

RESOLUTION NO.: 61—2024-25

TO THE HONORABLE, THE OUTAGAMIE COUNTY BOARD OF SUPERVISORS

LADIES AND GENTLEMEN:

MAJORITY

1 The County Executive has requested the following grade change, and the same has been made
2 a part of the 2025 County Executive Budget:

3
4 Department: Appleton International Airport
5 Position: (1) Full-time Director of Finance & Administration
6 Grade Change: From Exempt 165 to Exempt 175
7

8 NOW THEREFORE, the undersigned members of the Legislative/Audit and Human Resources
9 Committee recommend adoption of the following resolution.

10 BE IT RESOLVED, that the Outagamie County Board of Supervisors does hereby and herewith
11 authorize and approve of amending the Wage Scale for the Appleton International Airport, cost center
12 5000110, by changing the Director of Finance & Administration from Exempt 165 to Exempt 175
13 effective January 1, 2025 as described in the Position Classification/Grade Change Form, Position
14 Description, and Table of Organization which by reference are made a part hereof, and

15 BE IT STILL FURTHER RESOLVED, that the fiscal change has been included in the
16 aforementioned budget as well as attendant budget expenditures and revenues as are detailed in the
17 attached, and

18 BE IT FINALLY RESOLVED, that the Outagamie County Clerk be directed to forward a copy of
19 this resolution to the Outagamie County Human Resources Director and the Appleton International
20 Airport Director.

21 Dated this _____ day of November 2024

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Respectfully Submitted,

LEGISLATIVE/AUDIT & HUMAN RESOURCES
COMMITTEE

Cathy Spears

Sara MacDonald

Ryan Ferguson

John Kostelny

Sarah Weinberg

Duly and officially adopted by the County Board on: _____

Signed: _____
Board Chairperson

County Clerk

Approved: _____

Vetoed: _____

Signed: _____
County Executive

POSITION CLASSIFICATION/GRADE CHANGE FORM - 2025 BUDGET	
Completion Checklist	
<ul style="list-style-type: none"> o A visual of your proposed Table of Organization o Job description for the position requested below, highlighting any changes from current JD o New McGrath Consulting Position Questionnaire with details of how position has changed 	
Request Details	
Effective Date of Requested Change:	1-Jan-25
Department:	Airport
Department Head:	Abe Weber
Cost Center Number:	
Position Title:	Director of Finance & Administration
Current Classification: Exempt (Salaried) or Non-Exempt (Hourly):	Exempt
Proposed Classification: Exempt (Salaried) or Non-Exempt (Hourly):	Exempt
Current Pay Grade of Position:	165
Proposed Pay Grade of Position:	175
New Step(s) in New Grade:	6
Number of Employees: <i>(if more than 1, complete the "Multiples" worksheet)</i>	1
Reclass Justification	
Briefly summarize why this Classification Change is needed, as well as areas of revenue and savings.	
<p>Restructuring due to growth of Airport operations. The Director of Finance & Administration oversees all financial and business operations, including financial management, analysis, strategy, budgeting, accounting, lease, and cash management. Additionally, this role includes oversight of human resource responsibilities, ensuring alignment with the Airport's strategic goals.</p>	
Employee Impacted By This Change (if no one in position - leave blank)	
Kathryn Horan	
Fiscal Data	
How will this position change be funded (choose from drop-down list)?	Levy Only
NET PROJECTED 2025 EXPENDITURES - Amounts must agree to amounts included in the proposed budget.	
Salary	\$ 4,742
Fringe Benefits	\$ 749
Other (Describe):	\$ -
Other (Describe):	\$ -
TOTAL EXPENDITURES	\$ 5,491
COST SAVINGS OR INCREASED REVENUES:	
Please list below the additional revenues pertaining to this position and/or cost savings (reductions in expenditures) that will be shown in the budget.	
<i>Description</i>	<i>Dollar Value (enter as negative)</i>
	\$ -
	\$ -
	\$ -
TOTAL COST SAVINGS/REVENUES	\$ -
NET COUNTY COST (Levy/Fund Balance)	\$ 5,491

TO BE COMPLETED BY HUMAN RESOURCES:

Reviewed by HR	
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Director of Finance & Administration

Position Purpose

The Director of Finance & Administration oversees all financial and business operations, including financial management, analysis, strategy, budgeting, accounting, lease, and cash management. Additionally, this role includes oversight of human resource responsibilities, ensuring alignment with the Airport's strategic goals. Through leadership, accountability and stakeholder engagement, this position is responsible for short-term and long-term financial direction of the Airport, promoting efficient resource use and devising innovative financial solutions for the success of the Appleton International Airport.

