



San Francisco International Airport  
is accepting applications for the position of

# Director of Facilities



San Francisco  
International  
Airport

# San Francisco International Airport

SFO is a world-class, award-winning airport that served more than 53 million guests in 2016. SFO offers non-stop flights to 496 international cities on 41 international carriers. The Bay Area's largest airport also connects non-stop with 80 U.S. cities on 13 domestic airlines. In fiscal year 15/16, the Airport, an enterprise department of the City & County of San Francisco, accounted for \$7.8 billion in business activity and supported nearly 39,400 direct jobs.

SFO is governed by the Airport Commission, a five-person body appointed to four-year renewable terms by the Mayor of San Francisco. The Commission appoints the Airport Director. SFO operates under the rules, regulations, and authority of the Federal Aviation Administration, a branch of the Federal Department of Transportation. The Airport maintains full compliance with these regulations as well as those of the Transportation Security Administration. The Airport, as part of San Francisco City and County government, is subject to all relevant provisions of the Charter of the City and County of San Francisco and other related codes and ordinances. SFO's annual budget is 1.052 billion with a workforce of 1,731 individuals. The Airport Director, Ivar C. Satero, is responsible for the day-to-day operation of the Airport.

SFO's mission is to provide an exceptional airport in service to our communities and is committed to redefining air travel. SFO has embarked on the renovation of Terminal 1, the largest project in the Airport's 10-year, \$6.1 billion Capital Improvement Plan. For more information, visit [www.flysfo.com](http://www.flysfo.com). Also, view an [Inside SFO video](#) about careers at SFO.

## SFO's Mission and Core Values

### **Mission Statement**

We provide an exceptional airport in service to our communities

### **Core Values**

Safety and security is our first priority

We are one team

We treat everyone with respect

We communicate fully and help one another

We strive to be the best

We are innovative

We are open to new ideas

We are committed to SFO being a great place to work for all employees

We are each responsible for the Airport's success

We take pride in SFO and in our accomplishments

# The Position

The Director of Facilities provides positive leadership, strong management, administrative expertise and exceptional levels of communication. The ideal candidate will be a dynamic leader having strong organizational skills including a participatory, visible and “hands-on” management style. The candidate will possess collaborative problem solving and decision-making ability; team building skills, and high ethical standards of integrity with an understanding and experience in working collaboratively in a fully unionized labor environment. The ideal candidate will have a familiarity with building codes and ordinances.

The Director of Facilities reports to the Chief Operating Officer and is responsible for all the maintenance functions and activities of the Facilities Maintenance Division at SFO. This position is responsible for assessing the physical/infrastructure components of all Airport facilities and determining the capital improvements necessary in the short and long term; providing leadership and direction in developing innovative programs and establishing organizational policies, priorities and objectives; directing and coordinating the implementation of program changes; and serving as a technical advisor across airport divisional lines.



**Key priorities for the Director include:**

1. Initiate and facilitate a robust employee engagement process that builds internal trust and credibility through effective communications, transparency, open and honest two-way feedback, teambuilding and accountability at all levels within the division.
2. Develop a division strategic plan that is performance based, data driven, inclusive and incorporates SFO core values and strategic plan.
3. Create and design a Facilities Master Plan by involving the entire team to gain buy-in and fully participate in defining their own core objectives for the facilities division.
4. Initiate programs to enhance the division's brand and promote a "best in class culture" that recognizes and celebrates the successes of the division while improving safety and the well-being of all employees.
5. Engage in continuous process improvements focused on operational efficiency to maintain SFO's award winning environment.
6. Invest in technology to measure data and enhance performance with an emphasis on environmental sustainability that is consistent with SFO's strategic plan.
7. Enhance training opportunities. Provide re-development and cross training where appropriate to further strengthen technical and leadership skills at all levels in the division that align with SFO's core values and strategic goals and objectives.



The essential functions of this position include, but are not limited to:

- Works as a key partner with the Chief Operating Officer (COO) in overall administration and oversight of the Facilities Division and as a member of the Senior Management team;
- Manages the maintenance of the Airport buildings, structures, roadways and Airport runways; oversees the supervision of 900+ employees in 14 different crafts, custodial and other sections;
- Directs, controls and inspects all the maintenance activities;
- Ensures all maintenance activities and operations are in compliance with federal, state and local regulations;
- Prepares, oversees and manages a \$191.2 million budget;
- Manages and monitors expenditures in accordance with the approved budget including multiple complex contracts; analyzes alternative and innovative solutions to recommend the most cost effective solutions to senior management; provides management with early warning and practical options to potential cost overruns;
- Develops and implements division objectives, policies and priorities; identifies and develops technologies and procedures to increase efficiency, effectiveness and productivity at the airport; reviews and make recommendations for capital improvement projects; directs the distribution of resources to achieve optimum output;
- Plans, implements and directs resources, including human resources activities (requisitions, interviewing, hiring, training and disciplining);
- Manages preventative maintenance (PM) programs; ensures that the facilities are safe and operational;
- Determines staffing needs and work schedules to achieve optimum output and productivity;
- Ensures adequacy of training with strong emphasis on supervisory training; develops clear career mapping and succession planning in partnership with HR and union leadership;
- Maintains discipline and high standards necessary for the efficient and professional operation of the division;
- Fosters positive relationships between unions and management aimed at reducing disciplinary actions, workplace injuries and employee grievances;
- Serves as the liaison with other divisions, departments and outside agencies; serves on a variety of boards and committees;
- Responds to and resolves difficult and sensitive inquiries and complaints; and is responsible for



