

Metropolitan Airports Commission

Invites applications for

Director, Airport Maintenance and Asset Management



STEVEN BALDWIN
ASSOCIATES

Airport Management Consultants





Minneapolis-St. Paul International Airport (Minneapolis, MN)
invites applications for
Director, Airport Maintenance and Asset Management

Overview

The Metropolitan Airports Commission (MAC)—one of the largest airport operators in the nation, with seven airports in the Minneapolis-St. Paul metropolitan area, including Minneapolis-St. Paul International Airport (MSP), Minneapolis, MN—invites applications for the position of **Director, Airport Maintenance and Asset Management**.

The Commission has selected Steven Baldwin Associates to conduct a confidential, national search for this position.

The MAC has a rich history of operational excellence at MSP as evidenced by its award-winning snow removal program and the airports recognition as the **Best Airport in North America** (in its size category) in five of the past six years by Airports Council International (ACI). MSP has earned Air Transport Research Society's Most Efficient Airport Award for the fourth time in five years. To continue this record of operational excellence, the MAC has developed and is implementing an exciting strategy and vision for future airport operations that includes planned construction of an integrated airport operations center and the development of a formal asset management program.



Minneapolis-St Paul International Airport is arguably the most valuable **revenue generator** between Seattle and the Saint Croix River, with an economic output of nearly **\$16 billion** supporting almost **87,000 jobs**. It also generates **\$973 million** in local, state, and federal taxes.

Equally notable, **MSP is the 12th busiest U.S. airport for aircraft operations and 17th busiest commercial airport for passengers in the U.S.** It is also the second largest hub for Delta Airlines and a base for local carrier Sun Country Airlines. In 2021, MSP secured 27 new year-round/seasonal domestic destinations and now offers **163 nonstop destinations**. And most recently, Air Canada launched a new MSP route to Montreal in March 2022, its first-ever service between the Twin Cities and Montreal.



Seventeen domestic and international carriers service MSP and in 2019, pre-pandemic, nearly 40 million travelers passed through its terminals. MSP recently added a **290-room InterContinental Hotel**.



With 86,900 jobs, nearly 40 million travelers and more than 400,000 annual landings and takeoffs, MSP is not only the 17th busiest Airport in the nation, but also an economic powerhouse. Improvement plans continue to be implemented through the Metropolitan Airports Commission's (MAC's) 2030 Long-Term Comprehensive plan that includes lobby and baggage claim improvements at Terminal 1 and gate expansion at Terminal 2.

This vibrant, forward-thinking Airport is seeking a **Director, Airport Maintenance and Asset Management** to join its team.

The Position: Director, Airport Maintenance and Asset Management

The MAC is looking for an energetic, visionary Director, Airport Maintenance and Asset Manager to lead the Minneapolis-St. Paul international Airport Field Maintenance and Trades teams and develop and lead an asset management program. It is an exciting time to join the operations leadership team at the MAC as the organization develops and implements a new forward-looking strategy for airport operations that builds on its unique history of excellence. This vision strives for optimization and innovation through data-driven decision making and analytics with a critical pillar that is focused on establishment of a formal asset management program. In addition to overseeing industry-leading field maintenance and trades teams, this offering presents a unique opportunity to create and lead an asset management program that is central to the MAC's operations vision – an opportunity to make a valuable mark on the organization and industry! The new asset management program scope includes inventory; consumables; tools; airfield assets; maintenance equipment and vehicles and; facilities and related system and equipment that encompasses those added through the Capital Improvement Program. MSP offers a growing, interconnected, and welcoming environment and is pursuing a professional who can ensure safe and optimized grounds maintenance through a focus on proactive and sustainable staffing and resource planning. This leader will safeguard alignment of systems and processes between the Field Maintenance and Trade teams and the Integrated Operations Department and Airside Operations where relevant in the execution of FAR Part 139 compliance efforts.

For more information on the opportunity and qualities desired in the candidate, as well as additional details about the Airport and the larger community, please see the information below.

The Opportunity

Overview Requirements & Qualifications

The ideal candidate will possess three years of airline, airfield or airport maintenance management experience and asset management experience. The principal function is to provide administrative

oversight for all maintenance and assets at the Airport. Work is performed under the supervision of the Vice President of Management and Operations, but MSP is seeking an individual who can exercise independent judgment and resourcefulness. The Director will act as a member of the Management and Operations Division leadership team and will have frequent contact with TSA, Customs and Border Protection, airlines, tenants and others, as well as periodic interactions with the Commissioners and representatives from other public agencies.

