

# Norman Y. Mineta San José International Airport

The City of San José's  
Aviation Department  
Invites Applications for  
Deputy Director of Innovation  
and Business Development





## THE AIRPORT

The Department is an enterprise operation, which receives no General Fund support from the City. The Airport also has an 11-member Airport Commission, which is appointed by the Mayor and City Council. Members of the Airport Commission serve in an advisory capacity to the City Council and to the Director of Aviation on issues relating to SJC.

Originally established in 1945, SJC has grown over the years, correspondingly with the growth of the Santa Clara Valley and its burgeoning high technology orientation. Continuous expansion projects were the order of the day in the 60's, 70's and 80's. In 1984, the Airport was renamed San José International Airport and began to take on the role of being a focal point for international cargo shipping and commerce.

Major terminal and runway expansion projects took place in the early 90's, and in 2005 the San Jose City Council approved plans to bring SJC into the 21st Century to reflect the innovation and technology of Silicon Valley. In 2010, upon completion of a \$1.3 billion comprehensive modernization effort, SJC opened a cutting edge new airport featuring the latest, locally developed technology that provides flexible support for airlines and passengers. SJC has the most sophisticated, state-of-the-art baggage security screening system in the world, and the consolidated rental car center is the nation's first to offer elevated, indoor fueling stations for fast, efficient operations for rental car companies.

SJC consistently ranks among the top 50 busiest airports in North America with more than 10 million passengers using its services annually. As of August 2016, SJC is served by 14 domestic and international airlines, two cargo airlines, and has two main terminals comprising approximately 940,000 square feet and 28 commercial gates. The Aviation Department has 187 full-time employees, plus receives support from other City Departments (Police, Fire, Public Works and Information Technology). The Airport's annual operating budget for Fiscal Year 2016-17 is \$183 million. SJC's annual capital program budget for Fiscal Year 2016-17 is \$45 million with a 5-year (2017-21) Capital Improvement Program budgeted at \$219 million. In addition, SJC served 5,087,705 enplanements and handled 131,561 aircraft operations in Fiscal Year 2015-16.

Significant projects currently underway include major upgrades to 15-acres on the Airport's West Side, as well as preparing facilities for flexibility and readiness for new opportunities.



## THE COMMUNITY

Known as the “Capital of the Silicon Valley,” San José is the world’s leading center of innovation. With nearly one million residents, San José is the third largest city in California, and the 10th largest city in the country. Encompassing 178 square miles at the southern tip of the San Francisco Bay, San Jose is Northern California’s largest city and one of the most diverse large cities in the United States.

San José’s quality of life is unsurpassed. Located roughly 50 miles south of San Francisco and 30 miles east of Pacific Coast beaches, the City is in a valley surrounded by the Diablo and Santa Cruz mountain ranges and enjoys an average of 300 days of sunshine a year. The City is readily accessible to the beaches along the California coast including Santa Cruz, Monterey, and Carmel, Yosemite and Lake Tahoe in the Sierra Nevadas, Napa Valley, and the rich cultural life of the entire region. Those living and working in San Jose have access to the City’s many attractions, cultural and performing arts, and recreational opportunities. A year-round calendar of festivals and celebrations supports the community spirit. San José has received accolades for its living and working climate from publications including Business Week and Money magazines as well as other national media. The downtown area is home to high-rise residential projects, renovated theaters, and cultural attractions. Nightlife options include ballet, opera, symphony, live theater, nightclubs, and restaurants; inquiring minds are served at the Tech Museum of Innovation, the Museum of Art, and the Children’s Discovery Museum.

Fifteen public school districts and over 300 private and parochial schools provide residents with a range of educational choices; innovative programs in local school districts include a nationally acclaimed performing arts magnet, as well as concentrations in aerospace, international studies, math and science, radio and television, and more. Universities in and near the city include San José State University, Santa Clara University, Stanford University and three University of California campuses.

Although it was once an agrarian community, San José’s transformation into a technology center has led to the City housing the largest concentration of technology expertise in the world. The San José area today is powered by one of the most highly educated and productive populations in America. More than 40 percent of the workforce has a Bachelor’s degree or higher, compared with 25 percent nationally. San José does not have an ethnic majority; residents include speakers of more than 50 different languages. The City is proud of its quality of life and of the rich cultural diversity evident in its population, its workforce, and its many neighborhoods.



## CITY GOVERNMENT

The City of San José is a full service Charter City and operates under a Council-Manager form of government. Ten full-time Council Members are elected by District on a non-partisan basis and serve overlapping four-year terms with a two-term limit. The Mayor is also a member of the City Council but is independently elected at-large and serves up to two four-year terms. Department heads, including the Finance Director, are appointed by the City Manager with confirmation by the City Council. San José also actively engages citizens through Council appointed Boards and Commissions.

In addition to providing a full range of municipal services, San José operates a parking program, a municipal water system, a wastewater treatment facility, the Mineta San José International Airport and three municipal golf courses. The City also oversees convention, cultural event and hospitality facilities that include the San José McEnery Convention Center, Center for the Performing Arts, California Theater, Mexican Heritage Plaza, Dolce Hayes Mansion and Conference Center, and the SAP Center San José –home of the National Hockey League’s San Jose Sharks.

City operations are supported by 6,099 positions and a total budget of \$2.9 billion for the current 2016-2017 fiscal year. Maintaining the highest fiscal integrity, the City of San José has addressed significant budget shortfalls over the past decade while continuing priority services to the community to the extent possible.

