



Welcome to Bartow, Florida

Position Available—Apply by September 15, 2017
Executive Director, Bartow Municipal Airport Development Authority



Known as the “City of Oaks and Azaleas,” Bartow is the picturesque seat of Polk County, FL, and a great place to live and thrive. It is a Norman Rockwell kind of town where people care about their neighbors and their community. It has a small city feel, Southern charm, and a warm and welcoming attitude. It is a bit off the beaten path and residents like it that way. Still, it is only about an hour to the big city amenities of Orlando and Tampa.

Beyond its towering oaks, you will find a bit of history. The city has three historical districts—the Bartow Downtown Commercial District, the Northeast Bartow Residential District, and the South Bartow Residential District. Notable and historic buildings dot the community and the Polk

County Historical Museum presents local and regional history to visitors.

But Bartow offers far more than history and scenic architecture. It hosts a number of annual events that draw regional attention. These include the Cricket Club Halloween Parade and Carnival, the Bloomin' Art's Festival, the Christmas tree bonfire, and the five performances per year sponsored by the Bartow Performing Arts Series.

Eighteen parks are spread across the city. These include Mary Holland Park, which covers over 119 acres and offers three lakes, a playground, a camping area, and a skateboard park. Bartow Park covers 95 acres and is primarily used for youth and adult athletic activities. Outside the city, Polk County has over 550 lakes and a national reputation for largemouth bass fishing.

A local highlight for the nature lover is the Circle B Bar Reserve—an area of protected lands in Polk County that offers an incredible natural and educational experience. Covering 1,267 acres, it is also known for its Discovery Center which features interactive displays about the plants, animals, and ecosystems. Its marsh area is home to many species of birds and other wildlife, such as alligators, bobcats, snakes, squirrels, river otters, and wild hogs.

Bartow is an affordable place to settle and housing prices are below the state average. A newly constructed three bedroom, two bath home of approximately 2,000 square feet will cost around \$200,000 and the median home is valued at \$118,700. The real estate is considered “very healthy.”



The Polk County School Board operates the local schools. Bartow High hosts an International Baccalaureate Program offering an academically challenging environment. Also on the property is the Summerlin Academy, which offers a military-oriented education and a JROTC program. Elsewhere in the city are seven elementary schools and two middle schools. It is expected that the new Clear Springs development will lead to two more elementary schools and another middle school within the next 20 years.

Universities dot the area. Nearby Lakeland (approximately twelve miles north) hosts the University of South Florida, Florida Polytechnic University, Polk State College, Florida Southern College and Southeastern University. Warner University is located 20 miles to the east in Lake Wales. A bit further north (three hours) lies the University of Florida in Gainesville.

Bartow Municipal Airport a great place to fly and land your private plane. It has wonderful facilities including a nice restaurant.

For those who utilize commercial air service, Orlando and Tampa International Airports are both around an hour away by car. For those who like to cruise, the Port of Tampa is the nearest but Port Canaveral is only an hour and a half to the east and the third busiest cruise port in the world. Beach lovers will find ample opportunities by going either east or west to visit the Atlantic or Gulf Coast beaches respectively. Needless to say, Bartow has no shortage of things to do and see.

Blending history with progress Bartow is well positioned for the next decade and beyond. It is simply a wonderful place to raise a family and to thrive - a great place to be an airport director. So please dust off your resume and apply!

HISTORY

While Bartow's known history began with a colony of Black Seminoles in the early 1800s, it grew based primarily on agriculture and later the phosphate industry. Bartow's aviation history began with the acquisition of land in 1941. The next year, the U.S. Government took over the site and developed it as a training base for the Army Air Corps. The airport was used throughout World War II for training pilots on P-51 fighters. In 1945, the U.S. government turned the airport over to the city but resumed control in 1950 to operate a pilot training facility. For the next ten years, a number of the Air Force's most famous pilots including three future astronauts (Buzz Aldrin was one and married in the base chapel) were trained here. In 1960, the facility was again transferred to the city which has operated it ever since. In 1964, the city began leasing the buildings (many of which were left behind by the military) to third parties and the airport became financially self-sufficient. In 1967, the city created the Bartow Municipal Airport Development Authority which oversees the operation of the facility and leases it from the City for one dollar per year.

BARTOW DEMOGRAPHICS

See Table 1 on page 4 for Bartow Demographics.

