

# Massport Community Advisory Committee



## Position Statement Executive Director

### The Massport CAC

The Massachusetts Port Authority Community Advisory Committee (CAC) is a State agency created in 2014 through an enabling act that amended the 1956 legislation that created the Massachusetts Port Authority. The CAC is comprised of representatives of the thirty-five communities that are impacted by Massport's operations and property holdings in Boston, Bedford, and Worcester.

The CAC's stated mission is to:

*"be the voice of communities impacted by Massport operations; we collaboratively offer local, regional, and national solutions through advocacy, information and Authority oversight."*

The statutory purpose of the CAC is to:

- Appoint a member to the board of directors of the Massachusetts Port Authority;
- Make recommendations to the Authority on annual budgets;
- Hold hearings, which may be held jointly with the Authority at the discretion of the CAC and the Massachusetts Port Authority, on matters relating to said Authority;
- Review the annual report of the Authority and provide comments to the Authority and the Governor;
- Examine the Authority's records and affairs as deemed appropriate by the CAC;
- Make recommendations to the governor and the general court respecting the authority and its programs.

The members of the CAC include one representative appointed by their respective chief executive officer from the following communities: Arlington, Bedford, Belmont, Beverly, Braintree, Brookline, Cambridge, Canton, Chelsea, Cohasset, Concord, Everett, Hingham, Hull, Lexington, Lincoln, Lynn, Malden, Marblehead, Melrose, Medford, Milton, Nahant, Quincy, Randolph, Revere, Salem, Scituate, Somerville, Swampscott, Watertown, Weymouth, Worcester, and Winthrop; and seven representatives of Boston, one of whom shall be from East Boston, one of whom shall be from South Boston, and one of whom shall be from the South End.



In 2017 the CAC identified the need to be more effectively structured with staff capacity to manage its operations, represent itself in relations with other organizations and agencies, interact with member communities and their constituents, and direct the technical analysis of Massport operations. Accordingly, legislation was filed and subsequently approved through [Chapter 18 of the Acts of 2018](#) to provide funding to the CAC for support of its activities, including the hiring of the Executive Director, and related staff as needed. The funding and resultant staffing plan is similar to other organizations within the state including the MBTA Advisory Board and the MWRA Advisory Board.

## Organizational Structure

In accordance with its [Enabling Act](#), the Massport CAC's [By-Laws](#) provide a framework for its management and operation in executing its statutory purposes. The By-Laws provide for regular meetings of the CAC on a quarterly basis, or through a special meeting called by the elected chairperson, three members of the elected Executive Committee, or by a majority of the membership. At its Annual Meeting, the CAC elects Officers and adopts its annual budget. All CAC meetings are subject to the requirements of the Massachusetts Open Meeting Law.

The Officers of the CAC are elected at the Annual Meeting and include a Chairperson, a Vice Chairperson, a Secretary, and a Treasurer. Each Officer has specific responsibilities as outlined within the CAC By-Laws.



The By-Laws also provide for two Standing Committees: an Executive Committee and a Finance Committee. The Executive Committee, described above, consists of the elected Officers and three additional At-Large members selected by vote of the Advisory Committee. The Executive Committee is chaired by the CAC Chairperson.

The Executive Committee meets on a regular basis between the quarterly meetings of the CAC in order to carry out regular business on behalf of the CAC as so delegated by the membership, to make recommendations for actions to the CAC, and to act as the Finance Committee unless otherwise provided.

The Executive Committee may also create, subject to the approval of the CAC, certain sub-committees to advance the organizational mission. Currently, there is an established Aviation Sub-Committee and an Environmental and Health Sub-Committee.

The Enabling Act and the CAC By-Laws provide for the employment of staff, which includes the Executive Director, and/or consultants in order to carry out the functions of the organization, and provide day-to-day management and supervision of the business and affairs of the CAC. For these purposes and the general operational needs of the CAC, as well as any required technical expertise, the Enabling Act provides for funding from the Massachusetts Port Authority on an annual basis.