Key Responsibilities

The following duties are most critical for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Establishes, implements, monitors Airport wide, policies in financial procedures, fiscal reporting, accounting methods, budget preparation, debt administration, lease management, and cash management.
- Provides financial analysis and recommendations on complex issues, opportunities and problems facing the Airport. Develops various financial modeling and forecasting matrix to best position the Airport to maintain a "self-sufficient" operating budget.
- Coordinates with the Assistant Airport Director, provides Airport leadership in the absence of the Airport Director; administers and manages the financial operation of the Appleton International Airport.
- Leads the Airport's administrative, financial, and human resource functions ensuring local, state, and federal compliance but also pursuing industry best practices are brought forward.
- Coordinates federal and state reimbursements; prepares reimbursement applications and submits all required federal, state and local reports in a timely manner as required by grants.
- Develops relationships and interacts with local, state, and federal leaders, high level external business leaders, Airline executives, all levels of Airport employees and external vendors.
- Negotiates with key leaders, drafts, and tracks all Airport leases, contracts and other agreements. Ensures the leases are structured to protect the Airport's interests.
- Prepares and delivers written and oral presentations to the local board/ municipalities, state and Federal organizations.
- Plans, organizes, and supervises budget preparation activities. Assists the Airport Director in reviewing multiple airport cost center budgets in order to communicate the financial impact of the budget plan. Assists the Airport Director in preparing for the review of the budget with elected officials; and prepares analysis for the Airport Director's review, monitoring actual results and recommending alternative actions to achieve budgeted goals
- Plans and organizes internal and external Airport audit schedules and reports for lease and contract compliance along with audit best practices.
- Provides advice, counsel and direction to the Airport Director to ensure effective administration and implementation of the Airport's approved budget, fiscal policies, plans and programs. Provides regular financial statements to the Airport Director detailing the Airport's financial condition.

- Prepares or directs the process for recovery of Airport revenues due to the County, including grants and miscellaneous fees. Calculates, monitors and communicates airline rates and charges to airline property managers.
- Monitors capital project payments, tracks source and uses of funds to ensure proper allocation of funds and compliance with all applicable FAA, local, state, and other funding source requirements.
- Explores and develops business opportunities, grants and strategic initiatives. Advises, consults and makes recommendations to the Airport Director on all financial matters. Prepares analysis and assistance with economic development initiatives to grow and develop the Northeast Wisconsin economic engine.
- Oversees all Airport administrative functions, supervises the accounting, administration, and human resource staff; handles performance appraisals, participates in hiring and termination decisions, and coordinates recruitment processes.
- Oversees the implementation and adherence to HR policies and procedures. Collaborates in developing and executing strategies to enhance employee engagement and retention. Drives HR initiatives aimed at establishing the Airport as a leader in industry best practices and innovation.
- Champion efforts to create a positive and dynamic workplace culture that attracts top talent and fosters professional growth.
- Oversees accounting staff in preparing and presenting PFC, FAA, ACDBE, Title VI required reports.
- Creates dashboards to ensure all divisions are operating in efficient manner and in accordance with established Key Performance Indicators (KPIs)
- Oversees administrative staff in providing security training and fingerprinting per TSA requirements for County employees, tenants and contractors and issues appropriate badges.

Education/Certifications/Experience Requirements

- Bachelor's degree from an accredited college or university in Accounting, Finance, Business Administration, Public Administration, Aviation Management, or related field. MBA or advanced degree preferred.
- Ten years of progressive experience in public or private financial management or business development.
- Thorough understanding of Airport financial requirements, including calculation of airline rates and charges, FAA Airport Improvement Program grant assurances (e.g., revenue diversion, self-sufficiency requirements, unjust discrimination), Transportation Security Administration requirements, FAA Airport Revenue Use Policy, and Passenger Facility Charge Program regulations and requirements.
- Must demonstrate strategic vision, administrative ability and leadership qualities.
- Must have above average verbal and written communication skills.

Required or Preferred Skills

- Incumbents holding certifications such as Certified Public Accountant, Certified Internal Auditor, American Association of Airport Executives (AAAE) is preferred.
- Advanced MS Excel skills including functions, (i.e. Vlookup) and pivot tables.
- Strong attention to detail and good analytical skills.
- Excels at multi-tasking, organization, and time management.
- Ability to supervise the administrative functions of the Airport and ability to assign, supervise and review the work of the office staff.
- Ability to make recommendations regarding selection, discipline and discharge of employees.

