



Clinton County Port Authority

**Wilmington Air Park
Wilmington, Ohio**

Position Profile

for an

Executive Director

**EXECUTIVE DIRECTOR
POSITION PROFILE
2022**

CLINTON COUNTY PORT AUTHORITY



EXECUTIVE DIRECTOR POSITION PROFILE

Position Profile available at [Wilmington Air Park](#)

ROBERTSON MILLER MANAGEMENT

Phillip G. Robertson

President

3443 Highway 39 North

Louisburg, North Carolina 27549

Telephone 919-496-2080

phillip.robertson@robertsonmiller.com

Send resume, cover letter, and detailed salary history by October 11

(Electronic Submission Preferred)

The Clinton County Port Authority is an Equal Opportunity Employer

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INTRODUCTION

The Clinton County Port Authority owns and operates the Wilmington Air Park.

Established in 2004 by the Clinton County Commissioners, the Clinton County Port Authority (CCPA) is specifically charged with economic development and job creation in order to exercise the legal authority to encourage and enhance economic development opportunities for businesses to start and grow as provided by the State of Ohio.

As a special purpose government formed to operate transportation infrastructure and lead economic development efforts, a primary function of the Clinton County Port Authority is the creation and retention of jobs in the City of Wilmington and Clinton County.

In 2009, the Wilmington Air Park's owner, DHL, relocated its U.S. package delivery services. In 2010, with the assistance of the City of Wilmington, Clinton County, and the State of Ohio, the CCPA became the new owner of the Wilmington Air Park. Today, the Clinton County Port Authority continues to manage this premier Air Park location.

CCPA works with regulatory agencies, development agencies and the community to bring new jobs and economic growth to the county. It also operates and maintains the Air Park. Local and state economic incentives are available to potential tenants interested in locating/expanding in Clinton County.



See more at: [AIR PARK HOME PAGE](#)

(NOTE: Various versions of software provide navigation to these links by CTRL+Click, Right Click, Compressing the Roller Wheel in the Center of your Mouse, or using right and left arrow keys to return to tis advertisement.)

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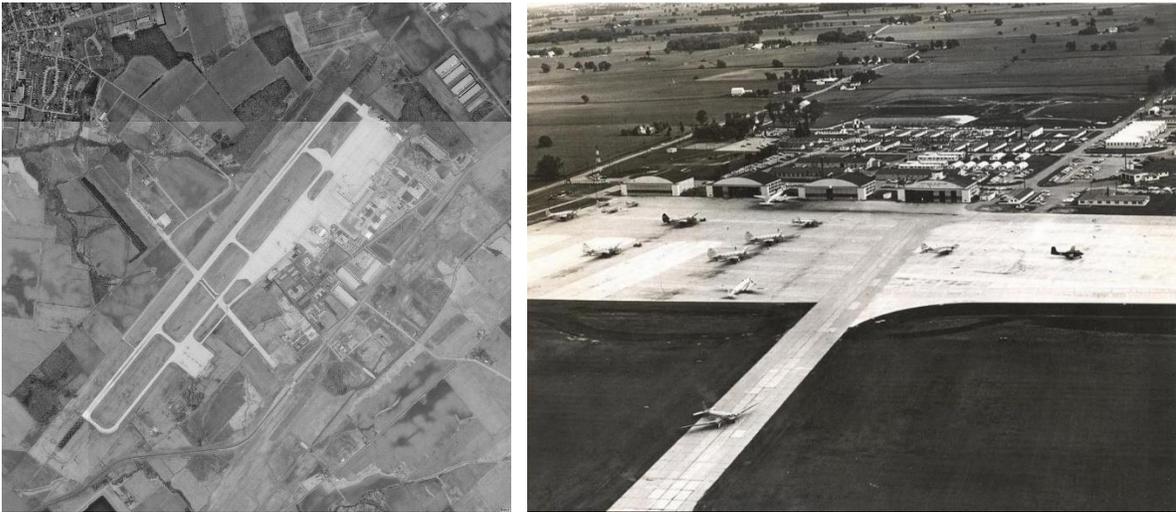
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HISTORY

The Wilmington Air Park is rich in history. In 1929, a group of local aeroplane enthusiasts initiated flying activities on a field in Clinton County, Ohio. A year later the first hangar was built. Throughout the 30's and 40's the airport would take on many roles.