A detailed review of the [Massport Community Advisory Committee](#), its activities, and related materials are available on its website.

## Challenges and Opportunities

The CAC's primary challenge relates to continuing efforts to institutionalize the CAC in structure and operation, and in meeting its statutory responsibilities representing the interests of communities impacted by the operations of Massport.

The CAC's immediate opportunity is hiring its next Executive Director, the second individual to serve in the role, to assist the Committee in continuing to formalize its operational structure and systems. Such work will include reviewing staff responsibilities, continuing operations in the ongoing pandemic environment, administrative support functions, and budgetary responsibilities. It is crucial that financial resources be effectively programmed to carry out the CAC mission in terms of strategy and tactical initiatives.



Photo: M. Fletcher

The CAC is also looking to further enhance its visibility and engagement with its 35 member communities. In order to further advance its mission, the CAC must be better attuned to the issues, concerns and experiences of 35 cities and towns impacted by Massport operations, and to be a strong advocate on their behalf.

The CAC remains committed to social justice efforts that work to mitigate noise and environmental health issues related to the operation of the Massport airports, especially Boston Logan (i.e. residential noise insulation and air filtration systems). Included within these efforts are review of overall aviation operations. Likewise, the CAC has prioritized the study and increased awareness of environmental and health impacts of Massport operations on communities and individuals.

The CAC is striving to expand its prominence within state government as a resource of perspective related to Massport operations and as a voice for the Massport-affected communities. Key tenets of this work include the ongoing review of Massport's finances, strategic planning and operations; and serving as a technical resource for state government.

Future initiatives are likely to consider other Massport operational impacts including:

- Massport relations with other regional and national transportation activities.
- Expanded utilization of the Boston Port and Harbor for maritime transportation, shipping, and tourism activity;
- Development of Massport-owned real estate in numerous communities; and
- Future expansion initiatives at Worcester Regional Airport and Hanscom Airfield in Bedford.

The day-to-day role of the CAC Executive Director is critical as it relates to regular and frequent interaction with Massport, state and federal transportation and regulatory agencies, the Congressional delegation, state legislature, media, and other organizations and academic institutions.

## The Position

The MCAC Executive Director, established through the funding set forth in Chapter 18 of the Acts of 2018, provides the following essential functions for the MCAC, as outlined in a Position Description:

- Function as the Chief Executive/Administrative Officer of the Massachusetts Port Authority Community Advisory Committee.
- Advocate on behalf of member communities represented by the Community Advisory Committee.
- Coordinate and facilitate strategic planning with the Executive Committee and CAC membership
- Manage all operations, programs, and activities of the Massport CAC.
- Recruit, train, and manage staff.
- Serve as Chief Budget Officer for the Massport CAC; prepare and submit operating budget recommendations.
- Negotiates all contracts, leases, and manages finances.
- Foster working relationships with elected officials, community organizations and other notable stakeholders within each of the 35 Massport communities, represented on the CAC; and develop strategies pertinent to Massport CAC policies and priorities.
- Work with community officials and Massport staff on issues related to policy, performance, and budget.
- Provide oversight and management of the planning and execution of an ongoing analysis of data on Massport operations.
- Serve as key spokesperson for the Massport CAC.
- Initiate community meetings and governmental assemblies.
- Meet with Massport CAC and sit on various committees.
- Work with executive, legislative, and regulatory branches of government to conduct research, draft legislation, and implement policy.
- Collaborate with academia and other researchers on initiatives to advance the goals and priorities of the CAC.
- Testify in legislative hearings on behalf of Massport CAC.
- Draft and recommend policies to the Massport CAC, and, when adopted, oversee implementation.
- Prepare annual report to Massport CAC; oversee research, analysis, and report preparation.



- Write, edit and publish CAC documents, policies and position statements.
- Generate recommendation for vacancies, and for ad hoc and standing committees.
- Develop and implement innovative strategies and approaches to advance the goals of the CAC.
- Perform such other duties as are required, deemed necessary, or consistent with Executive Director's office.

