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## **About Michael Fleming**

Michael Fleming is a Partner and attorney-consultant at The Wicks Group (TWG). He has nearly 25 years of aviation-sector experience, representing airlines, airports, business aircraft operators and foreign civil aviation authorities (CAAs).

As an attorney, Michael's practice encompasses aircraft transactions, aviation regulations, airport grant assurance / regulatory compliance and business aviation regulations / transactions.

As a consultant, Michael provides strategic advice and financial analysis relating to new business ventures, strategic partnering, innovative offerings, entry into new markets, and mergers and acquisitions. He has managed major aviation-related studies or projects for airports, airlines, and business aviation companies, including numerous airport privatizations as well as the development of Terminal 4 at JFK airport and its peak-pricing model and the development of a new airport in the Caribbean. He also serves as a technical consultant to foreign CAAs on projects such as compliance with international safety standards, airport development, and harmonization of maintenance-related regulations between countries.



Prior to joining TWG, Mr. Fleming spent more than a decade with a boutique aviation law firm and its affiliated aviation consultancy. He also worked for several years as a financial analyst for United Airlines and an economic/financial analyst and contracts specialist for an executive aircraft manufacturer. Mr. Fleming graduated from the University of Michigan, and holds both a JD and MBA from the University of Georgia, awarded with honors. He is a private, instrument-rated pilot, a member of the American Association of Airport Executives, and serves on the Regulatory Issues Advisory Group of the National Business Aviation Association.

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## **About The Wicks Group**

TWG provides specialized aviation-related legal and consulting services. The firm was founded in 1999 and is headquartered in Washington, D.C. TWG assists a wide variety of aviation-related clients, including U.S. and foreign CAAs, airlines, airports and airport service providers, aircraft manufacturers, freight forwarders, and companies that operate corporate / private jets. TWG serves clients from all over the world, reflecting its expertise in both domestic and international aviation matters.

On the legal front, TWG's attorneys guide the firm's clients through complex regulatory matters and commercial transactions. The attorneys' expertise encompasses regulatory law, commercial transactions, aircraft financing, international law and regulation, immigration, customs, and hazardous materials shipping, among other areas.

TWG also provides a wide array of consulting services to aviation sector clients. Our professionals are skilled in providing technical assistance to foreign CAAs, performing complex financial and operational analyses using a range of specialized aviation databases, assisting air carriers with certification efforts, supporting client decision-making with briefing materials and group facilitation, writing technical documents, providing business-planning advice, and conducting rate studies and related analyses.