



The County of Sacramento, Department of Airports Invites Applications for

Deputy Director for Airport Finance and Administration

Sacramento International Airport (SMF), Mather Airport (MHR)
Executive Airport (SAC), Franklin Field (F72)

Sacramento, California

Executive Search Services Provided by ADK Consulting & Executive Search

Department of Airports

The Sacramento Department of Airports (SCDA) is responsible for planning, developing, operating and maintaining the County's four airports. SCDA's operating budget in fiscal year (FY) 2021 is \$176.2 million, including \$44.9 million in debt service. The FY 2021 5-Year CIP was reduced to \$356 million, a reduction of \$104 million as a result of cost saving measures to address the drastic decline in activity due to the COVID-19 pandemic.

Sacramento International Airport (SMF) – The airport opened in 1967, and is the only commercial service airport in the County. The medium-hub airport served 13.2 million total passengers in 2019. In 2020, SMF handled 5.6 million passengers, a dramatic decline in demand brought on by the pandemic. SMF is currently served by AeroMexico, Air Canada, Alaska/Horizon, American, Boutique Air, Delta, Frontier, Hawaiian, JetBlue, Southwest, Spirit, United and Volaris airlines, with a total of 98 daily departures to 35 nonstop destinations. The airport is located 10 miles north of downtown Sacramento in unincorporated Sacramento County. Prior to the COVID-19 pandemic, SMF experienced seven consecutive years of passenger growth that had escalated to double digits the last few years that put SMF in a unique position to rethink land use and facilities for the entire airport beyond the current capacity. This could potentially impact areas such as requirements for gates, aircraft and auto parking, facilities for transportation network companies (TNCs) and rental cars, cargo facilities, and roadway capacity.

SCDA remains focused on maintaining and improving its financial position by undertaking efforts that directly promote financial sustainability:

- A new hybrid airline agreement with revenue-sharing went into effect in FY 2018 and runs to FY 2027 unless the airlines or Department terminate it in FY 2022. Terminal A currently has 13 gates and Terminal B has 19, for a total of 32 gates.
- In May, 2019, SCDA implemented a \$10.00 per transaction Customer Facility Charge for rental car customers, anticipating construction of a new consolidated (CONRAC) facility
- In April 2020, SCDA applied for and received 100% of its federal stimulus funds totaling \$49.9 from FAA CARES Act. \$34.5 million was used to defease senior principal due in FY 2021 and FY 2022, and the balance was used to pay operating expenses. SCDA has since submitted applications to the FAA for an additional \$13.6 million funded by the 2020 CRRSSA Act.
- In December 2020, SCDA partnered with County DOT, CalTrans other stakeholders on a multi-agency project which provided \$11 million in state grants to fund a second access road into SMF.





Department of Airports

Mather Airport (MHR) —This 100-year old airport was inherited from the Air Force in the 1990s; it serves air cargo, corporate aviation and general aviation and hosts the annual California Capital Airshow each fall. The airport also serves UPS and DHL, and is in the early planning stages for additional air cargo facilities and infrastructure. The 2,253-acre airport is a major asset, with one of the longest runways in California at 11,000 feet. The airport is located about 12 miles east of the City of Sacramento in unincorporated Sacramento County.



Executive Airport (SAC) —This busy general aviation airport occupies 520 acres within the limits of the City of Sacramento, about 3 miles south of downtown. Unlike the other three airports that are owned and operated by the Department, Executive Airport is owned by the City of Sacramento and leased to the County under a 25-year evergreen lease. Given the current operating and capital costs of this airport (expected to total \$24.2 million in the next few years), there is a need to create a more financially sustainable operating model.

Franklin Field (F72) —This airport is located 20 miles south of Sacramento in unincorporated Sacramento County. The 496-acre uncontrolled general aviation facility is used primarily for training operations and crop dusting. There is limited development opportunity due to having an elevation below the 100-year flood plain, which means it routinely floods.