These functions are intended to support the MCAC and its Executive Committee in executing its statutory responsibilities.

## The Ideal Candidate

The CAC is seeking a self-assured and self-starting, strong leader with managerial experience and excellent communication skills to continue building the CAC's advisory, analytical and advocacy capacity. The successful candidate must have a strong executive presence and be able to demonstrate significant ability in building relationships with the various organizations and individuals that interact with the Massport CAC. Candidates must have demonstrable skills in advocacy and be tenacious, versatile, and professional.

The Executive Director should be competent in all areas of management and operations, including:

- Finance
- Personnel
- Strategic planning and analysis
- Organizational development and administration

The successful candidate must have, or be able to gain, a clear understanding of the operation of state, local, and federal government. Experience in working for a governing body is valued; and the Executive Director should have the ability to provide recommendations to the full CAC, the Executive Committee, and other committees, and facilitate consideration of issues by such bodies, but be able to acknowledge that decisions by such bodies may not match the recommendation that has been offered.

The Executive Director should have a passion for the mission of the CAC and advocating on behalf of the member communities with expertise and/or a background that is compatible with the technical aspects of aviation, transportation, environmental health and protection, and land development. He/she/they must be able to interact with experts in such areas. The Executive Director must also possess a willingness to dig into the details of complex issues to seek clarity and solutions.

The Executive Director must develop a visible public presence with the ability, desire and enjoyment of interacting with elected officials and policy makers. It is important that the Executive Director positively interact and navigate relationships with the various interests that are related to the Massport CAC on the local, state and federal levels, including the Massachusetts Port Authority, officials of the member communities, transportation officials, environmental regulators, and the legislative and executive branches of the Commonwealth.

The Executive Director must also have the ability to effectively balance the range of interests that can at times conflict. He/she/they must possess strong interpersonal skills and be able, in all forms, to communicate clearly and effectively with all constituencies, including the media; and understand and utilize the various forms of social media.





Certain personal and professional qualities are priorities for the Advisory Committee. These qualities include:

- Integrity, accessibility, transparency, ability to actively listen and engage;
- Ability to focus on problems and work toward resolutions with professional persistency;
- Intellectual curiosity, strategic thinking, and capacity for innovation and creativity in solving problems, ability to remain calm in stressful situations, fairness in all dealings, and concern for communities and their residents' well-being;
- An ability to delegate; and an ability to facilitate change and help guide others through such change.

The CAC is seeking a highly self-motivated professional with a strong commitment for the mission of the Committee. The successful candidate must be creative, collaborative, and inclusive; able to respond to political and community pressure with positive and respectful professional strategies.

## Education & Experience

A Bachelor's degree in public policy, planning, management, law, finance, or similarly relevant discipline is required, with an advanced degree preferred; and seven years of experience in a relevant field with at least five years spent as a director or manager at, or of, a public or quasi-public organization. The successful candidate must possess demonstrated skills, abilities, and knowledge in government, community planning and environmental regulation, and intergovernmental relations.

## Compensation

The Massport Community Advisory Committee will offer a compensation package that is competitive with comparable organizations, with a salary range of \$125K+/-, depending on qualifications.

## How To Apply

Interested applicants should submit a PDF cover letter and résumé, in confidence via email to:

[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)

**Subject: MCAC Executive Director Search**

Position is Open until Filled with a first round of applicant reviews on September 17, 2021. Application materials will be reviewed according to the outlined qualifications. A Screening Committee will interview the most qualified candidates in confidence. Based upon these interviews, a selection of finalists will be chosen for further evaluation and reference checks and then forwarded to the Executive Committee. Finalists will be contacted for references and approval of background reviews before their selection is publicly advanced to the Executive Committee. The successful candidate will be required to complete a comprehensive background check and drug test through the Massachusetts Port Authority Human Resources Department.

Questions regarding the position should be directed to:

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