CLIMATE

Bartow is a humid subtropical zone with temperatures that vary from an average high temperature during the winter of 73°F to 92°F during the summer. Average low temperatures vary from 51°F in the winter to 72°F in the summer. Hurricanes strike Polk County but are not frequent. For example, Hurricane Donna struck the area in 1960 and the next hurricane to do so occurred in 2004.

Table 1: Bartow Demographics

2016 Estimated Population: 19,499			
Distribution by Race		Distribution by Age	
Caucasian	72.3%	0 to 15	21.7%
African American	24.6%	15 to 25	15.1%
Asian	0.6%	25 to 45	25%
Native American	0.1%	45 to 65	23.2%
Two or More Races	2.4%	65 to 85	12.7%
Hispanic (all races)	8.5%	Over 85	2.3%

Other Statistics		Median Age	
Poverty Rate	23.2%	Bartow	36.1
		U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	83.4%
Bachelor's Degree or Higher	18.3%

Source: U.S. Census Bureau

THE BARTOW MUNICIPAL AIRPORT
DEVELOPMENT AUTHORITY

Bartow Municipal Airport is approximately 40 miles east of Tampa and 50 miles southwest of Orlando. Although owned by the City of Bartow, the Airport actually lies in Polk County, approximately six miles northeast of city hall.

The facility is operated by the Bartow Municipal Airport Development Authority (BMADA). The principal components of the Authority are the fixed base operation (FBO), the tower, the flight school and the industrial park. All told, the Authority has over \$40 million in assets.

The BMADA property covers a total of almost 2,000 acres and has three active runways, the longest of which is 5,000

feet. Future plans call for it to be extended to 6,700 feet when demand is sufficient to justify federal funding. Although the Airport is open 24/7/365, the tower is only staffed from 7:30 a.m. to 5:30 p.m. daily. The runway has lights (which can be activated remotely) for planes arriving after dark. Last year, the Airport had an estimated 50,000 aircraft operations.

Bartow Municipal Airport is one of the very few in the country that is completely self-operated; that is, it uses its own staff for all of its key operations. The FBO includes aeronautical services such as the tower, fueling, T hangers, tie-downs and parking. A complete array of aircraft maintenance is provided on-site by third party contractors. The airport restaurant is open from 7 a.m. to 3 p.m. most days and is operated by a contractor.

Approximately 150 aircraft are based at the airport. Aside from those planes, the primary users of the facility are individuals who live in nearby Mountain Lake Estates as well as those who fly in go to the County Courthouse, and to go to the world class Streamsong Golf Resort and Spa. College sports teams and business owners are frequent users of the facility.

The Airport offers pilot training through its flight school which currently has three planes. It cannot, however, keep up with demand and is considering adding two more.

The industrial park currently has approximately 80 buildings and 50 tenants (the majority of which are not aviation related). For the most part, the BMADA owns the buildings and leases them to tenants. A complete list of tenants can be found at: <http://www.bartow-airport.com/tenant-information.html>

In addition to access by air, the property is served by road (U.S. Highway 17) and rail.



The BMADA's estimated economic impact on the region is over \$250 million annually, approximately 20% is generated by the airport and 80% by the industrial park.

GOVERNANCE AND STRUCTURE

The Bartow Municipal Airport Authority is independent and self-sufficient. It is governed by a five-member board which is composed of the members of the Bartow City Commission. The Board Members want what is best of the Authority, work well together and genuinely like each other. They also have a great deal of respect of the Authority's staff.



The Board appoints an Executive Director to oversee the operation of the Authority and its \$4 million budget. The Authority has only a very limited amount of debt—a \$2.9 million loan it recently closed on to construct a new entrance to the airport. Overall, it has 18 full-time employees who perform the operations associated with the general operation of the airport. Additionally, it has three part-time FBO linemen and five part-time flight instructors.

Human resources and other related support functions are provided by the City of Bartow.

THE CHALLENGES AND OPPORTUNITIES

Since its inception, the BMADA has been very well run. It is self-sufficient and its facilities are in reasonably good condition. With the upcoming change in management, it is time for a fresh set of eyes and an evaluation of how the Authority does business. The Board wants the Authority

to be active in the industry and to offer a first class product. The primary challenge, thus, is to determine if the airport can operate more efficiently and more effectively. Some questions that might be asked are, “How does Bartow Municipal become recognized as a premier airport in its class? What is the airport’s brand and what is the best way to market the airport? Should it continue to perform all the basic airport functions in-house? What is the best way to capitalize on the existing facilities and unused land? What kind of businesses should the industrial park be attempting to attract? Should the Authority continue to own most all the buildings and lease them?” And so on.