- ensuring the delivery of the highest level of customer service;
- Promotes teamwork and fosters a cooperative working environment by demonstrating leadership consistent with SFO's Core Values; sets goals and maintains accountability; monitors the work of and coach subordinates to improve section performance;
  - Exercises effective, clear, and honest communication by listening and understanding the interests of all stakeholders and the goals of SFO; communicates effectively to diverse audiences and regularly with executive-level management regarding the Airport's activities and coordinates with other city departments and agencies in addressing the needs of the Airport.
  - Acts as liaison for the Airport with a variety of other City/County staff, policy-making officials, and officials of outside agencies; explains and justifies procedures, policies, or programs related to security and compliance; negotiates and resolves difficult and complex issues and problems.

## Minimal Qualifications

Possession of a Bachelor's Degree from an accredited college or university; **and** six (6) years of experience managing large facilities operations and/or construction projects including at least three (3) years of oversight supervisory experience of a superintendent, department head, second level managers, or company vice president; **and** possession of a valid driver's license (California driver's license must be obtained prior to appointment).

**Substitution:** Additional experience as described above may be substituted for the required degree on a year-for-year basis. Thirty (30) semester units or forty-five (45) quarter units equal one year.

**Working Conditions:** May be required to deal with emergencies outside of regular schedule, including weekends and holidays.

## Ideal Candidate

The ideal candidate for Director of Facilities will have a track record as an exceptional leader demonstrated by proven results through collaboration and empowerment. The individual will fully embrace SFO's Core Values and have the following demonstrated qualities:

- Outstanding people leadership skills; humble with high emotional intelligence.
- Inspirational and determined to maximize the division's full potential.
- Excellent written and verbal communication skills.
- Excellent presentation and interpersonal skills to engage effectively with all levels of the organization.
- Demonstrated superior project management skills.
- Demonstrated results-focused and solution-driven approach with proven problem solving skills.
- Excellent decision-making skills and the proven ability to take ownership of programs/projects.
- Demonstrated strong leadership and innovative thinking in the development of exemplary policies and programs that promote operational efficiencies and safety.



- Be well informed and experienced with maintaining modern and sustainable buildings, systems, and infrastructure.
- Demonstrated technical expertise necessary to embed operational improvements and innovation throughout the organization.
- Strong analytical skills with the ability to fully comprehend the impact of decisions on both the operations and the airport.
- Possession of a valid certificate as a Certified Building Official from the International Code Council (preferred).

## Appointment Type

**Exempt:** This position is exempt from Civil Service rules pursuant to the San Francisco Charter Section 10.04 and serves at the discretion of the Appointing Officer.

## Compensation

Salary range is \$176,410 to \$225,108. Appointments above this range may be considered for a top candidate. For further discussion, inquiries on compensation should be directed to the Hawkins Company.

The City & County of San Francisco's (CCSF) benefits package can be found at:

[sfdhr.org/benefits-overview](https://sfdhr.org/benefits-overview)

Other outstanding benefits offered with this position include:

- Medical, Dental & Life Insurance; Long-term Disability Plan;
- Defined Retirement Plan; Deferred Compensation; and Social Security;
- Paid Management Training Program; Wellness Program;
- Vacation/Holiday/Sick Time; and Administrative Leave.

## How to Apply

The Director of Facilities recruitment is being conducted on a regional basis by The Hawkins Company. The Hawkins Company will review all written materials submitted, and will screen and evaluate all candidates. The most highly qualified candidates will be invited to participate in a formal selection process. This is a confidential process and will be handled accordingly throughout the various stages of the recruitment. References will not be contacted until mutual interest has been established.

**Candidates are encouraged to apply by November 6, 2017. The position will remain opened until filled.**

Interested and qualified candidates are encouraged to submit a letter of interest, including salary history, and resume by November 6, 2017, electronically to [sfo.dir.facilities@thehawkinscompany.com](mailto:sfo.dir.facilities@thehawkinscompany.com). Preference is for electronic submissions however, materials may be mailed to:

The Hawkins Company  
8939 S. Sepulveda Blvd., #110-216  
Los Angeles, CA 90045

Confidential inquiries are encouraged and should be directed to: Bill Hawkins, 310-348-8800, [bill@thehawkinscompany.com](mailto:bill@thehawkinscompany.com), Brett Byers, 323-403-8279, [brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com), or Yonnine Hawkins Woods, 323-252-1655, [yonnine@thehawkinscompany.com](mailto:yonnine@thehawkinscompany.com).

The candidate selected for employment with the San Francisco Airport Commission is required to obtain Transportation Security Administration (TSA) Security Clearance and qualify for unescorted access to the San Francisco International Airport U.S. Customs Security Area.

*The City & County of San Francisco is an equal opportunity employer, values workforce diversity and seeks to create an environment and culture that embraces employee differences. All qualified applicants are considered in accordance with applicable laws, prohibiting discrimination on the basis of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.*