Key Duties and Responsibilities

The **Director, Airport Maintenance and Asset Management** for the Minneapolis-St. Paul International Airport will be assigned the following duties and responsibilities:

Personnel Management

- Applies a servant leadership approach, leading by example and holding people accountable. Develops employees for current and/or upcoming roles.
- Ensures employees have the tools, resources, and training necessary for success.
- Leads and supervises direct and indirect reports according to the MAC Human Resources (HR) and Administrative policies.
- Hires, reassigns, schedules work, promotes, disciplines, rewards, suspends and/or terminates employees in coordination with HR. Completes performance reviews.
- Performs regular staff meetings to clarify roles, set expectations, check progress, exchange performance feedback and build employee satisfaction.

Functional Duties - Asset Management Program

- Develops, plans, implements, and manages an asset management program through subordinate managers and consultants.
- Leads partnerships with the MAC IT to develop an Enterprise Asset Management System (EAMS) leveraging Cityworks platform capabilities.
- Ensures asset management program includes systems and processes to identify resources, analyze reports for operational assessments, streamline maintenance processes according to strategic plans, allocate appropriate resources, and ensure the completion of financial objectives for preventive and corrective maintenance.
- Works closely with other directors to implement measures that align with division's asset management program framework and to develop a coordinated and standardized approach to leveraging operations and asset management data and analytics resources.

Functional Duties - Field Maintenance and Trades

- Responsible for ensuring MSP's grounds maintenance and snow removal operations maintain the highest levels of safety and service through a complex approach to operational continuity and resource planning.
- Responsible for ensuring Trades team continues to exceed service expectations through support and advocacy that delivers the resources needed to sustain high service levels.
- Responsible for partnering with the Director-Integrated Operations to ensure Field Maintenance and Trades activities are executed in alignment with FAR Part 139 compliance program elements.

- Responsible for partnering with the Director–Terminal and Landside Operations to ensure maintenance and trades services are coordinated and delivered in a manner that aligns with terminal and landside operational performance and customer experience goals/KPIs.
- Develops and maintains collaborative relationship with airport tenants, air carriers and various divisions of the FAA; facilitates effective working relationships.
- Oversees the establishment of annual Field Maintenance and Trades goals/objectives.
- Ensures all relevant Field Maintenance and Trades activities occur in accordance with the Asset Management Program.
- Ensures that Field Maintenance and Trades processes and system are aligned in such a way as to increase innovation and efficiency, reduce risk and enhance support services and tools available to employees as they execute duties.

Operations Alignment, Integration and Optimization

- Acts as a member of the Management and Operations Division Leadership Team contributing to the team’s collaborative decision making.
- Identifies, assesses, selects and adopts process improvement initiatives for Field Maintenance, Trades and Asset Management Programs.
- Responsible for the development and execution of innovative strategies and staffing plans that enable effective alignment with the MAC’s integrated operations program executed out of the North STAR Center.
- Works closely with the Director–Integrated Operations to maintain effective integration of Field Maintenance, Trades and Asset Management Program operations in the North STAR Center to include associated staffing plans, data and analytics programs, goals and related KPIs, and aligned processes and systems to support data-driven and collaborative decision making.
- Ensures optimal alignment, coordination and integration between Field Maintenance, Trades, and Asset Management Programs with all other division teams through close partnership with other directors with a focus on processes and systems that are executed in a manner that drive efficiencies and minimizes resource consumption while meeting performance objectives and service level goals.

Planning and Budgeting

- Develops and implements a comprehensive department strategic plan that effectively aligns with enterprise and division strategies and effectively advances successful implementation of the MAC’s Service Operator Model and related performance goals and KPIs.
- Develops and implements a comprehensive technology plan for the department in alignment with an enterprise approach, in collaboration with IT, that effectively supports and enables staff in successfully executing the Service Operator Model.
- Develops and implements a planning process that ensures that the department’s IT and Capital Improvement Program input effectively advances enterprise, Division and Department strategies through partnership with the Division Leadership Team to ensure input on the Capital Improvement Program and IT plans are aligned and that all available resources in the Division are leveraged in the process.
- Develops and implements staff training and development plans to ensure skills are maintained in alignment with evolving business needs.

Manager of Managers (MOM) Competencies

- **Customer Focus**—Building strong customer relationships and delivering customer-centric solutions
- **Strategic Mindset**—Seeing ahead to future possibilities and translating them into breakthrough strategies
- **Plans and Aligns**—Planning and prioritizing work to meet commitments aligned with organizational goals
- **Ensures Accountability**—Holding self and others accountable to meet commitments
- **Drives Results**—Consistently achieving results, even under tough circumstances
- **Collaborates**—Building partnerships and working collaboratively with others to meet shared objectives
- **Values Differences**—Recognizing the value that different perspectives and cultures bring to an organization
- **Builds Effective Teams**—Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals
- **Communicates Effectively**—Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences
- **Drives Engagement**—Creating a climate where people are motivated to do their best to help the organization achieve its objectives
- **Organizational Savvy**—Maneuvering comfortably through complex policy, process, and people-related organizational dynamics