- Ability to make sound recommendations regarding fiscal matters.
- Ability to add, subtract, multiply, divide, forecast, present value and future values and calculate decimals and percentages.
- Ability to comprehend and analyze complex business operational issues, financial matters and contracts, leases and various correspondences.
- Ability to establish and maintain good working relationships with direct and indirect reports, public officials, tenants, contractors, engineers and general public.
- Ability to prepare letters, memos, fiscal notes and resolutions.
- Ability to hear, speak, walk, stoop, climb, bend, stretch, push, pull and lift up to 20 pounds. Sitting for long periods of time and extensive phone contact.

OUTAGAMIE COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER. IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, THE COUNTY WILL PROVIDE REASONABLE ACCOMMODATIONS TO QUALIFIED INDIVIDUALS WITH DISABILITIES AND ENCOURAGES BOTH PROSPECTIVE EMPLOYEES AND INCUMBENTS TO DISCUSS POTENTIAL ACCOMMODATIONS WITH THE EMPLOYER.

Equipment/Software Needs

Other Job Description Title 1

Other Job Description Title 2

FUND: AIRPORT 500

COST CENTER NAME: AIRPORT

DEPARTMENT NAME: AIRPORT

COST CENTER NUMBER: 5000110, 5000119

POSITION COUNT
REGULAR POSITIONS:

	2022			2023			2024			2025		
	FT	PT	FTE									
<u>COST CENTER 5000110</u>												
ACCOUNTANT	2	0		2	0		2	0		2	0	
AIR SERVICE & BUSINESS DEV. MGR	1	0		1	0		1	0		1	0	
AIRPORT DIRECTOR	1	0		1	0		1	0		1	0	
AIRPORT ELECTRICIAN	1	0		1	0		2	0		2	0	
AIRPORT MAINTENANCE TECHNICIAN	4	0		4	0		4	0		4	0	
AIRPORT OPS. SUPERVISOR	1	0		1	0		1	0		1	0	
AIRPORT OPS. SUPERVISOR - AIRFIELD	1	0		1	0		1	0		1	0	
AIRPORT OPS. SUPERVISOR - LANDSIDE	1	0		1	0		1	0		1	0	
ASSISTANT AIRPORT DIRECTOR	0	0		0	0		1	0		1	0	
CUSTODIAN	7	0		7	0		7	0		7	0	
DIRECTOR OF AIRPORT OPERATIONS	1	0		1	0		1	0		1	0	
DIRECTOR OF FINANCE & ADMINISTRATION	1	0		1	0		1	0		1	0	
EMPLOYEE EXPERIENCE SPECIALIST	1	0		1	0		1	0		1	0	
FACILITIES MAINTENANCE TECHNICIAN I	2	0		2	0		2	0		2	0	
FBO MANAGER	1	0		1	0		1	0		0	0	
MARKETING & BRAND MANAGER	1	0		1	0		1	0		1	0	
MARKETING & COMMS. COORDINATOR	0	0		0	0		1	0		1	0	
MECHANIC	2	0		2	0		2	0		2	0	
OFFICE SPECIALIST	1	0		1	0		1	0		1	0	
SALES & CUSTOMER EXP. SUPERVISOR	1	0		1	0		1	0		1	0	
COST CENTER TOTALS	30	0	0	30	0	0	33	0	0	32	0	0

FUND: AIRPORT 500

COST CENTER NAME: AIRPORT

DEPARTMENT NAME: AIRPORT

COST CENTER NUMBER: 5000110, 5000119

POSITION COUNT

REGULAR POSITIONS:

	2022			2023			2024			2025		
	FT	PT	FTE									
COST CENTER 5000119												
AIRPORT OPERATIONS SPECIALIST	0	0		0	0		0	0		0	0	
AIRPORT OPERATIONS SPECIALIST - LEAD	5	0		5	0		5	0		5	0	
AIRPORT OPERATIONS SUPERVISOR - FBO	3	0		3	0		3	0		3	0	
FBO MANAGER	0	0		0	0		0	0		1	0	
FTE AIRPORT OPERATIONS SPECIALIST	0	0	30.0	0	0	30.0	0	0	4.0	0	0	4.0
FTE AIRPORT OPERATIONS SPECIALIST II	0	0	15.0	0	0	15.0	0	0	15.0	0	0	15.0
FTE OFFICE ASSISTANT	0	0	5.0	0	0	5.0	0	0	5.0	0	0	5.0
COST CENTER TOTALS	8	0	50	8	0	50	8	0	24	9	0	24
TOTAL POSITIONS - REGULAR:	38	0	50	38	0	50	41	0	24	41	0	24

TEMPORARY POSITIONS:

