



James C. Nickerson

AIRPORT MANAGER

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Versatile professional with rich and deep knowledge of federal and state safety and environmental regulations.

- ▶ Created strategy to bring airport into compliance with government mandates.
- ▶ Remedied runway deficiencies: Discovered dangerous electrical problem and coordinated its repair.

Profit-minded manager with expertise in developing financial processes that drive gains in income, reduce operating costs, and improve bottom-line profitability.

- ▶ Improved revenue streams by raising rents over \$17K.
- ▶ Cut costs: Developed preventive measures to reduce maintenance expenses and preserve health of existing airport infrastructure.
- ▶ Ended each fiscal year on or under budget.

Quick-thinking leader with solid track record of smooth handling of emergency situations.

- ▶ Demonstrated leadership during on-airport emergency of crashed aircraft.
- ▶ Mitigated risk of additional damage or injury caused by airport incident.



PROFESSIONAL EXPERIENCE

AIRPORT MANAGER 2014 to Present

Grove Field Airport (1W1), Port of Camas-Washougal, Washougal, WA

Recruited to assume leadership of one of the poorest-performing general aviation airports in Washington State. Challenged to improve revenue streams, cut costs, and bring airport into compliance with government mandates. Executed command control in airport emergencies and breaches of airport security.

- ▶ Streamlined rent collection process: Introduced automated payment for hangar and FBO rents.
- ▶ **Increased revenue by \$19K/year** by improving procedures to evict tenants for nonpayment of rent.
- ▶ Rewrote existing hangar rental contracts to strengthen tenant lease obligations.

Developed capital improvement plan:

- ▶ Identified and assessed deficiencies with runway and taxi separation, runway length and width, and runway object-free areas (ROFA).
 - ▶ Instrumental in developing FAA-approved Airport Layout Plan to expand runway and ROFA.
- ▶ **Assumed role of Incident Commander** coordinating rescue effort of victims of on-site airport crash.
- ▶ Promptly issued emergency NOTAM at 2:40 AM and coordinated with local authorities after GA aircraft landed gear-up on runway, forcing closure of the airport.

AIRPORT MANAGER 2009 to 2014

Anacortes Airport (74A), Port of Anacortes, Anacortes, Washington

Hand-selected to improve bottom-line performance of 120-acre airport in northwest Washington. Reduced hangar vacancy rate and increased rental income. Maintained airport facilities in compliance with FAA standards. Built cooperative working relationships with staff to raise productivity and lower employee turnover.

- ▶ Streamlined financial reporting:
 - ▶ Hired CPA to restructure and modernize accounting operations.
 - ▶ Discovered \$13K in previously-forgotten bank account.
- ▶ Lowered hangar vacancy rate to 0% and brought in additional \$800/month in new rent by persistently contacting and following up with prospective tenants on hangar waiting list.
- ▶ Performed comparative market analysis of tie downs and hangar rentals, then raised rates to market levels, generating over \$17K new income.
- ▶ Avoided costly repairs: Discovered hidden problem in an obsolete runway lighting system and proactively ordered emergency repair.
- ▶ Minimized employee turnover by improving hiring process and revamping compensation and benefits.

COMMERCIAL PROPERTY MANAGER 2003 to 2009

Evergreen Capital Investments, Inc., Everett, Washington

Hired by a major privately owned multifamily housing firm in western Washington to supervise 8 buildings comprising 120 residential and retail units, plus 146 mini-storage units. Oversaw tenant selection, lease management, insurance, budgeting, and maintenance.

- ▶ Reduced 25% vacancy rate to 5% in 4 months by spearheading innovative marketing campaign.
- ▶ Finished first fiscal year 6% under budget through tenant evictions and aggressive rent collection.
- ▶ Recovered missing \$36K after confronting ex-employee with evidence of accounting irregularities.
- ▶ Cleared up 2-year record-maintenance backlog by hiring temporary data entry clerk.

PROPERTY MANAGER 2001 to 2003

Coast Real Estate Services, Inc., Everett, Washington

Turned occupancy rate of a 9-building distressed student housing project from 40% to 95% in 3 months.

▶ **EDUCATION** ▶ **TRAINING** ▶ **AFFILIATIONS**

Bachelor of Science in Business, 2001

University of Washington, Seattle, WA

Property Maintenance and Risk Management, 2002

Institute of Real Estate Management, Chicago, IL

Marketing and Leasing, 2002

Institute of Real Estate Management, Chicago, IL

Commercial Pilot Training, 2006

Out of the Blue Aviation, Inc., Arlington, WA

Airport Certified Employee—Operations, 2009

American Association of Airport Executives, Alexandria, VA

AFFILIATIONS

American Association of Airport Executives | National Business Aviation Association