SACRAMENTO INTERNATIONAL AIRPORT

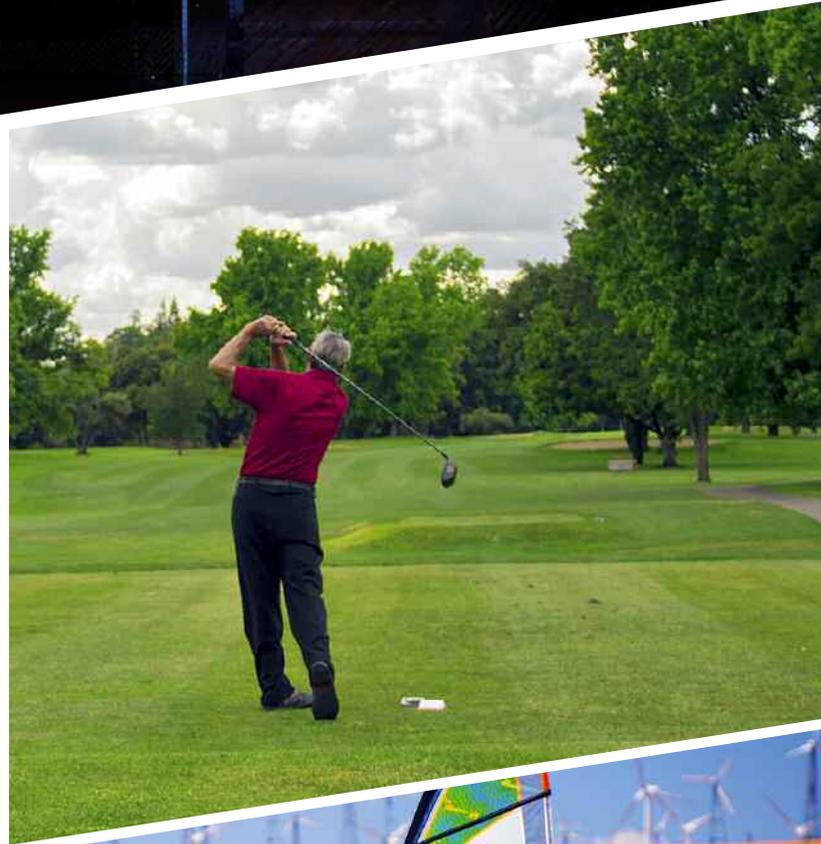


The Community

Sacramento County covers 984 square miles and is home to the California state capital, 1.5 million residents and seven incorporated cities: Citrus Heights, Elk Grove, Folsom, Galt, Isleton, Rancho Cordova, and Sacramento. The population of Sacramento County's unincorporated area is approximately 564,000.

Residents in Sacramento County have a variety of recreational, dining and entertainment options to choose from. The County is home to more than 15,000 acres of park, plus the 23-mile American River Parkway, where more than five million visitors enjoy the unique wildlife and recreation area annually. Fishing, boating, and rafting opportunities are available to water enthusiasts, and picnic sites, golfing, guided natural and historic tours are steps away from the multi-use trail. With its close vicinity to local agriculture, County residents also have an extraordinary selection of local food, wines, and beers.

Sacramento County is one of the most affordable home-buying metropolitan areas in the state, and has a skilled workforce, high graduation rates and college-educated residents. The County is a leader in the 21st century economy with growing advanced manufacturing, agriculture and food, clean energy technology, information and communications technology and life sciences.





County Government

The County of Sacramento was incorporated in 1850 in response to the needs of a growing population and was one of the original 27 counties of California. In 1933, the Sacramento County Charter was established, along with the County Executive position.

The County is governed by five members of the Sacramento County Board of Supervisors, elected on a non-partisan basis to serve staggered four-year terms, each representing one of the five districts. The County Executive is responsible to the Board for planning, organizing, and directing County activities. Other elected officials include the Assessor, District Attorney, and the Sheriff.



The County of Sacramento



In 1972, an amendment to the County Charter was implemented to organize the County on an agency basis for more effective administration of functions for which the County Executive is responsible to the Board of Supervisors. Approved by the electorate, the amendment established agency heads to groups of County Departments. The four agencies within the County, which report to the County Executive, are Administrative Services, Municipal Services, Public Works and Infrastructure, and Social Services. Sacramento County has more than 30 departments and offices that provide services to County residents.

The County is responsible, pursuant to the County Charter or ordinances, or by state or federal mandate, to provide health and welfare, criminal justice, and municipal services (including law enforcement), as well as other services to County residents. Major services include the Airport System, Animal Care and Regulation, Clerk Recorder, Criminal Justice, Health and Welfare, Property Tax System, Regional Parks, Transportation, Waste Management and Recycling, Voter Registration and Water Resources.

The County's total operating budget for FY 2020-21 is \$6.41 billion, and there are more than 12,500 full-time employees.



The Position

SCDA is seeking an experienced financial manager to lead the Finance & Administration Division. **The Deputy Director for Finance and Administration (DD F&A)** reports to the Director of Airports and is a key member of the senior leadership team at SCDA.

