

Fort Wayne International Airport & Smith Field Airport

**Fort Wayne-Allen County
Airport Authority
Invites Applications for
Director of Administration
& Finance**



**Fort Wayne-Allen County
Airport Authority**

Executive Search Services Provided by ADK Executive Search



PHOTO BY JEFFREY CRANE

ABOUT THE AREA

Fort Wayne is a great place to live! Don't just take our word for it – *Money Magazine*, the U.S. Conference of Mayors, All-America City Awards, *Business Week*, and the U.S. Department of Housing and Urban Development have all awarded our community for our outstanding quality of life.

Fort Wayne is Indiana's second-largest city and is home to over 250,000 residents. (Allen County, Indiana's largest county by size, has a population of 355,000.) We are a three-time All America City Award winner, and are consistently sited for our high quality of life, low cost of living, and warm Hoosier Hospitality.



Nearly equidistant from Chicago, Cincinnati, and Detroit, the city has historically served as a transportation and communications center for Northeast Indiana, and an incubator for many products and companies. And, we are proud to be the city with the most affordable housing market in six countries (the United States, Canada, Ireland, New Zealand, Australia, and the United Kingdom), according to the 3rd Annual Demographic International Housing Affordability Study in 2007.

Fort Wayne boasts a low cost of living that consistently ranks below the national average, making it possible for residents to own their dream homes. Average home sales in Fort Wayne continue to remain well below the national average. The average home price is just \$138,000, with a broad selection above and below that figure. Just about everyone can find their perfect home in Fort Wayne. This is a place where people can well afford the necessities of life—as well as a few extras. Top-notch medical care is available for five area hospitals boasting cutting edge cancer and heart centers.



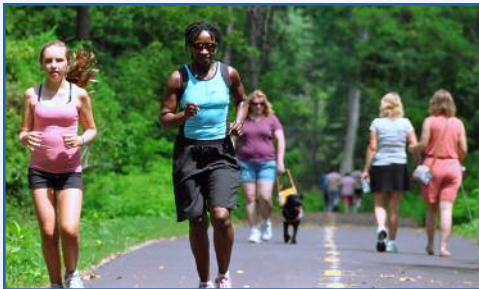
And for families with education and recreation in mind, Northeast Indiana offers the best of both worlds. The region is blessed with 14 four and two year institutions that offer first rate educational opportunities, and over 400 natural lakes for relaxing weekend getaways.

We are constantly being praised for our high quality/low cost of living and for our thriving business community. Two recent awards include:

5-Star Quality of Life Community 2001 - The Fort Wayne MSA ranked as one of the premier communities in which to live. Factors that were considered include standard of living, adult education, housing affordability, workforce employability and peace of mind.

Best Cities to Earn and Save Money - Ranked 2nd among top 125 U.S. metropolitan areas by The ReliaStar Financial Security Index in 1999.





Most Digital City - In 2003, the city received a first place award from the Center for Digital Government's Digital Cities Survey. The survey honors the City for utilizing information technology to streamline operations and deliver quality services to citizens. Fort Wayne placed first in its population category. In 2002, Fort Wayne received third place in the survey; in 2001 the City tied for tenth.

Three All-America City Awards - Given to just 10 cities across the nation annually, the All-America awards recognize quality urban living. Fort Wayne was a winner in 2009, 1998 and 1983.

Two City Livability Awards - This award is presented by the US Conference of Mayors. The city won one of five 1999 City Livability Outstanding Achievement Awards from the US Conference of Mayors. We also won this award in 1983.

Financially Secure - The March 1, 1999, issue of Business Week magazine lists Fort Wayne second among the United States' top 125 metropolitan areas for financial security. The ranking is based on a report by ReliaStar Financial Corp. Fort Wayne - Ranked as the BEST place to retire.

Best Place to Live - Money Magazine's 1998 annual ranking showed Fort Wayne as 4th in its category nationwide among the 300 best places to live in the nation.

Best Practices in Housing and Community Development Award - A recognition given by the U.S. Department of Housing and Urban Development, HUD recognized the City of Fort Wayne with this award that recognizes the importance of neighborhood input into City planning.

World-Class Manufacturing Community - An analysis done by Industry Week Magazine cites Fort Wayne as one of the top 25 "world-class manufacturing communities" in the nation. The business publication evaluated 315 U.S. cities.

Combine the progressive business climate, solid educational opportunities, affordable living and vibrant entertainment options, and you'll soon discover why there is room for dreams in Fort Wayne, Indiana.

