



The County of Orange invites applications for
Deputy Airport Director, Commercial and Revenue Development

JOHN WAYNE AIRPORT
ORANGE COUNTY



EXECUTIVE SEARCH SERVICES PROVIDED BY ADK CONSULTING & EXECUTIVE SEARCH



The Airport

John Wayne Airport, Orange County (SNA), owned and operated by the County of Orange, is located approximately 35 miles south of Los Angeles between Costa Mesa, Irvine, and Newport Beach.

John Wayne Airport is a medium hub airport with approximately 300,000 commercial and general aviation operations each year, placing it in the top 30 busiest airports in the country. John Wayne Airport plays a unique and crucial role in the Orange County community. It is the only airport in Orange County that provides commercial passenger and air-cargo service and is the primary provider of general aviation services and facilities in the county. It is home to local law enforcement air operations and to medical/mercy flights. SNA is the gateway through which millions of passengers travel each year to their homes, their families, their vacations, and their businesses.

John Wayne Airport's Mission: Connecting People, Places and Opportunities.

Vision: To be an airport of choice by creating exceptional experiences.

Celebrating 100 Years of Flight, Orange County's aviation history is deeply rooted in general aviation operations. In 1923, aviation pioneer Eddie Martin founded the airfield that ultimately became John Wayne Airport. Until 1939, the Airport operated as a privately owned general aviation facility. After serving as a military base during World War II, the Airport was returned to the County of Orange with the stipulation that it remain open to all types of aviation uses.

General Aviation

John Wayne Airport is the home base for more than 500 private general aviation aircraft that run the gamut from vintage biplanes, to sleek corporate jets and helicopters.

General aviation accounts for 68% of the Airport's total aircraft operations and is home to two full-service Fixed Based Operators (FBOs) and one limited-service FBO. The airport is also home to several flight schools. SNA is redeveloping its general aviation infrastructure and FBOs.



The Airport *(continued)*

Commercial Air Service

Commercial air service is provided by most major U.S. carriers: Air Canada, Alaska, Allegiant, American, Breeze, Delta, Frontier, JSX, Southwest, Spirit, United, and West Jet. Currently, these carriers serve more than 40 nonstop destinations in the U.S., Mexico, and Canada. Commercial is experiencing record volumes and SNA is on track to serve approximately 11.7 million passengers in 2023. Load factors have consistently been strong throughout the year (up to 90%).

SNA is also served by two cargo airlines—FedEx and UPS. In CY 2022, Air Cargo exceeded 14.6 tons.

SNA values a superior guest experience through programs such as Helping Hands, AirPaws therapy dogs, live Terminal music, and the OC AirPASS. John Wayne Airport's commitment to excellence has been consistently acknowledged, with the Airport ranking #1 among large airports in 2017 and 2018 and securing the #2 position in 2020, 2022, and 2023.

Settlement Agreement – Being a Good Neighbor

John Wayne Airport is one of the most regulated airports in the United States. Its noise mitigation regulations were initially defined in the 1985 "Settlement Agreement," which formalized consensus between the County of Orange, the City of Newport Beach and two community groups on the nature and extent of facility and operational improvements that could be implemented at JWA. The Settlement Agreement has been extended twice and will continue to set facility and operational limitations through 2030. SNA currently has a cap of 11.8 million annual passengers. In 2026, the Airport will be able to expand commercial traffic up to 12.5 million passengers. Since the early 1970s, the County of Orange has enforced a curfew that precludes aircraft (general aviation and commercial) from operating during nighttime hours unless they can meet defined noise limits.

SNA also has a voluntary "Fly Friendly" program that encourages General Aviation jet operators to reduce noise and adopt sustainable aviation practices and technologies. Top scoring participants receive annual recognition.

Facilities

With two runways, airfield, three terminals, four parking garages, a central utility plant, and support facilities on 510 acres, SNA maintains over \$1 Billion worth of facilities and assets. The Thomas F. Riley Terminals (A, B, and C) total 730,505 square feet, with 22 gates. These terminals are retrofitted to survive an 8.0 earthquake.





The Airport (*continued*)

Fiscal and Organization

SNA is respected for its fiscally conservative management approach and has been rewarded with some of the highest bond ratings among its peers (AA-).

