



Massachusetts Airport Management Association

Executive Director

December 2019



In order to provide candidates a full and thorough understanding of the Massachusetts Airport Management Association (MAMA) and the Executive Director position, the MAMA Board of Directors has assembled the following information. Candidates should review the information contained here within to gain a fundamental understanding of the organization, key partner organizations and the position.

Massachusetts Airport Management Association

MAMA is a membership organization that was formed almost fifty years ago to represent the interest of the public use airports across the Commonwealth of Massachusetts. Formed in 1972 by representatives of the Worcester, Plymouth, New Bedford and Norwood airports, the organization has worked tirelessly to promote the airports of Massachusetts ever since.

Presently the membership includes airport management professionals and representatives from the vast majority of public use airports within Massachusetts. In addition, membership consists of individuals from various engineering, planning, environmental and architectural firms, regulatory and funding agency representatives and a variety of other vendors that provide services and equipment to the aviation community.

The mission of MAMA is to *promote general aviation by fostering a healthy state airport system*. In order to strive towards this mission MAMA follows three key objectives:

- *To strengthen MAMA and broaden its representation with legislative leaders on a federal and state level*
- *To increase public awareness of the economic and social benefits that General Aviation provides to the Commonwealth*
- *To maintain the viability of the Massachusetts Department of Transportation Aviation Division*

MAMA was founded with a vision to help aviation grow and prosper in Massachusetts. These visionaries have left a lasting impression on the association and today, MAMA is a strong dedicated organization that is an aviation advocate in the state and federal arenas, protecting the regulatory and legislative interest of aviation and airport facilities.

Currently, MAMA has a profoundly positive effect on the aviation-related decisions at the government level. We continue to foster our great working relationship with the leaders at the Department of Transportation, and the New England Region of the Federal Aviation Administration. With a collective voice representing membership, MAMA is able to affect change and ensure the continued support of key initiatives necessary to advance the member airports.

Additional information can be found on the MAMA website: www.massairports.com



Massachusetts State Airport System

While a comprehensive statewide airport system plan update has not been conducted in nearly a decade the MassDOT Aeronautics Division's most recent plan, the "2010 Massachusetts Statewide Airport System Plan" highlights the system plan vision as follows:

Provide an airport system that accommodates demand, supports economic and transportation needs, and maximizes funding resources while being conscious of environmental issues.

The plan also includes the following goals:

- The Commonwealth of Massachusetts should be served by a system of airports that are safe, secure, and meet applicable FAA design standards that will satisfy the current and future needs of aviation.
- The Commonwealth of Massachusetts should be served by a system of airports that complies with all federal, state, and local environmental regulatory requirements.
- The Commonwealth of Massachusetts should identify the economic impact of the Massachusetts' system airports and the economic benefit of incremental investment in the aviation system.
- The Commonwealth of Massachusetts should be served by an efficient airport system with sufficient facilities and services to maintain the airport and address the current/future needs of the aviation community.
- The Commonwealth of Massachusetts should be served by a system of airports that promote and support aviation educational programs and community outreach programs.
- The Commonwealth of Massachusetts should be served by a system of airports that support integration with other modes of transportation.

Additional information can be found on the MassDOT Aeronautics Division website: <https://www.mass.gov/doc/massachusetts-statewide-airport-system-plan-technical-report/download>

During this time of rapid advancements in technology a successful Executive Director will need to craft a strategy for the organization that focuses on balancing existing needs of airports and the advancements made possible through technology. It is critical that existing needs of the state airport system to serve the traditional existing aircraft fleet are met. Additionally, advancements in technology with the future of electric-powered, unmanned, autonomous and eVTOL aircraft represent opportunities for existing airports which were not considered during the time of the prior state airport system plan.



FAA New England Region

During 2019 the FAA New England Region saw the appointment of a permanent Administrator for the first time in many years, effectively ending speculation and concern over the potential dissolution of the region. As the primary regulatory and funding agency for airports in Massachusetts, the FAA New England Region provides significant services for MAMA member airports that are part of the NPIAS program. The success of MAMA relies on an Executive Director that maintains a good working relationship with regional leadership and staff within the FAA to ensure continued support for vital airport projects at member airports.

Massachusetts General Court (Legislature) Aviation Caucus

The Aviation Caucus on Beacon Hill has seen significant change and represents an opportunity where a successful MAMA Executive Director can help grow the caucus membership within the Statehouse and ensure the health of a well-informed and supportive Aviation Caucus. In a time when MassDOT Aeronautics funding appears to be shrinking and priorities are broadening with the advent of new and developing technologies, a continued focus on airport infrastructure and equipment investment is critical. The Aeronautics Division represents a very small share of the MassDOT organization and the Executive Director must ensure that law-makers understand the multi-faceted benefits that member airports and organizations provide throughout the Commonwealth.

