

Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time.

FUNCTIONAL DUTIES Serves as a Director, Revenue Strategy and Analysis in the Planning and Revenue Department (Department) of the Office of the Executive Vice President and Chief Revenue Officer (Office), Metropolitan Washington Airports Authority (Airports Authority). Manages the strategy formulation, development, implementation, measurement and reporting of revenue enhancement activities to help position the Airports Authority for competitive advantage and success in the area of non-airline revenue generation. Assess the current state of non-airline revenue sources, related operations and services, internal and external dynamics, and other factors; conducts strategic and predictive analysis, identifies the desired end state for revenue producing initiatives, and develops and implements ways and means to reach them. Makes revenue forecasts; develops and manages the reporting of key performance indicators (KPIs) to assess progress against forecasts. Performs related functions.

Through subordinate organization, staff, consultants, or personally, and in collaboration with the Deputy Vice President for Planning and Revenue Development, the Executive Vice President and Chief Revenue Officer (CRO), and other executives and key staff throughout the Airports Authority:

--Analyzes internal strengths and weaknesses and external opportunities and threats (SWOT) associated with non-airline revenue sources and opportunities, supports the establishment of long-term organizational objectives and strategies to achieve these objectives, develops supporting action plans and tracks and reports on key performance indicators (KPIs) to assess progress. May contribute to the analysis of airline revenue sources and opportunities, as requested.

--Develops an understanding of internal and external data sources and works with the Office of Technology to identify existing and new sources of data, identify gaps in available information, develop strategies for obtaining and automating the collection of all data required to effectively manage and forecast cash flow for all sources of non-airline revenue. Ensures ongoing reporting of KPIs through the e-Business Intelligence system.

--Conducts environmental scans and compiles and analyzes business intelligence (including competitor intelligence) to help enhance visioning and forecasting to align and unify the strategic and operational views and various perspectives of stakeholders. Synthesizes current states of, and forecasts changes in, technologies, demographics, air carrier, traveler and other customer wants/needs, and other factors to identify high-potential, sustainable business opportunities that would increase revenue, as supported by (appropriate) broad-scope, narrow-scope, or predictive analyses. Identifies, analyzes, and discerns trade-offs using various quantitative and qualitative means to maximize the value proposition such as debt financing alternatives. Researches and recommends new or expanded revenue streams and pricing models.

--Monitors and reviews internal business intelligence such as quality, timeliness, service-orientation and other characteristics of current and planned Airports Authority programs, products and services (including Airports Authority information, technology, and decision

support systems, policies, staff capabilities, financial position and other key internal factors) to assess internal strengths and weaknesses in terms of current/future business strategies for producing increased or new revenue streams and to provide a holistic and systems-based perspective on strategic issues.

--Monitors and reviews external business intelligence such as quality, timeliness, service-orientation, and other characteristics of current and known/suspected plans for competitor programs, products, and services to provide a holistic and systems-based perspective on strategic issue. Reviews information about changing regulations, demographics, economics and other key external factors to assess SWOT in terms of current/future business revenue strategies.

--Provides strategic support, coaches/advises, and collaborates with key staff in other Departments of the Office and other Offices throughout the Airports Authority [e.g., Office of Air Service Development, Office of Customer and Concessions Development, Department of Real Estate Department, Ronald Reagan Washington National Airport (DCA), and Washington Dulles International Airport (IAD)] regarding current and potential frontline and business support services/ventures and administrative and logistical support operations to identify, obtain, and analyze data and information in support of revenue strategies and recommendations. Works to facilitate development of non-airline, revenue specific strategies for business initiatives that are purpose driven, performance oriented and consistent with Airports Authority missions and values and generally accepted management principles.

--Identifies possible threats to early stage initiatives within the Airports Authority and develops and recommends strategies and tactics to overcome resistance to change and other behaviors that may impede successful implementation of new revenue streams.

--Performs mathematical and statistical analyses of financial, economic, managerial and operational data; develops and uses mathematical models in the planning and decision making. Performs return on investment (ROI) and total cost of ownership (TCO) analyses.

--Prepares written materials such as business case scenarios, justifications, and analyses of non-routine technical issues. Reviews work of consultants and subordinates. Prepares and presents formal briefings and presentations to the Airports Authority's senior executive staff.

--Communicates and interacts effectively with internal and external business contacts including, but not limited to, other members of the unit/team, other Airports Authority employees (such as officials, executives, managers, supervisors, professionals, and support staff), external auditors, consultants, vendors, suppliers, tenants, and airport users.

--Operates a motor vehicle airside and landside, on and off the airport complexes, to attend meetings, visit jobs sites and suppliers, and perform related functions.

--Uses a computer and (a) modern office suite software (such as MS Office) to communicate (email), plan, schedule, word process, prepare presentations and graphics, manipulate data (spreadsheets and databases), and perform or conduct research (includes Internet use), (b)

enterprise system/software for analyzing data, requisitioning, budgeting, time and attendance reporting, and other functions, and (c) special systems/software used in the Department.

