. With our expert knowledge of the aviation industry, SBA provides superior service to a variety of clients on a wide range of management projects.

One of our core competencies and areas of expertise is governance review and transfer. In fact, we are the nation's leading firm in this area and have performed a majority of the FAA approved transfers in the last 10 years. No other firm can match our governance services nor the expert knowledge that our firm provides regarding airport governance assessments and FAA transfer applications. Nationally, SBA has successfully completed more transactions requiring FAA approval than any other firm.

Below are selective summary examples of some of our recent governance consultation and transfer projects:

- **Cherry Capital Airport** (MI). Consultant of Record for ongoing strategic planning initiatives and an analysis of the airport's governance model and transfer to a regional Airport Authority. After assisting stakeholders assess the advantages and disadvantages of alternative governance models, we supported the client in standing up an authority and completed the Part 139 transfer application with FAA approval on October 1, 2021.
- **Gerald R. Ford International Airport** (MI). Consultant of Record for the creation of a dedicated Airport Authority, including the transfer of the airport's FAA Part 139 Certificate. Helped create the Michigan state legislation, known as Act 95, which allows and oversees the creation of regional airport authorities. Provided support for the transfer of airport employees from the County to the new Authority.
- **Syracuse Hancock International Airport** (NY). Consultant of Record for the establishment of a regional Airport Authority and the successful FAA approved transfer of the Airport's FAA Part 139 Certificate.
- **Asheville Regional Airport** (NC). Consultant of Record for the transfer of the airport's FAA Part 139 Certificate from an existing Airport Authority to a new Authority model.
- **Battle Creek Executive Airport at Kellogg Field** (MI). Consultant of Record for a current, ongoing airport governance study reviewing a City-owned and operated General Aviation airport and the potential benefits associated with transitioning to an alternative governance model.

- **St. Cloud Regional Airport** (MN). Consultant of Record for a comprehensive strategic planning and revenue optimization analysis, including how a change in governance model (i.e., from City owned and operated to a Regional Airport Authority) could enhance fiscal self-sustainability.
- **Dayton International Airport** (OH). Consultant of Record for an efficiency and effectiveness analysis to close a budget gap, including review of how a governance transfer (i.e., from City owned and operated to a Regional Airport Authority) could contribute to revenue optimization and self-sustainability.
- **Lynchburg Regional Airport** (VA). Consultant of Record for an operational, financial, and economic review to compare the airport's current capabilities to run and operate under City government versus being governed by an independent Regional Airport Authority.

In short, Steven Baldwin Associates possesses unparalleled expert knowledge of the airport management industry, particularly regarding governance transfers. Our expertise in industry professional standards and best practices is unmatched.

NOTE: Additional information about our services and expertise can be found on our website at: www.BaldwinLLC.com.

Biographies & Project Team

The proposed **Principal in Charge** for this assignment is **Mr. Steven Baldwin**. Mr. Baldwin is President/CEO of the firm and has provided airport consulting services to more than 100 airports throughout North America over a distinguished career spanning more than three decades. Given his knowledge of the industry and his previous leadership roles on similar projects at other airports, Mr. Baldwin is perfectly suited to direct the assignment and provide Quality Assurance/Quality Control of all project deliverables.

The proposed **Project Manager** for this project is **Ms. Penny Perkins**. Ms. Perkins, Vice President of the firm, is a long-time employee of SBA and brings more than 30 years of a diverse business career to the project. Ms. Perkins has experience with and knowledge of airport governance reviews and transfers, having worked on the firm's previous governance assignments, including the most recent review and transfer of the Cherry Capital Airport (Traverse City, MI) from a multi-county airport commission model to a new regional airport authority. She is additionally the project manager for the ongoing airport governance review for the Battle Creek Executive Airport at Kellogg Field (Battle Creek, MI) and is in discussion with several other airports on governance issues. Each of these large, complex governance projects included activities and tasks similar to the proposed VCT assignment.

The proposed **Task Manager** for this project is **Mr. Spencer Gillette**. Mr. Gillette is a Project Manager with the firm and will be assigned several of the specific tasks for the assignment, including responsibility for research, data collection, and benchmarking. He has previously worked on several other airport governance projects for the firm including the Cherry Capital Airport (Traverse City, MI), Asheville Regional Airport (Asheville, NC), and the Gerald R. Ford International Airport (Grand Rapids, MI).