For the fiscal year 2022/2023, SNA received \$162M in operating revenue. Additional revenues were received through federal grants (\$48M) and Passenger Facility Charge (\$23M). For the same fiscal year, total operating expenses, excluding depreciation, were \$116.6M, \$12.5M in capital projects, and \$9.6M in debt service. SNA has \$711 million capital improvement plan to update critical infrastructure over the next 4-6 years.

The Airport currently has 128 positions, all but two are covered by union collective bargaining agreements. The Airport also has stationed staff from various County agencies: Orange County Sheriff's Department, Orange County Public Works (Maintenance, Capital Project Management, and related services), Auditor-Controller, Human Resource Services, and County Counsel. Additionally, the Airport contracts for Aircraft Rescue and Fire Fighting (ARFF) services with the Orange County Fire Authority.

Airport Development

Significant current and upcoming projects include: (1) Redevelopment of 80% of the Airport's retail and food concessions, (2) General Aviation Redevelopment of all facilities, (3) Common Use Passenger Processing System (CUPPS) upgrade, (4) Central Utility Plant, and other power upgrades, and (5) Baggage Handling System upgrades.



The Community

Located on the Southern California coast with a culturally diverse population of 3.15 million, the County of Orange offers a high quality of life and a nearly perfect climate year-round. Orange County is the third most populous county in the State of California, and the fourth largest international population in the nation. The County has thirty-four incorporated cities with six of these cities among the 200 largest cities in the United States. Orange County features excellence in education, low crime rate, a wide variety of businesses, and unlimited recreational opportunities.

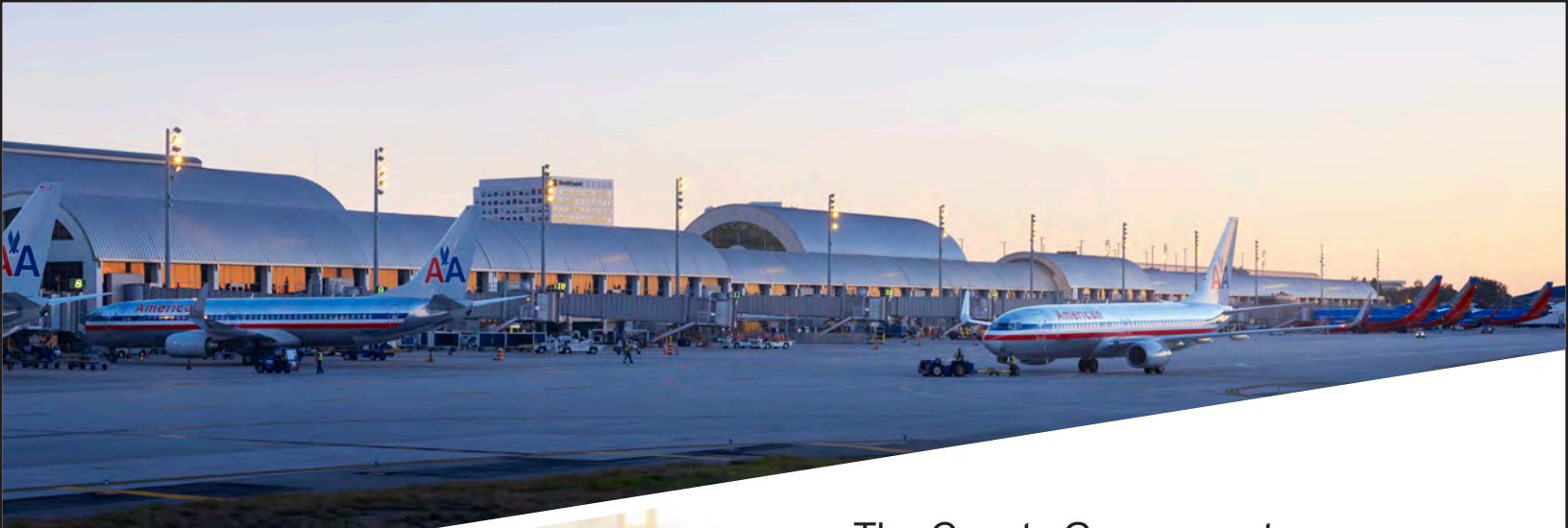
The County's powerhouse economy is home to over 160,000 employers, providing jobs to 1.6 million employees in diverse sectors. Educational opportunities are plentiful with two State universities – California State University, Fullerton, and the University of California at Irvine. It is also home to Chapman University and 30 other institutions of higher education.