Educational and Experience Requirements

- Bachelor's degree in Aviation, Business Management or a related field
- Three years of airline, airfield or airport maintenance management experience
- Three years of experience supervising people
- Asset management experience
- Experience with maintenance operations, capital planning and FAR Part 139 in an airport or airline environment
- Demonstrated strategic thinking and planning skills
- Experience with innovative integration of technology in business processes that drive increased performance and optimization
- Experience writing, monitoring and/or interpreting specifications relating to vendor contracts and bids
- Experience with departmental budget management

Other Requirements

- Strong writing skills for composing memos, policies, procedures, proposals, reports, and other specifications
- Clear, concise, thorough and persuasive presentation, facilitation, negotiation, verbal and electronic communication skills
- Demonstrated history of building relationships based upon strong interpersonal communication skills, collaboration and listening
- Intermediate skill level using Microsoft Word, Excel and PowerPoint
- Experience with cost-benefit analysis, ROI calculations, problem-solving and decision-making
- Valid driver's license and reliable vehicle to commute between job sites

Desirable Requirements

- Process optimization experience
- Leadership experience in a union work setting
- Experience managing programs and business units through direct report supervisors
- Experience with computerized maintenance management systems
- Experience leveraging an Enterprise Asset Management System (EAMS)

Airport Culture

The Minneapolis-St. Paul International Airport values their employees for their skills and abilities, ethical behavior, diversity, creativity, innovation, and sound judgement. They commit to providing



employees with rewarding work, opportunities for professional growth and an appreciative work environment based on trust, respect for each other and open communications. We reach common goals through strong relationships based on trust and we challenge ourselves to be the best at what we do. And finally, we value and celebrate the dedication and loyalty of our staff.

Salary and Compensation

The MSP's benefits are excellent and **salary is commensurate with experience** with a range of \$131,000 - \$181,000.

Benefits include: healthcare, life insurance, PERA retirement, holidays, and PTO, among others. Further details will be outlined during the selection process.

To Apply

To apply for this opportunity, please submit a cover letter, resume, and a list of three references in **one** recruitment PDF document to Lisa Belt of Steven Baldwin Associates, at **lbelt@baldwinllc.com** with "MAC-Director, Airport Maintenance and Asset Management search" in the subject line.

In your cover letter, please specifically address your experience and accomplishments in the areas noted in the "Key Duties and Responsibilities" section above.

- *Only complete electronic submissions that follow the above guidelines will be considered.*
- **The review of applications will begin immediately, with the position remaining open until filled.**

Selection timeframe: Position open until filled.

NOTE: The Minneapolis-St. Paul Airport is an equal opportunity employer and does not discriminate based on race, creed, color, national origin, or sex. The Commission reserves the right to not fill the position. Nothing in this announcement guarantees employment.

The Airport

MSP, which serves residents across a 5-state region—Minnesota, Wisconsin, Iowa, North Dakota, and South Dakota—is an economic engine for the region and for the State of Minnesota. The Airport is also a thriving business on its own with more than 100 tenants and several improvement projects in the pipeline.

With 3,400 acres, four runways and 118 gates in two terminals, MSP provides exceptional air service for the Twin Cities region from 17 domestic airlines and international carriers to 163 nonstop destinations. The Minneapolis-St. Paul Airport provides leadership in aviation development and offers a safe, visually appealing Airport for travelers and tenants. For the second straight year, MSP earned two major industry cleaning and safety facility accreditations: the GBAC-STAR™ program and the Airport Health Accreditation. Also, the MSP Arts and Culture Program brings amazing visual and performing art to “enrich the public’s experience and promote a sense of place through arts and culture.”

MSP strives to:

- Provide safe adequate and affordable air service;
- Promote economic development for the Airport; and
- Support regional economic development activities.

The Airport and its staff work with community leaders to facilitate growth in the region by improving airport operations and facilities in order to provide an environmentally safe and secure Airport for travelers, visitors, and corporate and commercial consumers.

We are seeking a dynamic team member in this position to assist us with that endeavor.

Location

Strategically located in the middle of the Twin Cities near the banks of the Minnesota and Mississippi Rivers, the Minneapolis-St Paul International Airport is an essential transport center in the upper Midwest and has helped develop the metropolitan area for a hundred years. The International Airport is nestled among the suburban cities of Richfield, Mendota Heights, Eagan, and Bloomington.



The Metropolitan Airports Commission

Reliever Airports

The six general aviation airports operated by the MAC support 326,000 annual flight operations and are a base for 1,300 aircraft. The smaller airports are referred to as “reliever airports” within the Twin Cities because they relieve congestion that would otherwise impact MSP Airport. The MAC’s reliever airport system – which serves corporate aviation, flight training activities and recreational flyers—generates an estimated \$756 million a year for the area economy and supports more than 3,600 jobs. The MAC chairman and 14 commissioners meet monthly to represent the interests of the community regarding decisions related to all airports.