NOTE: Bios are attached for Mr. Baldwin and Ms. Perkins; additional team bios are available on our Website at www.BaldwinLLC.com.

Management Approach: Project Understanding

The Victoria Regional Airport is a significant transportation, infrastructure, and economic asset to the community. The airport and its stakeholders are seeking new ways to leverage the airport for even greater opportunities and to improve economic outcomes in Victoria and the region, as well as to increase the area as a destination for business and economic opportunity. A critical aspect to help support this mission is reviewing and assessing the current airport governance structure and weighing other available options that may be a better fit in order to increase operational efficiencies and effectiveness and enhance business/revenue opportunities.

Stakeholders are currently requesting to move forward with the assessment of VCT's governance model regarding the feasibility and benefits of transferring the model from a County-owned and -operated model to an alternative form of governance.

The project will entail an analysis to help determine whether, if established, a new governance model would allow VCT to operate more efficiently and as a self-sustaining entity, providing a business focus on the entire region, and if the new structure would be better able to provide the airport with the flexibility and business nimbleness needed to better grow operations and revenue and to support regional economic development.

Through a collaborative effort with the airport and its stakeholders, SBA will draft and develop a scope of work to address the needs of the airport related to a governance review and analysis. Typical of every governance review project, there would be a stakeholder engagement initiative as experience has taught us that stakeholder education, awareness, and buy-in is the foundation to successful outcomes. SBA would propose the development of a governance review committee that would encompass the key airport stakeholders. This committee would oversee the governance review while providing valuable input on the project regarding the airport, its operation, and strategic initiatives and objectives that impact the governance of the airport.

Proposed governance review process and tasks:

Phase 1: Review and Assessment. Phase 1 would entail a review of the current governance model of VCT and its efficacy, including review and assessment of operations, structure, and financial condition. This includes meetings and interviews with all stakeholders to solicit information and input and to impart education and awareness on governance structures, industry standards, and advantages and disadvantages associated with the available governance models/structures. This phase would include research and analysis on the types of governance models available to VCT, a legislative review of airport governance models within the State of Texas, and the advantages and disadvantages of each available model with regard to VCT's unique circumstances and performance goals.

Phase 2: Implementation of Recommendations. Should Phase 1 result in stakeholders agreeing to move to a new governance model, Phase 2 would entail the process of working with stakeholders to implement that decision — including, if applicable, working with the FAA to complete and submit an application for a transfer of governance for sponsorship of the airport, as well as continued work with stakeholders to create all necessary documents needed for the transfer of sponsorship. Once approved by stakeholders, SBA would oversee the work to

establish and stand up the new governing model, its Board, and bylaws. Ongoing support for the transition from current model to the new model would be part of this phase as well.

Additional details of the scope of work would be coordinated with Airport management at the onset of the project.

Management Approach: QA/QC Program

Management Plan

The SBA Project Team is comprised of airport management professionals who are selected based upon the specific needs of the project. They consist of experts in airport management and are knowledgeable in all areas of airport operations and governance. Collectively, the proposed Project Team for this assignment brings decades of dedicated airport management and operations experience to the table.

The Principal in Charge, Mr. Baldwin, will be directly responsible for Quality Assurance/Quality Control ("QA/AC") and overall project direction. Mr. Baldwin will ensure that the project receives all resources necessary to complete the assignment in an efficient and cost-effective manner.

The Project Manager, Ms. Perkins, will provide day-to-day management. She will be the primary point of contact between SBA, members of the stakeholder team, and the airport. She will meet regularly with the VCT Airport Director and other stakeholders to discuss and review progress, and to address any needs or issues.

Task Management

Each element of the proposed project will be completed as separate tasks performed in parallel with each other. A Task Manager will manage each. This allows SBA to focus the highest possible expertise in the disciplines listed in the RFQ where they are needed the most. In turn, this will provide the maximum amount of flexibility to provide responsive, cost-effective, and professional services. Toward this end, there will be a process of consultation within the Project Team to assemble the best arrangement of resources to meet the needs for each specific task. Additional staff will be assigned to the project as necessary to ensure successful completion of each task in a timely and efficient manner.