Visitors and residents alike have an opportunity to enjoy an abundance of world-class shopping, dining, and resort accommodations, as well as spectacular vistas with 42 miles of pristine, sandy coastline. The region offers a variety of amenities for those that seek an active lifestyle. From fishing to yachting, water sports of every kind abound on the beaches and in the harbors and marinas that dot the Orange County coast. With 280+ days of sunny weather per year, Orange County is perfect for golfing on world-class courses, hiking, and mountain biking. Orange County's regional park system consists of 39,000 acres of 25 urban and wilderness parks. Orange County is also home to multiple sports parks with dedicated facilities for soccer, baseball, softball, swimming, and football.

Orange County is home to Disneyland Resort; and cultural venues are abundant, including theaters, concert halls, outdoor concert venues, and museums.

John Wayne Airport is centrally located, adjacent to several freeways providing access to diverse housing options in cities such as Irvine, Costa Mesa, Tustin, Fountain Valley, Huntington Beach, Orange, Lake Forest, and Mission Viejo.





The County Government

Orange County is a Charter County governed by a five-member Board of Supervisors elected to four-year terms. The Board is supported by a group of dedicated, public-spirited individuals and together, they comprise a regional service provider and planning agency committed to maximizing resources and improving the quality of life for residents in Orange County. The 22 departments that make up the County government strive to make Orange County a safe, healthy, and fulfilling place to live, work and play, by providing vital services to the community. The County's core businesses are public safety, public health, environmental protection, regional planning, public assistance, social services, and aviation.

The Position

The County of Orange, John Wayne Airport, has an opportunity for a visionary, entrepreneurial, results-oriented senior level professional to join our executive team.

The Commercial and Revenue Development Division reports directly to the Airport Director and is responsible for developing, implementing, and monitoring all commercial real property contracts involving John Wayne Airport (SNA).

The Deputy Airport Director, Commercial and Revenue Development will exercise managerial responsibility in the oversight of the commercial program at SNA including concession analysis, planning, and leasing to enhance commercial revenue for the Airport. This program includes all airlines, food service, retail, rental cars, parking, tenant improvement, ground transportation, airline affairs, general aviation leasing and commercial advertising at SNA. In addition to traditional airport concessions, innovative sources of revenue should be considered.

To review the Class Specification for this position, [click here](#).

The Ideal Candidate

The ideal candidate will have at least five (5) years of training, knowledge, or experience in revenue generation, monetizing assets, commercial property management in an aviation setting.

Additionally, the ideal candidate will demonstrate experience in the following:

- Excellent communication skills and the ability to work with a variety of audiences.
- Hands-on problem-solving skills, creativity, innovation, and proven negotiation skills.
- Operational knowledge of the Airport Concession Disadvantages Business Enterprise Program.
- Experience and ability advising and applying expert knowledge of public administration, real estate management, asset development, concession planning and business/enterprise development, procurement, and risk management.
- Experience in team building.
- Involvement in providing an exceptional guest experience.
- Knowledge of applicable federal, state, and local laws, codes, and regulations including Federal Aviation Administration Regulations pertaining to commercial and revenue development at airports.
- Ability to collaborate with program stakeholders, elected and appointed officials, the public and Airport leadership.
- Ability to obtain and maintain background and security check clearance including a Criminal History Records Check (CHRC), Transportation Security Administration (TSA), and Security Threat Assessment (STA).
- Ability to obtain and maintain a valid Airport Access Badge within 10 days of employment (may require an Escort and/or Airfield Driving Endorsement).
- Possession of or ability to obtain a valid Class C or higher, California Driver's license is required.

Five (5) years of professional airport operational experience in area of assignment that includes the knowledge and application of Federal and State regulations related to the area of assignment (such as, but not limited to, FAA, TSA, NEPA, CEQA, CPUC regulations); must include two (2) years of lead/supervisory experience.