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### Important Links

Mineta San José International Airport (SJC) - [www.flysanjose.com](http://www.flysanjose.com)  
Team San José - [www.sanjose.org](http://www.sanjose.org)  
County of Santa Clara - [www.sccgov.org](http://www.sccgov.org)

## THE POSITION

The Airport's Innovation and Business Development Division is responsible for identifying, reviewing, prioritizing, implementing, and marketing new business opportunities, with a focus on opportunities that will drive airline, passenger growth, and non-airline revenue generation and enhance the overall passenger experience.

Reporting to the Director of Aviation the Deputy Director of Innovation and Business Development is responsible for assisting the Director with identifying, evaluating, developing, and directing new and innovative revenue sources to diversify and enhance airport financial performance. While being engaged in our business community and using an entrepreneurial approach, collaborative leadership style and effective analytical skills, this individual will work with SJC's executive team to drive business growth by working with key industries and local stakeholders to identify new and innovative revenue opportunities. This individual will also implement key business development initiatives that are in alignment with the SJC Master Plan and Strategic Plan.

The Deputy Director of Innovation and Business Development will be primarily focused on enhancing the offerings of service and amenities of aviation and non-aviation activities that advance the airport's prominence and appeal to the Silicon Valley. The Deputy Director will lead a team of dedicated and talented individuals in air service development, public relations and marketing and be responsible for business development efforts to include:

- Identifying opportunities for joint ventures and developing community and regional networks.
- Creating breakthrough and innovative revenue generation strategies (engaging hi-tech communities where appropriate) and delivering customer-focused growth opportunities (service offerings, new ventures, etc.).
- Developing business cases to support new and creative business opportunities from conception to implementation and presenting compelling business proposals to senior staff.
- Utilize Airport as a venue to showcase new and innovative technologies, creating a sense of place that captures the spirit Silicon Valley
- Influencing support and achieving buy-in for innovative and tech based revenue growth strategies.
- Inspiring staff and leveraging their unique backgrounds and experience to pursue bold and unconventional approaches to business and growth opportunities.
- Researching best practices and staying on cutting edge of aviation industry trends; benchmark and survey innovative movers across all industries.
- Challenging organizational norms and capabilities to consider new and different opportunities, approaches, and methods to revenue generation.
- Maximizing revenue and profitability from existing non-airline revenue sources (retail, parking, concessions, etc.) through a robust marketing program.
- Maximizing effectiveness of the marketing program to increase passenger activity and promote features, services, and destinations.
- Executing against a long-term strategic revenue development plan for the Airport.
- Establishing goals and benchmarks for new revenue sources; facilitating discussions with top executives and managers to address issues and concerns that affect goal attainment. Analyzing financial forecasts/analyses to evaluate potential returns from innovative revenue sources; facilitating the prioritization of these initiatives with the leadership team.
- Provide administrative guidance to the Air Service Development Program.
- Providing day-to-day leadership and works with staff to ensure a high performance, tech and customer service-oriented work environment that supports achieving the department's mission, objectives and values.



### THE IDEAL CANDIDATE

The ideal candidate is an accomplished, results-driven executive who can work autonomously and someone who has exceptional leadership, communication and interpersonal skills and displays the following personal and professional attributes:

Innovative Thinking, Influencing and Persuading, Business and Sales Acumen, Decisive Judgment and Interpersonal Effectiveness, Relationship Savvy, Resilience, Planning and Organizing

Candidates should have a proven track record of building strong, collaborative relationships with stakeholders of all kinds, including residents, businesses, elected officials, and other professional staff. Candidates should also be comfortable working in a fast paced environment and have the capacity to drive forward with high priority initiatives while managing daily workload. Candidates should appreciate and welcome San José's rich multicultural, diverse environment.

### EDUCATION AND EXPERIENCE

The successful candidate will possess broad based knowledge creative marketing and revenue generation strategies. Aviation management experience at a medium or large hub airport with emphasis on revenue generation and marketing, and strategic and long-range planning is a plus.

A Bachelor's Degree from an accredited college or university in Aviation Management, Business Administration, Communications, Marketing, or other related fields is required. A Master's Degree in Marketing, Business Administration, or Aviation Management is desired and AAAE/ACI accreditation is a plus.

### COMPENSATION

The salary for this position is \$108,404 to \$168,861 and will be dependent upon the qualifica-

- Retirement Plan – Competitive defined benefit retirement plan reciprocal with CalPERS; defined contribution plan available as an option.
- Health Plan – The City contributes 85% towards the premium for the lowest cost plan. There are several plan options.
- Dental Plan – The City contributes 100% of the premium of the lowest cost plan for dental coverage.
- Life Insurance – City paid life insurance equal to two times salary.
- Leave – Generous vacation, executive leave and holiday package.
- Deferred Compensation – 457(b) plan available.
- Savings Plan – Tax deferred medical and dependent savings plan.
- Additional Programs – Accident insurance, long-term disability insurance, and employee assistance programs are also available.



## APPLICATION & SELECTION PROCESS

### HOW TO APPLY

**A.** Please submit, **in PDF format**, both a cover letter and résumé. One file is appreciated. *Please do not send your cover letter in the body of an email.* Send your **PDF** files to ADK Executive Search at: [SJC@adkexecutivesearch.com](mailto:SJC@adkexecutivesearch.com)

**B.** Please complete the online ADK employment application form at: **ADK Application Form** (this is a secure link).

**Filing Deadline:** Sunday, September 4, 2016

Only complete electronic submissions will be considered

The City of San José is an equal opportunity employer.

Email Questions to: [SJC@adkexecutivesearch.com](mailto:SJC@adkexecutivesearch.com)