American Airlines used the airport for flights to Columbus and Cincinnati. Throughout World War II, the Army Air Corps would take control of the field (naming it Clinton County Airfield) and conduct research, training, and development. During the Korean War, the base was used as an Air Reserve Center.



See more at: [HISTORY](#)

During 1960, the base was transferred to the Strategic Air Command which was responsible for maintaining a peacetime force strong enough to discourage enemy aggression. In 1972, the base was decommissioned by the Air Force and the Wilmington economic development community established the Community Improvement Corporation which took over the base, renaming it the Wilmington Industrial Air Park.

The Park “took off” in the 1970's with new tenants moving into the Wilmington Industrial Air Park. Early tenants included National Airways, Kurz-Kasch and Midwest Air Charter. The establishment of educational organizations, including Southern State College and the Laurel Oaks branch of the Great Oaks Vocational School, provided a trained workforce for employers.

In 1980, Airborne Freight Corporation acquired Midwest Air Charter and established Airborne Express. Throughout the 80's and 90's Airborne Express would become a dominate player in the air cargo and express package delivery market. The airport would become the only privately owned and operated airport with a CAT III Landing System. Packing and sorting facilities, aircraft

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maintenance hangars, fire stations, fuel facilities as well as expanded runways and roads would be added to the Air Park to accommodate growth. With various purchases of land from both governmental and private entities the park would increase in size to nearly 2,000 acres. In 2003, German cargo giant DHL purchased the Air Park as well as the sales and ground network of Airborne Express. As a result, the aircraft portion of Airborne Express would become ABX Air and enter into contracts with DHL to continue providing air logistics services.

In May 2008, DHL announced that to stem significant losses in the US Market, it would initiate a new business strategy, and indicated it would seek a strategic alliance with UPS. After being unable to reach agreement with UPS, DHL exited the domestic package delivery market in the US and moved its international business to the Cincinnati Northern Kentucky International Airport. Over 8,000 local jobs were lost as a result of DHL's decision to exit the express package delivery business in the US.

In 2010, DHL donated the Air Park to the Clinton County Port Authority for economic redevelopment in the region. The donation represents one of the largest public donations of private land in the State of Ohio's history.

The park was renamed Wilmington Air Park in 2012 and the Clinton County Port Authority began marketing the property to targeted industries. Air Transport Services Group (ATSG) has its corporate headquarters at the Air Park and it continues to operate its ABX Air, Airborne Maintenance and Engineering Services businesses and other related subsidiaries. In 2017 Amazon Air began cargo and logistics operations at the Air Park, and currently employs nearly 2,000. Other tenants include Atlas Air Worldwide, Scheuriger Law Group, G.A. Telesis and Jet Maintenance Consulting Corporation, to name a few.

Today, the Wilmington Air Park has nearly all leasable space occupied, 15 companies operating at the airport and is home to approximately 4,000 employees. The diversified tenant base includes airlines, jet aircraft maintenance and repair, manufacturing, logistics, and air cargo operations. A 250-acre development site is available on the airport proper.

Long an economic development driver for the region, the Wilmington Air Park continues to attract the attention of businesses and job seekers, alike. For the third year in a row in 2022, the Clinton County Port Authority has been selected by *Ohio Business Magazine* as a "Best Workplace in Ohio."



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THE LOCAL AREA



Clinton County, Ohio

Clinton County lies within the Little Miami River watershed, with the exception of extreme eastern areas, which are within the Scioto River watershed. Clinton County lies within the till plains physiographic region, which is somewhat flat or gently rolling with glacial features readily found in the surrounding landscape. Clinton County is part of the Cincinnati-Middletown-Wilmington Combined Statistical Area, although there is little true urban activity in the county.

The climate of Clinton County can be classified as humid: it is one of the coolest and wettest counties in southern Ohio, slightly more so than other southern Ohio counties. The county averages 42 inches (1.1 m) of precipitation per year, including 30 inches (0.76 m) of snow.

Average July high temperatures reach the mid and upper 80s F. Summer temperatures above 90 F are common, while lows are typically in the 60s F. January high temperatures typically reach the low and mid 30s F. Winter temperatures generally bottom out in the teens. However, lows in the single digits and even below 0 °F or -17.8 °C are not uncommon.