A bachelor's degree in airport management, aviation, civil engineering, or related field may substitute for one (1) year of the required experience.

A master's degree in airport management, aviation, civil engineering, or related field may substitute for two (2) years of the required experience.





The Ideal Candidate (*continued*)

Although not required, a professional certification such as American Association of Airport Executives (AAAE) designation is highly desired.

In addition, the successful candidate will have knowledge, skills, and abilities which will demonstrate the following competencies:

TECHNICAL EXPERTISE

- Evaluate contract effectiveness; identify problematic areas; recommend and implement solutions; monitor contract compliance.
- Develop successful approaches to solicit for and evaluate technical and financial proposals from interested airport tenants and draft the competitive solicitation documents.
- Thorough knowledge and understanding of FAA regulations.
- Read, understand, and apply complex and technical material including contracts, leases, cash-flow projections, title reports, deeds, and insurance requirements.
- Monitor marketing trends in the industry to develop effective strategies and tools to remain competitive and develop creative economic development opportunities.
- Advise and apply expert knowledge of the principles, practices, methods and techniques of public administration, real estate management, asset development, concession planning and business/enterprise development, procurement strategies, and risk management.
- Monitor all tenants, contractors, and service provider's insurance compliance.
- Ability to learn and adhere to departmental policies and procedures.

LEADERSHIP & SUPERVISION

- Direct and coordinate various personnel functions including, but not limited to performance appraisals, scheduling, and training of assigned staff.
- Effectively monitor assigned staff workload.
- Exercise sound managerial judgment with initiative and originality in the generation of new and revised solutions to complex real estate and asset development issues.
- Build effective business relationships with tenants, real estate developers, consultants, and vendors.
- Build and lead a team of high performance, forward focused, results and customer-oriented professionals.
- Align team and individual goals to meet organization's objectives.
- Empower staff and inspire creative approaches to doing business "smarter and faster".

The Ideal Candidate (*continued*)

STRATEGIC PLANNING

- Evaluate effect of current and pending federal, state and local legislation, regulation, directives and policies as they relate to SNA real property, tenant and contractor insurance compliance, and purchasing functions.
- Develop marketing plans to maximize business development potential.
- Assess the Division's organizational structure to ensure efficient and effective operation, and to develop and implement successful, proactive workforce plans.
- Collaborate with colleagues to align team/business unit with corporate strategies and objectives.
- Conduct concession planning, research, and evaluation; develop strategies and apply creative techniques to successfully acquire and retain Airport concessionaires.

EFFECTIVE COMMUNICATION

- Ability to work effectively and interact with various organizational levels within the County, agency departments, and external vendors.
- Report ideas and complex material clearly, concisely, and logically both verbally and in writing.
- Represent the Airport effectively and communicate articulately on variety of issues that may be confidential or sensitive in nature.
- Present technical information and concepts clearly, convincingly, and effectively, both orally and in writing, to diverse groups including the media.
- Maintain cooperative relationships and deal tactfully and effectively with elected and appointed officials at the local, State and Federal levels including business executives, regulatory agencies, community groups, employees, and the general public.
- Communicate effectively to resolve issues and develop collaboration on all internal organizational levels and with a wide range of external constituents including business, community, and Airport customers.
- Assess the Airport's operations through the eyes of the traveling public, local community, and Airport tenants to anticipate and meet their needs.





Salary and Benefits

The annual salary range for the incoming Deputy Airport Director, Commercial and Revenue Development is \$129,750 - \$179,712; placement within this range is dependent upon qualifications and internal parity. Effective June 28, 2024, salary will be increased by 4.25%. Effective June 27, 2025, salary will be increased by 4.0%

For additional information about Orange County benefits visit <https://hrs.ocgov.com/benefits-prospective>

How To Apply

It will be necessary for all interested parties to apply to both the ADK website as well as through the County of Orange's website. Links to both websites are included below.

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

To be considered, all candidates must fill out the County of Orange's employment application.

[Click here](#) to fill out the required application.

Deadline for applications: February 11, 2024

The contact for this search is:

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rod@adkexecutivesearch.com

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.

The County of Orange is an equal opportunity employer.

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