MANAGERIAL AND SUPERVISORY DUTIES: In the context of team functions and operations, provides:

Organizational Planning Establishes goals. Develops program plans and milestones. Assigns priorities. Develops policies and procedures. Projects budget requirements and allocates available resources.

Program Direction Communicates organizational goals. Keeps employees and other managers informed. Develops and establishes review systems to assist in achieving goals. Reviews costs, manages fiscal resources and maintains control over assigned Airports Authority resources and assets.

Human Resource Management Selects, assigns and develops employees. Delegates and assigns work. Evaluates employee performance and administers human resource management programs established by the Airports Authority. Ensures the application of EEO principles and adheres to EEO requirements.

Program Evaluation Reviews program quality and progress toward achieving goals on a periodic basis. Takes corrective actions to maintain work progress on schedule, improve employee performance or modify program goals or operations, as appropriate.

--*Performs other duties as assigned or as determined on own initiative.*

Critical features of this job are described under the headings below. They may be subject to change through reasonable accommodation or otherwise.

MINIMUM QUALIFICATIONS (MQs)

To be rated qualified for this job, an applicant must meet all of the MQs listed below at the time of vacancy announcement closure.

1. A bachelor's degree in any field providing a strong foundation for successful performance of the DUTIES in this job description, or an equivalent combination of education, experience and training totaling four years.
2. Eight years of progressively responsible experience in most of the DUTIES in this job description, to include: (a) identifying new revenue opportunities, (b) performing integrated strategic planning, financial reporting, business process, return on investment and total cost of ownership analyses and modeling to analyze internal strengths and weaknesses and external opportunities and threats (SWOT), (c) determining key internal strengths and weaknesses for key performance indicators (KPIs) of revenue opportunities, (d) developing and implementing the ways and means to reach new revenue opportunities, (e) developing clear, detailed financial and economic presentations and reports for management regarding

results of analysis, and (f) managing/overseeing projects, including monitoring schedules, ensuring timetables are met, and coordinating deliverables across multiple parties.

Education and training beyond what is needed to satisfy MQ 1 above may be substituted for up to two years of these eight years of experience. For example, a master's degree in any field providing a strong foundation for performance of the DUTIES in this job description may be substituted for two years of these eight years of experience.

3. Education, experience or training indicating the ability to perform successfully as a first level supervisor such as the ability to plan/assign/review work, deploy personnel, monitor work operations, obtain effective results and perform a full array of supervisory personnel functions.

PREFERRED QUALIFICATIONS

The qualifications listed below (if any) are preferred and may be considered in the selection process, but they are not required to be rated qualified for this job.

1. A Master's Degree in Business, Finance, Accounting, Economics, Statistics or a related field.
2. Experience performing statistical analysis of large amounts of data utilizing advanced features of Microsoft Excel, or specialized statistical tools such as SAS, SPSS, R, enterprise resource planning (ERP) software and systems such Oracle ERP. or an equivalent tool.
3. Economic analytical experience in the transportation industry.

KNOWLEDGE, SKILLS, ABILITIES, AND OTHER FACTORS (KSAOs)

The following KSAOs are required for successful performance of this job and are a basis for rating and ranking applicants who are found to meet the MQs. *Local, Federal, airport industry or Airports Authority specific bodies of knowledge listed below may be acquired on the job, typically; ability to rapidly acquire them is required at the time of vacancy announcement closure.*

1. Knowledge of Airports Authority management functions, policies and procedures, including EEO principles and requirements, and knowledge of supervisory principles, altogether to manage the operations and programs of the unit/team and to perform supervisory functions.
2. Knowledge of business, business management, business planning, and operational process analysis and flow process analysis techniques, such as business intelligence gathering and assessment and linear programming, simulations; knowledge of a variety of analytical methods and mathematical formulae, statistics and predictive analysis and other quantitative and non-quantitative analyses; knowledge of and skill in strategic business planning for competitive advantage, altogether to analyze inter- and intra-organizational programs/operations/services to identify duplications, overlaps, shortcomings, options for improvement, innovation, etc., to identify trends, develop or review mathematical models, make cash flow projections and

identify debt financing alternatives, and to perform a full range of strategic revenue development planning functions.