Clinton County is rich in natural, architectural, and agricultural history. Citizens and visitors can enjoy fishing, swimming, boating, hiking, bicycling, camping, wildlife viewing, and fossil hunting in and around several lakes, including Caesar Creek State Park.

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Cincinnati is a one-hour or less drive away for nearly all Clinton County residents. Interstate 71 crosses the northern third of the county, trending northeast to southwest and connecting Clinton County to Columbus and Cincinnati.

US Route 68 is the major north–south route through the county, while U.S. Route 22 runs east–west. Several other state and local highways serve the residents of Clinton County.

The Clinton County Port Authority is located four nautical miles (7 km) southeast of the central business district of Wilmington.

See more at: [CLINTON COUNTY](#)



City of Wilmington

Wilmington combines small-town values with big city accessibility is the county seat of Clinton County and within easy commuting distance to the major metropolitan areas of Columbus, Dayton, and Cincinnati. Wilmington receives high marks in friendliness, environment, shopping, education, transportation, dining, property tax and housing costs.

Wilmington is considered an affordable place to live, with the availability of newly built housing or historically significant architecture, The City offers affordable living in a community that values family life, educational excellence, and professional opportunity.

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Downtown is home to the Clinton County Courthouse, City Hall, professional offices, four bank offices, two savings and loans, and numerous specialty stores. Many downtown storefront facades have been returned to their earlier designs, in some cases with awnings over the sidewalks, leftover from the movie “Lost in Yonkers,” portions of which were shot on location.

In addition to downtown shopping, there are four shopping centers on the city’s edge, three housing major supermarkets, and all with numerous specialty stores offering clothing, shoes, and other items.

Wilmington takes pride in being a tolerant community open to all faiths. Service groups include Wilmington Rotary, Wilmington Lions, Optimists, Kiwanis, veteran organizations such as American Legion and Veterans of Foreign Wars, and lodges such as the Eagles, Elks, Masons and Shriners in addition to numerous local civic groups.

Residents and visitors benefit from Wilmington’s participation in the Main Street Wilmington initiative and the Local First Clinton County program which encourages support of local businesses by encouraging residents to *shop local*.



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ADDITIONAL INFORMATION ABOUT THE LOCAL AREA

CLINTON COUNTY
CITY OF WILMINGTON
WILMINGTON: STATE OF THE CITY



WILMINGTON CITY SCHOOLS
EAST CLINTON LOCAL SCHOOLS
CLINTON-MASSIE LOCAL SCHOOL DISTRICT
BLANCHESTER LOCAL SCHOOL DISTRICT
OPPORTUNITIES FOR HIGHER EDUCATION



CLINTON COUNTY: TRAVEL WILMINGTON
CLINTON COUNTY CHAMBER OF COMMERCE
BLANCHESTER CHAMBER OF COMMERCE

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ISSUES FACING THE POSITION

(The following issues were identified in concert with Port Authority Board members, and other Community/Business Leaders. Successfully addressing these issues will be of primary importance to the new Executive Director.)

ECONOMIC DEVELOPMENT

A primary function of the Clinton County Port Authority is the creation and retention of jobs in Wilmington and Clinton County. This will be a critical mission for the new Executive Director.

It is expected that the Executive Director will identify possible job creation/retention initially via opportunities at the Air Park itself through the recruitment of new tenants, the continued operation of the Port Authority's Business Retention Program and the expansion of activities at the Air Park. Those expansion opportunities will include existing tenants as well as the opportunity for new development on Air Park and adjacent land.

Overall, it will be crucial for the new Executive Director to develop new partnerships as well as nurturing existing partnerships to develop a consensus among all interests within the Clinton County area regarding the types of and location for commercial, industrial, and residential development that are desired. The new Executive Director will also play a key role in educating all community segments regarding the priorities essential to balance and enhance economic growth, to develop a shared, community-wide vision for economic development.

PUBLIC TRUST, COMMUNITY PARTNERSHIPS, AND ENHANCED COMMUNICATION

It will be essential for the new Executive Director to develop trust and credibility with governmental leaders, residents, community organizations and the business community. Elected officials, residents and community leaders wish to cultivate an open, accessible Port Authority Administration and they want to feel comfortable talking and working with the new Executive Director. This will entail the new Executive Director becoming integrally involved with, and in, the community to the same extent as other prominent community leaders.

