

To: Airport Authority  
From: Steve Tackes, Airport Counsel  
Date: 3-12-2018  
Re: Airport Counsel Briefing for Special Meeting of Tuesday, Mar 13, 2018 (Terminal Bldg)

1. FOR POSSIBLE ACTION: REVIEW AND EVALUATION OF INTERVIEWS; RANKING OF APPLICANTS; AUTHORIZE AUTHORITY MEMBER AND COUNSEL TO MAKE JOB OFFER TO TOP CANDIDATE WITH THE OPTION TO MAKE OFFER TO SECOND CHOICE CANDIDATE SHOULD THE TOP CANDIDATE DECLINE THE OFFER (L. Harvey, S Tackes)

*Staff summary: The Authority posted the Job Announcement on Jan 4, 2018 with a Feb 5, 2018 deadline. The Airport Staff received 21 resumes from persons interested in the Airport Manager position. A grading tool to match the resumes against the advertised job criteria was provided to the Authority members as an aid; video interviews from the candidates best meeting the criteria, or otherwise identified by any Authority member, were requested. All information collected by the Authority committee and Staff were provided to the Authority members and made available to the public. The requested action is to rank the applicants, take additional steps and/or authorize an Authority member and Counsel to make a job offer based on the job announcement, Authority ranking and employment/contract agreement.*

This item follows from the Action taken at the December 20, 2017 meeting during which the Authority approved the job criteria description and authorized Staff to issue the job announcement requesting applicants, the receipt of 21 resumes, and the subsequent meeting on February 21, 2018, where the Authority narrowed down the candidates and selected a subset for video recorded answers to questions, and directed in person interviews, background and reference checks.

Without repeating the prior history, we proceeded with in person interviews on Saturday, March 9, 2018, at the Mountain West facility on the Airport. We interviewed Ken Moen and Greg Owen. In advance of the interview we provided an assignment to assist with our evaluation of their skill sets.

Homework Assignment given to each:

So that our Board gets a better idea of your first 12 months in the manager role, please prepare brief action plans in bullet point format to walk us through your strategies in the two subjects listed below. Both plans can be on one page. **Please bring a copy of your plans to the second interview appointment.** We will then make copies for the Search Committee members, who will use your plans as a basis for further interview questions.

**Revenue Enhancement Scenario:**

How would you increase revenues in your first 12 months in the CEO position that would be over and above current budgeted revenue projections? (We will provide 2 years of financial data)

**Improving organizational external messaging:**

How would you improve the organization's external messaging so that our stakeholders (City of Carson, leaseholders, FBOs, community at large, etc.) better understand the airport' mission?

### **Additional Interview Questions**

What business relationships do you have that would assist you and the Carson Airport in the role as manager?

Why would you leave your current position to accept this opportunity?

Why would you move from your current location to live in Northern Nevada? (If applicable)

We have several candidates with airport management experience. What specific skills and abilities make you the best for this position?

What is your availability should this position be offered to you?

I will separately email you the audio recording of the interviews. I reduced the file size as much as possible but they are still large files and will be sent in separate emails. I will also post them to the website.

Both are extremely strong candidates and would make excellent airport managers. Their strengths come in part from the direction they are coming. Ken Moen has worked in larger airports, in varying capacities, albeit not as an airport manager. Greg Owen has worked as an airport manager, albeit in a smaller airport with a different revenue model (fuel and hangars owned by Airport). Both are intelligent and have the potential to pick up the areas they may be lacking. Candidly, it was very difficult making a recommendation because they were both so good.

Based on the in person interviews, Staff recommends that Ken Moen be ranked as number 1 and Greg Owen be ranked as number 2.

Summary of interview observations, keeping in mind the job criteria and the desire of the Authority that the Airport Manager dedicate time to airport development as well as operations. You may want to listen to the interviews as your take may be slightly different.

Ken Moen – provided us with a preamble as to why he wants the job and why he thinks he is the best fit. His presentation was convincing. He was able to explain how all of his prior jobs help qualify him to be the Airport Manager.

He has previously worked for an Airport Authority and left on very good terms.

While at Reno, he worked as the middle man between the Airport top admin and the pilot/tenant community and thus worked with both to find solutions. He provided examples of leasehold problems and the solutions.

He is active in aviation organizations (SW chapt of AAAE, etc) and maintains a network of regional contacts in the aviation industry; has active leads on new tenant activity for the Carson City Airport. He offered ideas for revenue generation that ranged from events (fly-ins, etc) to onsite development of services (eg. food). Ken took the assignment seriously and provided a written response.

During the interview, he observed that we are without a mission statement and identifiable purpose and priority. This is a good observation. His plan for the first year was realistic and comprehensively proposes working with stakeholders and local government officials to ascertain best opportunities for the Carson City Airport. His thesis in 2016 on use of media for airports appears to be a good fit for

the marketing outreach that the Authority has stated as a desire. He has recommendations from both tenants and Airport administrators, both very respectable.

Ken appears to be a strategic thinking manager and has proven operational skills based on his background with the Reno Airport Authority.

Greg Owen – Greg came across in a very honest way with a direct and affable demeanor. He has solid experience as the day to day manager of an airport, the only candidate that applied as an active airport manager. Ukiah is smaller than Carson City (15,000 vs 55,000). He demonstrated excellent skills in tenant relations and would be a good voice for the airport with external agencies. He has experience with FAA grants management and is personally responsible for his budget with the City of Ukiah. He is a doer more than a talker. That said, his speaking skills and comfort in group settings was very good.

He asked for our financials even before we came up with the assignment idea. Between his video and this interview, it is clear that he takes ownership of the budget and knows that he will need to find solutions where money is tight—a very strong skill for our Airport. He was impressed with our current balance sheet. When asked about his 12 month plan to increase revenues, his response was that they looked pretty good and that his goal would be to not screw it up. It came across as a positive response although without ideas for expansion. He related some stories of financial successes on a limited budget, although the City (owner of Ukiah Airport) appears to have quickly absorbed those revenues. The City owned vs Authority operated airport situation would take some adjustment.

Greg was clear on what areas he has mastered and which ones need outside help. For example, when we asked operational issues (eg. field emergencies), he was excellent, even going so far as having developed a written protocol that his employees could follow. When we asked about a business plan, he recommended that we hire a business consultant.

On the development side, Ukiah sounds very limited in its potential. That said, Greg implemented a zoning change that allows him to fast track tenants and businesses who want to locate on his airport. He clearly sees the need for development and has put into place solutions.

Greg is former military, and while very personable, can clearly stand his ground when necessary. We asked him how he would handle problem persons on the Airport. His response demonstrated he has been through this before-- try to compromise and if the problem person will not, then do not engage and do not let it distract you from the Airport job duties.

Greg has investigated Carson City sufficiently to conclude that the housing market is better here than in Ukiah and expressed genuine excitement to move here.

Staff believes both are excellent candidates. Staff believes that Ken Moen is preferred by a very slight margin.

At our Authority meeting, the involved Authority members can also give you their input.

Additionally, we have invited both candidates to the Authority meeting in the event there are some additional (hopefully limited) questions.

**Proposed Motion: I move we rank the candidates Ken Moen as number 1 and Greg Owen as number 2 and direct Staff along with Member Harvey to negotiate a contract with the highest ranked candidate and if unsuccessful then with the next one(s) in ranking.**