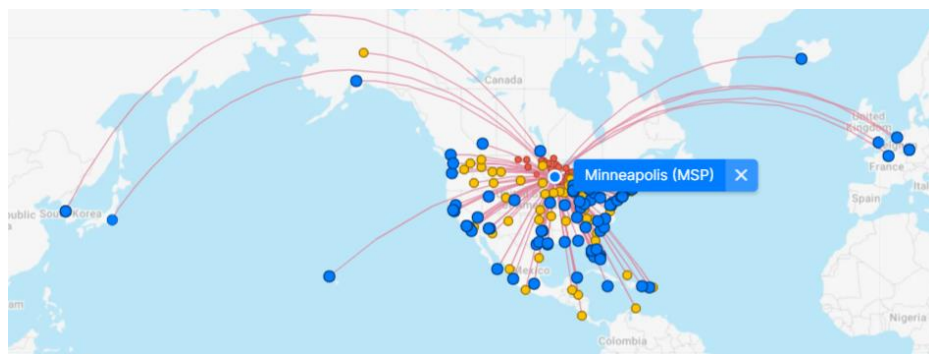
The MAC employs 640 people who work in supporting roles for all aspects of airport operations including: administration; field maintenance; commercial management and; customer experience. The MAC also has its own police and fire departments.

Airport Administration

Lead by CEO, Brian Ryks, the Airport's administration is responsible for managing the day-to-day operations for all of the Minneapolis-St Paul Airports as well as the long-term plans for the future. Responsive to community environmental concerns, the MAC demonstrates leadership in sound environmental management. Financial decisions balance the interests of all and help drive the region's economy. The MAC seeks creative and innovative solutions and conducts business in an honest, fair, and respectful manner and consistently display the highest moral and ethical standards. The MAC believes that people are its most important resource. Innovative and collaborative, the MAC challenges itself to be the best while ensuring accountability to itself and its employees.

General Information & Air Service

The Minneapolis-St. Paul Airport is the largest commercial airport in Minnesota and centrally located in the state's capital city. At MSP, 17 airlines serve between 32-39 million passengers each year who travel to 163 nonstop, worldwide destinations (136 domestic and 27 international). The airlines represented include, but are not limited to: American, Delta, KLM, United, AirFrance, and Air Canada. Destinations include major domestic and international hubs such as: Atlanta; Dallas/Ft. Worth; Houston; Washington's National and Dulles; La Guardia and JFK; Los Angeles; Detroit; Denver; Las Vegas; Chicago's O'Hare; Orange County CA; Phoenix; Houston; Portland and; Miami. Important smaller hubs are also reached: Austin; Charlotte; Nashville; Orlando; San Diego and; St. Louis, as well as seasonal destinations to Palm Springs, CA, Destin, Fort Lauderdale, Punta Gorda, and St Petersburg-Clearwater Florida.



Minneapolis and its surrounding Suburbs

Minneapolis, St. Paul and its surrounding suburbs offer a multitude of dining, shopping, entertainment and attractions. From hiking (Minneapolis has been named one of the best places to live by *Outsider Magazine* multiple times) to food tours, from Prince's Paisley Park to the 41st annual Art in the Park fine art festival and the world renown Minneapolis Institute of Art, families and singletons can find a wide range of activities year-round.



If you enjoy shopping, Mall of America® houses more than 500 stores and 60 restaurants, but also contains a comedy house, aquarium and FlyOver America (a flight simulation ride that reveals some of the greatest landmarks in the U.S.). Minnesota’s Landscape Arboretum is one of the country’s top botanical gardens and the many museums and farmers markets will quickly fill up your calendar. The Twin Cities transportation system makes getting around a snap, from light rail, train, bus or car, the natural beauty and manmade excitement of Minnesota is never out of reach.

The wonderful land of 10,000 lakes inspired citizens of Minneapolis to launch Homegrown Minneapolis, which unites local government, businesses, community organizations, and residents to grow, process, distribute, eat and compost more healthy, sustainable, local foods. Green to its core, Minnesota ranks in the Top 10 for LEED-certified space, which is the standard for ecological-sound building. The State consistently ranks in the top spots for health care and quality of life and has rated in WalletHub’s Top Ten places to retire.

Come home to a community of friends and family. Live where residents really care about each other. Minneapolis-St. Paul is a place where culture flourishes and opportunity grows, where work/life balance is built into its core beliefs, where award-winning art and entertainment is always available, and education is a priority. Minneapolis-St. Paul is the epitome of luxury and comfort.



Executive search services provided by Steven Baldwin Associates, LLC.

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