Of crucial importance is the expectation that the Executive Director will promote and model open, thorough, and clear communications and collaboration among the Port Authority, elected officials, business and community leaders, and other individuals in the community at all levels. All share the expectation that the Executive Director will welcome the exchange and share the opinions and insights offered by all groups in a forthright, consistent, patient, and fair manner. The expectation

is that this will be accomplished through a focus on community involvement, the development of new partnerships, and regular outreach to the Clinton County community.

CONTINUED FINANCIAL STABILITY AND ADDITIONAL OPERATIONAL FUNDING

The Port Authority is currently in a positive financial situation that needs to continue to be nurtured through strong financial stewardship and the development of new partnerships as well as the identification of additional operational funding.

The new Executive Director will be “looked to” by the Board for advice, options, and guidance regarding ways to increase revenues, identify opportunities for operational savings, and explore alternative operational funding sources (including local, state, and federal governments). This is expected to enhance the Port Authority’s financial plan for long term sustainability. Specifically, the new Executive Director will review and make recommendations to the Board regarding the Port Authority’s long-range operating reserve fund.

MAINTENANCE AND ENHANCEMENT OF AIR PARK INFRASTRUCTURE

The new Executive Director, in collaboration with a qualified Aviation Engineering firm and the Air Park operator, will develop, have adopted, and implement a thorough and cohesive long-term capital plan to appropriately maintain all aspects of physical infrastructure relating to the Air Park and its ongoing aviation operations.

This new plan may require the Executive Director to identify and obtain significant and sustainable revenue streams for essential airport improvements and upgrades. Of critical importance are the items identified during the Federal Aviation Administration’s annual certification inspection for the Air Park’s Part 139 Airport Certification.



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PROVISIONS OF THE POSITION

The Executive Director is appointed by the Port Authority Board of Directors, based on professional training and qualifications, to carry out the Board's policies and decisions and to ensure that the Wilmington Air Park as well as the entire community is being efficiently and effectively served. The Executive Director's duties and responsibilities will include the following:

- Sees that all laws, regulations, and operational guidelines are followed.
- Advises the Port Authority Board of financial conditions and current and future needs, including well-articulated options.
- Operationally interfaces with and provides direction to the contractor retained to operate and maintain Air Park buildings, equipment, and airport infrastructure.
- Recommends and administers the annual budget as adopted by the Board.
- Manages and directly supervises employees of the Port Authority (5.5 FTE currently).
- Appoints and removes, with Board notification, staff of the Port Authority.
- Provides leadership and direction in the development of short- and long-range plans.
- Coordinates activities with elected officials and boards, departments, and agencies.
- Provides professional advice on Air Park operations, administration, and organization to the Port Authority Board.
- Communicates official plans, policies, and procedures to elected officials, City and County staff, and the general public. Facilitates effective communication between the Port Authority and City and County management, Wilmington Community Improvement Corporation, Clinton County Convention and Visitors Bureau, and the general public.
- Studies and standardizes procedures to improve efficiency and effectiveness of operations.
- Receives complaints from staff, residents and the general public and assists in resolving conflicts.
- Prepares studies, reports, and related information for decision-making purposes.
- Attends meetings of the Port Authority Board, and events at which the Board's attendance may be required.

Compensation: Minimum salary of \$140,000 plus excellent fringe benefits; salary is negotiable depending upon qualifications and experience beyond specified minimum. The new Executive Director will be, by law, a public employee in the State of Ohio, and fall within the OPERS retirement system.

Performance Planning and Appraisal: A new Executive Director can expect to establish mutually agreeable performance goals and measures with the Port Authority Board within the first few months of employment, facilitated by Robertson Miller Management. At the end of the performance period identified in this goals setting session, the Executive Director will be considered for an increase in salary as agreed upon by the Board. The Executive Director will be expected to submit a yearly work plan to the Port Authority, as well as a thorough report on the previous year's accomplishments

Residency, Community Involvement: Residency within the boundary limits of Clinton County is desirable but not required. The Executive Director will be expected to take part in and support community events, programs and activities that are related to the quality of life and economic development in the community (similar to other community leaders).

At Will Employment Status: The Executive Director serves at the pleasure of the Port Authority Board of Directors within the provisions of the employment contract.