COST CENTER 5000110

SEASONAL AIRPORT (AS NEEDED)	15	0	0	15	0	0	15	0	0	15	0	0
COST CENTER TOTALS	15	0	0									
TOTAL POSITIONS - TEMPORARY:	15	0	0									

TOTAL ALL POSITIONS:

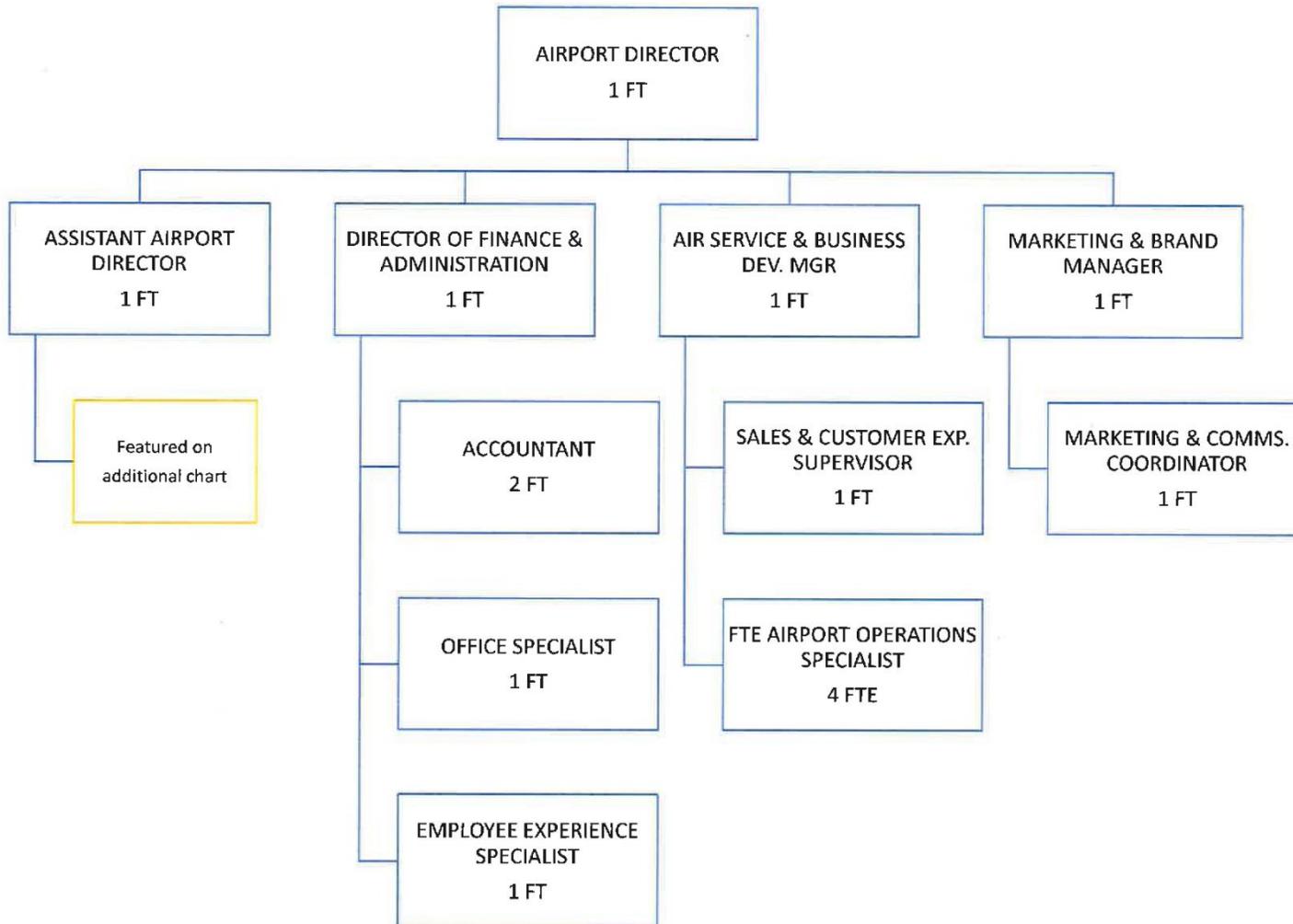
	53	0	50	53	0	50	56	0	24	56	0	24
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FUND: AIRPORT 500

COST CENTER NAME: AIRPORT

DEPARTMENT NAME: AIRPORT

COST CENTER NUMBER: 5000110, 5000119



FUND: AIRPORT 500

DEPARTMENT NAME: AIRPORT

COST CENTER NAME: AIRPORT

COST CENTER NUMBER: 5000110, 5000119