The second challenge is related to the first and is financial. The Authority is self-sufficient but there is no extra money. That means prioritization in an effort to determine where best to invest the available funds. Funding for proper maintenance of current facilities is stretched and the Authority must continue to manage its resources wisely while seeking outside funding sources.

The current executive director has excellent relationships with the Board, staff and tenants. The third challenge will be to duplicate these relationships. The new director will also need to recognize that many of the current staff have been with the airport of a number of years and will soon be eligible to retire.

A significant opportunity is that the city owns its own fiber optic network that loops through the airport and has quite a few of the local government agencies connected to it. The city is planning to upgrade it in the near future so that



it will have download speeds of a gigabyte. It also plans to add 2,000 customers and this network could attract new businesses to the area and the airport.

THE IDEAL CANDIDATE

The Board is seeking an executive director who will take the airport to the next level. The individual will be high energy, outgoing, strong willed and visionary. He/she will first study the Authority, analyze its operations, and then envision a better future and work with the Board to make it a reality. This effort means the individual needs to be aware of industry trends and innovations so he/she can take what is best and what is applicable and implement it. The ideal candidate should be a strategic thinker who is not limited to past practices and widely accepted ideas. Creativity will be essential.

The individual will ask, “Why do we do things this way?” and expect a response which explains the rationale—something other than, “We have always done it this way.” The Authority may well be doing it the best way but it needs to be tested.

The executive director will be outgoing, personable and have excellent communications skills. He/she will need to be able to convey complex concepts in a way that board members, staff, aircraft owners, tenants and the general public can readily understand. Customer service and landlord tenant relations are particularly important here so the individual will also have excellent negotiation and relationship skills. He/she will also be effective when working with third party organizations including the FAA and the Department of Transportation.

The ideal candidate will not be a micromanager but will establish high expectations, work with staff to ensure

resources are properly aligned with those expectations and then step back to allow staff to accomplish the work. The individual will be a mentor but also expect results and believe in accountability. The airport community (both staff and tenants) are like a family—there is a great sense of camaraderie.

The ideal candidate will have a Bachelor's degree in business, public administration, aviation management, facilities management, or closely related field is required. He/she will also have at least five years of experience in airport administration and/or facilities management in positions which show increasing degrees of responsibility.

Experience is expected in budget preparation, long-range planning, operations' supervision and administration, facilities maintenance and property management, public relations and capital project administration. Skill in marketing will be essential.

COMPENSATION

The salary range is from \$75,000 to \$100,000. Although the salary will depend on qualifications and experience, the Authority expects to pay near the top of the range. Benefits are excellent. The Authority offers a 457 retirement plan with a 100% match of employee contributions up to 10% of salary after one year so employment.

THE MOST RECENT EXECUTIVE DIRECTOR

The current Executive Director is retiring in January 2018. She has been with the Authority for 41 years and Executive Director since 1994. Since the Authority was formed in 1967, it has only had two Executive Directors.

RESIDENCY

The Executive Director is not required to live in any particular area.

HOW TO APPLY

E-mail your resume and cover letter to Recruit42@cb-asso.com by September 15th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Rick Conner at (915) 227-7002.

INTERNAL CANDIDATES

An internal candidate is expected to apply.

CONFIDENTIALITY

Under the Florida Public Records Act, all applicants are subject to disclosure upon receipt. As a practical matter, we do not expect any press coverage.

THE PROCESS

Applications will be screened between September 16th and October 11th. Finalists will be selected on October 16th. A reception and interviews will be held on October 26th and 27th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

The Bartow Municipal Airport Development Authority is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. A veteran's preference will be awarded per Florida law.

ADDITIONAL INFORMATION

For additional information about the authority and the city visit:

<http://www.bartow-airport.com/>

<http://www.cityofbartow.net/>

www.bartowchamber.com

<http://mainstreetbartowfl.com>

https://www.youtube.com/watch?v=9KgD_u5PPPY&feature=youtu.be

<https://www.facebook.com/>

[BartowCityCommissioner/](#)

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