Quality Control

SBA prides itself on successfully employing a value-driven approach to managing quality. There are several unifying principles we will put in place on this project:

- Customer-first orientation
- Focus on continuous improvement
- Top management leadership of the quality improvement process
- Cooperation and involvement of all functions within an organization
- Emphasis on prevention rather than detection
- Commitment to on-going education and training of employees

The Project Team knows that the responsibility for assuring quality rests first and foremost with every person on the Team. We believe that quality is ultimately defined by the degree of customer satisfaction with the product we deliver, including its characteristics and features.

The fundamental principle of our QA/QC system is to focus on continual improvement of the project delivery processes, both managerial and technical. The key elements of our management approach are:

- Documenting project activities
- Defining the roles and responsibilities of staff
- Clear and concise communications, ensuring the project requirements are completely understood
- Seamless team collaboration
- Training to ensure a thorough understanding of quality assurance requirements
- Emphasis on preventive actions as needed
- Commitment to personal and professional accountability

All of our QA/QC tenets take place within the important context of continuous and on-going communication with the client.

The QA/QC program will be implemented from task inception and continue throughout the duration of the task. By applying this proactive QA/QC approach, potential issues and constraints are identified from the outset. QA/QC will be involved at all stages during the process, culminating in the review of final deliverables to be submitted to the airport.

Client References

Below are the requested three client references where we have assisted with governance transfer projects.

Client References			
Airport	Contact	Phone	Email
Cherry Capital Airport	Kevin Klein	231-947-2250	kevin.klein@tvcairport.com
Syracuse Hancock International Airport	H. Jason Terreri	315-454-3263	Terrerij@syrairport.org
Asheville Regional Airport	Lew Bleiweis	828-654-3243	lbleiweis@flyavl.com

We thank you for the opportunity to submit a Summary of Qualifications for this important project. As noted above, Steven Baldwin Associates is the nation's foremost expert on governance review and transfer. During our multiple governance assignments, SBA has developed excellent relationships with the FAA for our clients, which is reflected in our 100% approval status for all applications brought to the FAA for review.

BIOGRAPHY OF PENNY PERKINS

Penny Perkins is Vice President at Steven Baldwin Associates, LLC, which specializes in: airport management, organizational assessment, governance review, regulatory compliance, strategic planning, performance benchmarking, executive recruiting, and other services necessary for managing and developing airports in a safe, efficient, and effective manner.

Ms. Perkins is a seasoned business professional with more than three decades of experience in project management, strategic planning, business analysis, and strategic communications, with over a decade of that experience in aviation.

At SBA, Ms. Perkins is responsible for overseeing several client accounts and has served as a project manager and/or project director on multiple important assignments. She has conducted several strategic planning assignments for clients, as well as organizational assessments, departmental and programmatic reviews and evaluations, and benchmarking analyses.

She also oversees QA/QC on client deliverables and manages external communications including preparing client proposals and work products; and preparing other firm materials and communications.

Before joining the firm, she was an assistant professor in communications and interdisciplinary studies at Russell Sage College in Troy, NY. She has also worked in technology, financial services, and non-profits.

Ms. Perkins holds a Bachelors degree with Honors in Philosophy from Trinity College in Hartford, CT, and a Masters in English from the University at Albany in Albany, NY.

Representative Capabilities and Specialty Experience:

- **Client Management & Business Development**
- **Project Management & Client Services**
- **QA/QC on Client Deliverables**
- **Research & Analysis**
- **Writing & Editing on Client Deliverables**
- **Marketing and Communications**



Penny Perkins
Vice President

Education

- M.A. in English, University at Albany, Albany, NY
- B.A., Honors in Philosophy, Trinity College, Hartford, CT

Years with

- Steven Baldwin Associates: 11
- Russell Sage College: 10
- IA Systems Financial Services: 2
- Alpha Omega Media Services: 10
- Additional business analysis and communications work: 8

Professional Affiliations

- ACI-NA
- NYAMA