Home of the Fort Wayne Daisies - the professional women's baseball team featured in the movie, "A League of Their Own."

First Night Baseball Game - Site of the first successful night baseball game played under lights.

Johnny Appleseed - The official burial place of John Chapman (Johnny Appleseed) is located here, and has a honorary annual festival in his name.

Best Golf Town - Ranked near the top in America Rankings 2005 Best Golf Towns chart.

Tree City USA - We have held this designation from the National Arbor Foundation for 18 years.

Nicknames - Known as the City of Churches, City of Restaurants, the Summit City, the City that Saved Itself, and named an All-America City three times!

Inventions - Many inventions came to life in Fort Wayne, including the washing machine, baking powder, the calculator, juke box, television, Breathalyzer, and refrigerator.

More Inventions - A few others include stereo sound, the garbage disposal, magnetic wire, streetlights and the gasoline pump. All were first created and manufactured in Fort Wayne.

Arts United - The third oldest united nonprofit arts fund in the United States and the second largest arts council in the State of Indiana is located here in Fort Wayne.



THE AIRPORT



Fort Wayne International Airport (FWA) and Smith Field (SMD) are owned and operated by the Fort Wayne-Allen County Airport Authority (Authority). This is an independent authority with total autonomy from local government. There are 56 full time positions, 30 part time positions, and 3 temporary positions. The 2012 operating budget is \$10.5 million with a capital budget of nearly \$5 million. Over 550,000 passengers utilized FWA in 2011 and the annual airport operations figure was over 38,000. Future capital improvement projects at FWA include reconstruction of the car rental parking lot, a new access road for the west side of FWA, fuel farm construction, relocation of the fixed based operator, and reconstruction / improvements to the runway and taxiway infrastructure. The Authority is self-funded and derives its operating revenue from a variety of airport user-related fees and local property tax revenues. SMD is located on the city's North side and serves the area's general aviation needs.



The Authority is responsible for the day-to-day operations and long term planning for both airports. It is governed by a 6-member Board of Directors that sets policy, approves the budget and hires the airport's Executive Director. The Executive Director is responsible for all additional hiring. The Board is comprised of 3 members appointed by the Mayor of Ft. Wayne and 3 members appointed by the Commissioners of Allen County.



FWA currently has 4 airlines - Allegiant, American, Delta, and United - serving 9 non-stop markets: Atlanta, Chicago, Dallas-Ft. Worth, Detroit, Minneapolis, Myrtle Beach (seasonal), Orlando, Punta Gorda and Tampa-St. Petersburg. Most markets, both domestic and international, may be reached from FWA through convenient one stop connections via the airlines' individual hubs. FWA is also the home of the Indiana Air National Guard 122nd Tactical Fighter Wing and is served by Federal Express, UPS, and FWA's FBO, Atlantic Aviation.



ABOUT THE POSITION

Under general direction of the Executive Director of Airports and through subordinate personnel, the Director of Administration and Finance (Director) directs and manages the day-to-day business and financial functions related to the Authority's enterprise. Functional areas of responsibility include: Accounting and Finance, Human Resources, Information Technology, Marketing and Administration, Purchasing, and Property Management. The Director oversees 12 employees that implement the Board's financial and administrative policies for the two airports. The Director provides general leadership and management support to the



Executive Director as well as direct and indirect reports. This includes:



- Interpretation and compliance with Authority policies and procedures including the Bylaws, Personnel Policy Manual, Authority SOPs and those SOPs developed as a result of the strategic business plan, Minimum Standards, and Board Resolutions.
- Develops and instills the department's vision, goals, and objectives within the executive team. Trains, educates, motivates, and supervises each employee in the department in their essential duties and responsibilities to enable successful attainment.
- Establishes and reviews performance standards, sets individual goals and objectives and measures individual performance within the department.
- Supports the organizational leadership by actively seeking out and identifying methods to improve productivity, offer solutions, support organizational goals and objectives by attending and being actively involved in appropriate management meetings and training sessions.
- Responsible to ensure regulatory, legal, and managerial compliance of all financial and administrative activities.
- Establishes and maintains effective working relationships with various airport users, tenants, and business partners as well as governmental agencies to ensure smooth, ongoing financial and administrative operations.
- Establishes benchmark comparisons with other airports to measure team performance.
- Maintains and supports a high level of customer service to peers, partners, and customers.
- Key advisor to and administration of the airport business development plan.