Interview Process: After screening and qualification by Robertson Miller Management and approval by the Port Authority Board of Directors, final candidates will be invited to Wilmington for introductions and interview with the Port Authority Board of Directors, and possibly staff or others. Intensive background investigations will be conducted, which may include visits to the home city of the final candidate(s) as part of the selection process.

THE IDEAL CANDIDATE

Education and Experience

- Bachelor's degree in business administration, public administration or a field closely related to business management. Master's degree in public administration or business administration is desirable. CECD (or equivalent) is also desirable
- Minimum of seven years progressively increasing executive responsibility for economic development, revenue enhancement, organization, management, policy formulation and service delivery in an organization approaching the size and complexity of the Port Authority or larger public organization.
- A record of successfully dealing with elected officials and boards.
- Experience with focused economic development and revitalization programs and initiatives.
- A proven record of safeguarding and enhancing the public's trust in the operation of organizations such as the Port Authority.
- Fiscally astute with experience in the principles and practice of management, including public fund accounting, public budgeting, finance, grantsmanship, environmental protection, human resource management, and program and service delivery and evaluation.
- Solid experience and skill in economic development, revenue enhancement, fiscal management, financial planning, and administration of budgets.
- Experience with a broad variety of services, including economic and commercial development, regional collaboration, land use planning, community development, and transportation.
- A record of effective hiring and of promoting employee development and leadership, including delegation, accountability, training, and rewards for performance.
- A record of communication and responsiveness to the community, establishing an organizational practice of transparency.

Working Style, Skills, Knowledge, and Abilities

- A participative leader who is comfortable among highly competent and successful people in both the public and private sectors.
- A results-oriented and apolitical leader who can make difficult strategic decisions and communicate them in a respectful, compassionate manner.
- An individual that keeps the Board of Directors apprised of potential problems and attendant options, being detail oriented but understanding the amount of detail needed for each interaction or discussion.
- A leader who sets direction, then remains in regular communication with staff to hold them accountable for accomplishments.

- A leader who supports policy development by the Board and is skilled at translating policy into practice with staff members, contractors, tenants, citizens, elected officials, and others.
- A person who will become a member of community and civic organizations, appear at community meetings and events, regional planning and service partnerships, and neighborhood meetings, and is available for evening or weekend public meetings. A person who is available to serve on local boards as a community leader.
- A leader with the foresight to imagine and anticipate trends, opportunities, and problems. A person who can help to articulate to residents and staff the Board's vision for the Port Authority.
- Someone with a thorough approach to examining alternatives, and presenting well-documented options and recommendations to the Board, elected officials, and others in a timely manner, including explanation of alternatives, pros and cons.
- A person who will use demonstrated skills in interpersonal, written, and verbal communications to build strong trust between the Port Authority Board and the public, while enhancing the credibility of the Port Authority and the position of Executive Director.
- A person who promotes teamwork, shares information willingly, and encourages open and transparent planning and operations.
- A leader who can make a quick decision under pressure when the situation demands.
- A skilled public speaker and presenter with an understanding of the media and the importance of positive public relations.
- Someone familiar with trends in local government, economic development, and air park management.
- A leader who is aware of local, regional, state, and national issues and practices.

Personal Characteristics

- A person of unquestioned honesty, integrity and ethics who demonstrates the highest standards of professional conduct.
- A strategic thinker who serves as a catalyst in developing and implementing initiatives that benefit the community.
- A relationship-builder with community leaders and members, elected officials, and others. One who brings people together across traditional boundaries and helps to build consensus.
- Someone who is not interested in who gets the credit for good things happening; not a "monument builder."
- A person who is accessible and forthright and respectful with the Board, elected officials, residents, and staff.
- A person who remains professional in all aspects; can listen without prejudice.
- Someone who understands the need to listen and learn before acting upon initiatives or making significant changes. A person who will tackle approved projects and programs with a "can-do" attitude.

- A person who is sensitive to community history and values, and who enjoys becoming involved in community events and groups.
- Someone with the self-confidence to welcome the experience and expertise of the Board of Directors and staff, helping both groups to focus their resources on long-term gains.
- A leader who builds an open rapport with staff members, welcoming consultation on innovative ideas and problem-solving. A person who respects individuals and values professional development for each. An innovative individual of high energy.
- A person who comfortably combines drive and diplomacy.
- Someone possessing a thick skin and a well-developed sense of humor.