This position is responsible for providing sound fiscal management to ensure operational efficiency, maintaining the integrity of financial information, and facilitating the utilization of key financial measures in Department-wide decision-making. The DD F&A plans, directs, manages and oversees activities relating to accounting, purchasing, and warehousing, operating and capital financial planning and reporting, and serves as liaison to other departments within the County of Sacramento that provide personnel, payroll, information technology, debt management, treasury functions including cash management, investments, and risk management services. The DD F&A directly supervises three management staff, and oversees a total of approximately 25 professional, technical and support staff. In addition, the DD F&A closely coordinates with Sacramento County's Information Technology Manager, who has ten employees dedicated to serving the Department of Airports, and who reports to the Director of the Department of Technology.

The DD F&A must be able to exercise considerable judgment in managing operating and capital budgets, prepare financial reports and accounting data; and develop forecasts of revenue and expenses. The nature of the work requires the ability to evaluate, analyze, and review accounts, interpret the economic and statistical significance and interrelationships of financial data, and prepare sound financial management recommendations; the ability to establish, maintain and foster effective working relationships; and the ability to analyze problems and project consequences, identify alternatives, and implement timely and effective solutions in support of SCDA's strategic goals, objectives and initiatives.

Minimum Qualifications

Graduation from a recognized college or university with a major in business administration or a related field and five years of experience in airport construction and operation financing programs and airport business management systems and procedures, with not less than two years in a supervisory capacity. Additional qualifying experience may be substituted for the college education on a year for year basis.





The Ideal Candidate

The ideal candidate will play a pivotal role in the Airport's leadership team, will be able to lead the Department in maintaining strong financial performance, and will provide strategic guidance that ensures long term promotion of the County's Airport System. This position will be responsible for all aspects of financial matters and financial decision making and will have the following skills:

Strategic Financial Management - The DD F&A must be able to work very closely with the Director of Airports while interacting with other members of senior management to clearly understand the Airport System's performance, analyze it against pre-determined goals and milestones, and recommend courses of action to leadership.

Public & Airport Financial Management – The DD F&A must ensure compliance with adopted Board decisions, County policies and federal, state and local rules and regulations relative to fiscal management and controls. The candidate will need to have a general understanding of airport financial management or public financial practices including Generally Accepted Accounting Principles (GAAP) accounting standards and other practices adopted by GASB and the U.S. Securities and Exchange Commission (SEC). Additionally, the DD F&A needs to have a robust understanding of funding sources, application processes, compliance requirements, and assurances associated with funding from the State, Transportation Security Administration (TSA), Federal Aviation Authority (FAA) grants and Passenger Facility Charges (PFC).

Financial Sustainability – The aviation industry is very dynamic and operates in an environment of constant change. The ideal candidate must be able to explore innovative financial opportunities for SCDA and financially support changes in the aviation industry, its customers, actual or forecast demand, existing and advanced technologies, evolving product offerings, legal developments and changes in the general economy. The DD F&A must be able to lead continuous change in a timely and thoughtful manner and with solid data backing up each decision.

Enterprise-Wide Leader – The DD F&A will have the leadership ability to articulate a vision for the future and a sense of shared purpose that motivates staff and gives them the tools for managing their own work and relationships with tenants and customers. The DD F&A will support the mission, vision and values of SCDA and will help inculcate them within the Department, both across the different divisions and down into the organization, through effective communication and as a role model.

Leadership Skills – The DD F&A must be able to communicate effectively to ensure that the Airport System is moving in the right direction. The ideal candidate must be organized and well disciplined, and able to evaluate the performance of staff, provide regular feedback regarding the quality and quantity of work performed; provide employees with the guidance and direction needed to correct deficiencies; and work with employees to help improve individual and operational productivity.

Salary & Compensation

The County of Sacramento offers an excellent compensation and benefits program. The salary range for this position is \$154,157–\$169,963 annually plus an additional 3.35% management incentive which would be a total of \$159,321 - \$175,656 and an attractive benefits package.

How to Apply

To apply online, [click here](#).

**Deadline for complete applications:
Tuesday, April 20, 2021**

Candidates are strongly encouraged to apply well before the closing date as this will allow ADK to properly gather any missing candidate information prior to the deadline for complete applications.

Project Manager: Matt Nelson, CM ATP
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Please note: after your application is complete, you will receive an important email from us. Please check your inbox and your junk/spam folder, and if you have not received our email, please notify us at: admin@adkexecutivesearch.com