REQUIREMENTS The Director provides general leadership and management support to the Authority in the following areas:

- Oversees all administrative, business, and financial activities of the Authority.
 - Serves as the Airport's Chief Financial Officer by assuming responsibility for providing financial leadership and fiscal responsibility.
 - Manages and directs the finance, purchasing, property, personnel, administrative services and information systems department managers.
 - Directs financial management program which includes coordinating and managing all functional activities associated with the annual budget preparation, reporting, and financial analysis.
- Responsible for developing, coordinating, and implementing both long and short term administrative and financial policies and programs.
 - Oversees and directs Authority's investments, debt finance instruments, and overall financial well being.
 - Retains final authorization for expenditures of all Authority funds.
 - Oversight and monitoring of the performance evaluation system, personnel policies and standard operating procedures, employee relations, and compliance with laws and regulations.
 - Development and implementation of the Information Technology Strategic Master Plan and the Airport Marketing Plan.
 - Oversees and provides direction for tenant relations and negotiations, land acquisition, property management, and business development.
 - Represents Airport Authority in financial matters dealing with Federal, State, County, and municipal agencies and with private business entities.
 - Advises the Executive Director and the Board on day-to-day business operating and financial matters.



THE IDEAL CANDIDATE

The ideal candidate will be a self-starter, highly organized, and able to work well with others at all levels of this and other organizations. The candidate will: possess top level business management, interpersonal, and facilitation skills; be able to formulate plans and convincingly communicate them to large groups or in one-on-one settings; be able to use the suite of Microsoft Office programs to include SharePoint; communicate clearly and effectively both orally and in writing; be able to make quality decisions based on sound judgment; to manage time effectively; to maintain confidentiality; and to organize complex information in an accurate and systematic way.

To be considered, a candidate will have demonstrated the following: knowledge of Federal, State, County and municipal laws related to the financial management of an airport and related facilities; knowledge of policies and procedures related to modern airport business operations and practices; knowledge of principles of personnel management; a working knowledge of financial planning and reporting, and of governmental financial accounting practices; general knowledge of property acquisition and property management; the ability to analyze complex business operations issues, financial matters; the ability to coordinate, direct, and manage the work of others as an experienced and effective team builder; and the ability to effectively establish and maintain working relationships with employees including both direct and indirect reports, public officials, tenants, and the general public.

A finalist will have a Bachelor's Degree from an accredited college or university in Business Administration, Public Administration, Finance, or Accounting with more than seven years of work experience in business management, finance, public administrations or airport management. Masters in Public Administration or Business Administration, Certified Public Accountant (CPA), Certified Government Financial Manager (CGFM) and Accredited Airport Executive (A.A.E.) designation are desirable.

COMPENSATION & BENEFITS

The Authority offers a very competitive salary and benefit package that includes:

- Salary within range of \$76,000 - 120,000 DOE.
- Medical, prescription, dental, and vision plan.
- Nationally recognized, employer funded, defined benefit pension plan.
- Deferred compensation plans (Employer-funded 401a and an employee-funded 457).
- Long term disability plans.
- Group term life insurance plan funded by the employer.
- Vacation, personal time, and 12 paid holidays.
- Relocation benefits.
- Other personal benefits.



PHOTO BY MARIANNE LEE

HOW TO APPLY

A. Please submit, in PDF format, a cover letter, resume, and a minimum of five professional airport references. The references should include those who have worked for you and those you have worked for. Include their contact information and your working relationship to them. Send to ADK Executive Search at: fwa@adkexecutivesearch.com

B. Your submission should include a supplement, in PDF format, with responses to the following:

1. Describe the experience you have had in supervising others and your philosophy for keeping employees motivated and engaged in their work.
2. What is the size of airports/facilities and communities you have served including the operating budgets, capital improvement budgets, and staff you have managed? Relate your experience to that of FWA.
3. What are the key elements of a successful team-oriented management style? Give examples of your experience in implementing and maintaining a collaborative, team-oriented leadership culture.
4. Why is this position the right position for you?

C. Please complete the ADK employment application form at: [ADK Application Form](#) (*this is a secure link*).

Filing Deadline: Open until filled. Only complete electronic submissions will be considered. The Authority is an equal opportunity employer.

Email Questions to: fwa@adkexecutivesearch.com to the attention of Doug Kuelpman.



PHOTOS & INFORMATION COURTESY OF:
Fort Wayne-Allen County Airport Authority