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POSITION ADVERTISEMENT

EXECUTIVE DIRECTOR CLINTON COUNTY PORT AUTHORITY WILMINGTON AIR PARK WILMINGTON, OHIO

This is an exceptional opportunity to lead one of the most innovative, business-friendly, and responsive Port Authorities in the United States.

Position Profile available at [Wilmington Air Park](#)

The Clinton County Port Authority owns and operates the Wilmington Air Park, a 1900+ acre commercial airport complex and formerly served as the North American express package delivery hub for DHL and Airborne Express. Specifically charged with economic development and job creation, Port Authorities in Ohio have significant legal authority to encourage and enhance economic development opportunities for businesses to start and grow.

The Clinton County Port Authority (CCPA) was established in 2004 by the Clinton County Commissioners with a primary function of job creation and retention in Wilmington and Clinton County. Located adjacent to Interstate 71 and in the middle of the triangle formed by Cincinnati, Columbus, and Dayton the Wilmington Air Park is geographically, economically, and strategically positioned to continue to grow as a center of commerce, business innovation, and economic development.

The Port Authority Board of Directors seeks a professional executive director to provide strategic and operational leadership. The previous Executive Director of seven years broadened the role by becoming instrumental in local and state public management and economic development.

The ideal candidate possesses an agile financial mind and proven experience with economic development, airport management, collaboration in multi-governmental environments, familiarity with strict and esoteric regulatory environments, property management expertise, demonstrated success with the development and implementation of public/private partnerships, defining and implementing meaningful strategic planning initiatives, relating and communicating effectively with all segments of a diverse community and the capacity to manage organizational change.

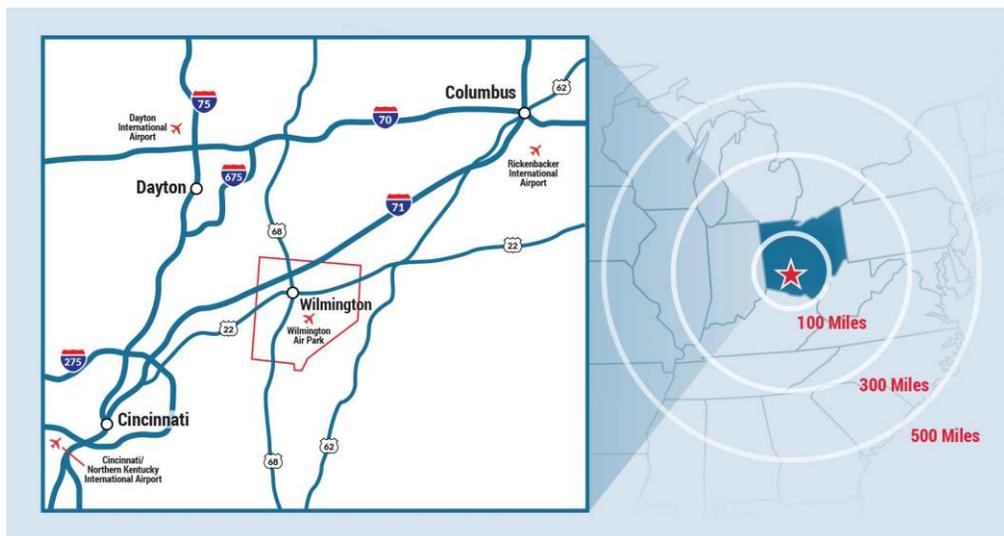
Competitive starting salary: Minimum of \$140,000 plus excellent fringe benefits for applicants possessing a Bachelor's degree with at least seven years of experience in executive level leadership positions related to local government management and economic development. For applicants with qualifications above this minimum, such as a Master's degree in a directly related field or more than seven years of directly related management experience, the starting salary will be negotiated to a higher amount.

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The Clinton County Port Authority provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type based on any statute – local, state, or federal – prohibiting such discrimination. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.

If chosen for an interview with the Port Authority Board of Directors, a candidate will be required to cooperate with Robertson Miller Management, Inc. in its conduct of background checks and the submission of any additional materials.

To apply: Send resume, cover letter that demonstrates how your qualifications, interests, and experience coincide with this posting, and detailed salary history by October 11 to Phillip Robertson, President, Robertson Miller Management at 3443 NC 39 North, Louisburg, NC 27549 or phillip.robertson@robertsonmiller.com.



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