3. Knowledge of finance (to include the principles, standards and techniques of budgeting, project cost accounting, fixed asset accounting, financial analysis, cost allocation, ratio analysis and reporting); knowledge of economics theory and analysis [such as return on investment (ROI) and total cost of ownership (TCO) analyses], including economic modeling and forecasting, altogether to analyze proposed capital investments (in context of financial considerations, business operations and other factors) to recommend capital investment tactical actions and strategies intended to directly increase the Airports Authority's ROI, indirectly improve its competitive position and service delivery, and perform related functions.
4. Knowledge of Airports Authority organization structure, operations, key programs and projects, especially air service development issues/initiatives and capital improvement programs/projects, financial programs, Dulles Toll Road operations, and the Airport Use Agreement and Premises Lease, to identify quantitative financial relationships between the Airports Authority's overall mission, specific plans and operations, and its financial management operations to conceive, design, develop and help implement a comprehensive financial management model for strategic revenue planning and other purposes.
5. Skill in problem solving to select, organize and logically process relevant information (verbal, numerical or abstract) to solve a problem. This includes skill in recognizing subtle aspects of problems, identifying and analyzing relevant information and making balanced recommendations and decisions that may influence strategic business plans/operations/initiatives of the Airports Authority. Examples include (a) applying a variety of quantitative and qualitative techniques, including predictive analysis, to assess the financial or programmatic pros and cons of business initiatives/operations, (b) assessing Airports Authority procedures used in various non-airline revenue operations to identify redundancies, overlaps, gaps, etc., for process improvement and business opportunity purposes to increase revenue, (c) interpreting the impact of economic factors, demographic factors, regulatory factors and other factors on business opportunities, and (d) assisting Airports Authority managers and key staff in applying business planning processes to improve yields in their own functional domains.
6. Skill in written communication to understand written information (including facts, assertions and arguments), draw inferences, form hypotheses and develop logical arguments, and to express such information in writing so that others will understand and, at times, be convinced or persuaded. This includes skill in reviewing the written work of others, including subordinates, peers, and contractors. Examples include writing and editing financial and other justifications, preparing or reviewing reports, correspondence, instructions, business justifications, and proposed standard clauses for contracts.
7. Skill in oral communication to understand verbal information (including instructions, descriptions, ideas, facts and sometimes conflicting assertions and arguments), draw inferences, form hypotheses, develop logical arguments, and to express such information

verbally so that others will understand and, at times, be convinced or persuaded. This includes skill in encouraging effective oral communication by others, such as managers and staff concerning their business plans, operations and problems. Examples include articulating higher management's vision and objectives, and making formal presentations to groups concerning new revenue opportunities.

8. Skill in using a computer and (a) modern office suite software (such as MS Office) to communicate (email), plan, schedule, word process, prepare presentations and graphics, manipulate data (spreadsheets and databases), develop reports, and perform or conduct research (includes Internet use); (b) enterprise system/software for analyzing data, requisitioning, budgeting, time and attendance reporting, and other functions; and (c) special systems/software used in the Department.
9. Interpersonal skills to interact effectively with business contacts in a businesslike, customer service-oriented manner.

RESPONSIBILITY Is responsible for performing and managing a full range of revenue strategic planning functions in context of the Airports Authority's strategic plans; recommends and develops supporting revenue actions and strategies. Work directly impacts the Airports Authority revenue strategy and indirectly affects the strategic success of the Airports Authority in its Aviation Enterprise and its Dulles Corridor Enterprise.

Reports to the Deputy Vice President of Planning and Revenue (Supervisor). Most work flows to the incumbent as a result of assigned functions and established work processes. The Supervisor provides broad objectives and policy guidance for recurring assignments; the Supervisor in consultation with the incumbent together decide upon time frames, resources and other parameters for accomplishment of special projects and assignments. Most work is accomplished independently. The incumbent seeks advice and assistance from the Supervisor on, unusual, critical, particularly complex or high visibility/impact or time-sensitive matters, etc., typically presenting them with thorough analysis, advice and recommendations; initiative is expected. Typically, work is typically reviewed in terms of quantity, quality, timeliness, customer service, teamwork, adherence to guidelines, specific performance management requirements, and other factors.

Guidelines and references include the Airport Use Agreement and Premises Lease; capital improvement programs of the Aviation Enterprise and Dulles Corridor Enterprise; analytical processes and standards such as ROI and TCO; Airports Authority budgets, accounting reports and information on the rates and charges of IAD, DCA and peer airports; generally accepted principles of strategic business planning [e.g., key internal and external factors pertinent to SWOT analyses for competitive advantage (such as economics, demographics, and consumer/traveler wants/needs/preferences)]; compliance reports; software manuals; etc. The incumbent uses judgment in analyzing financial, economic, operational, demographic, regulatory, and other factors pertinent to strategic revenue planning, to assess the advantages/disadvantages of capital investment/strategies, and initiative in proposing new business initiatives that will best meet the needs of, increase the revenue of the Airports Authority, and position it for competitive advantage.

EFFORT The work is primarily sedentary. Incumbent may sit for extended periods while performing desk work. Regularly uses a computer and calculator. Exchanges information by telephone and email often. Typically exerts light physical effort in opening and closing file drawers, retrieving files and otherwise moving about to obtain or distribute work materials. Regularly reviews business and financial reports containing small print. As assigned, presents appropriately (articulation, tone, volume, intonation, wording, clarity and the like) in formal presentations. In driving, operates vehicle using judgment in consideration of weather, traffic and other factors.

WORKING CONDITIONS Works in an adequately lighted, adequately ventilated and temperature controlled office setting. May experience some job pressures from the dynamics of high-visibility work in a 'fluid environment' and during peak periods typically linked to budgeting/planning/reporting cycles.

OTHER SIGNIFICANT JOB ASPECTS None.