MassDOT Aeronautics Division

As the local state regulatory & funding agency, MassDOT Aeronautics is a strategic partner for MAMA. Aeronautics is the smallest division of MassDOT and as a result; MAMA focuses on ensuring that this vital division is supported by the state legislature and throughout the MassDOT organization. In a time of changing and developing technologies the health and long-term viability of the Commonwealth's airport system is critically important. The MassDOT Aeronautics Division supports public use airports (except Logan, Hanscom and Worcester – Massport airports) as well as works to:

- Promote economic development
- Inspect each airport for safety compliance
- Enhance environmental stewardship
- Provide educational support to advance aviation and STEM initiatives

Through the Airport Safety & Maintenance Program (ASMP) MassDOT Aeronautics has partnered with airports throughout the Commonwealth to improve facilities to foster general aviation. Whether it is wildlife fencing, apron repairs or equipment procurement, MassDOT's ability to partner with airport sponsors to provide an 80% funding share for projects not funded by the FAA, has allowed local airports to get "more for their money". This key program provides airports with the ability to maintain their facilities more effectively. A key focus of the MAMA Executive Director is maintaining the solid working



relationship between MAMA and MassDOT to ensure future shared success of the Aeronautics Division and member airports.

Recent MassDOT Aeronautics Statewide Economic Impact Study (2019)

The 2019 study of the statewide economic impact illustrated that aviation, operated through the Commonwealth's airports, has a profound impact on the economic condition of the state. Between the 35 public use airports supported by MassDOT and the 3 airports operated by Massport, the 38 public use airports provide:

- Employment: 199,236 jobs
- Payroll: \$7.2 billion
- Economic Output (Community Impact): \$24.7 billion

The prior statewide economic impact study was completed five years prior in 2014, since that time the state saw gains in all of the fields mentioned above:

- Employment: up 23%
- Total Payroll: up 19%
- Total Output: up 49%

As can be seen in these figures, aviation is a major contributor to the health of the Commonwealth's economy. Air transportation, both through air carriers and general aviation is an asset for the greater community. Massachusetts has seen significant economic growth in recent years and MAMA members are pivotal to continuing this growth. A thriving membership organization that is aligned with continued economic growth is crucial as airports and the organization move into the future.

Additional information can be found on the MassDOT Aeronautics Division website: <https://www.mass.gov/doc/aeronautics-economic-impact-study-2019/download>

The Position

At present, due to the nature of the position, the MAMA Executive Director position is a part time opportunity. The successful candidate will be paid a monthly stipend based on the economic standing of the organization. For context, the prior Executive Director earned \$1,250.00/month. Additionally, the Executive Director will be reimbursed for expenses related to office supplies, postage, printing, transportation, lodging, meals and other items as approved by the MAMA Executive Board. The Executive Director is encouraged to utilize the member airports for transportation to gain a better understanding of the facilities as an airport user.

The Executive Director is responsible to the MAMA Board of Directors which is elected annually by the membership. The Executive Director will be charged with conducting official business on behalf of the board. This work will be at the Board's broad direction for policy, planning and budgetary considerations. The Executive Director must keep all



directors informed of any and all matters that may impact the organization and aviation in the Commonwealth of Massachusetts.

MAMA is a lobbying organization; where this is a part-time opportunity it is critical that candidates understand that they will be representing the positions determined by the Board of Directors. Prior to applying for this position candidates must ensure this will not present any potential conflict of interest for them to represent both public entities such as airports and private entities such as planning/engineering firms that make up the MAMA membership.

Responsibilities

- Call, plan, organize and attend all meetings as directed by the Board of Directors
- Oversee organization of annual conference to include all facets – venue, speakers, agenda, exhibitors, catering, giveaways, etc...
- Prepare and submit an annual budget for the organization inclusive of revenues and expenses
- Generate invoices and ensure payments are received by organization
- Maintain all organization records including meeting records, financial documentation and an accurate and current roster of organizational membership
- Ensure the Board of Directors and general membership are kept up to date on any matters that may impact the organization or aviation in the Commonwealth
- Act as a representative of MAMA in advancing the mission of the organization
- Develop and maintain an effective working relationships with strategic partners including MassDOT Aeronautics and the FAA New England Region
- Lead effort to solicit new membership and funding for the organization
- Execute public relations for the organization inclusive of website and social media updates
- Regularly attend monthly MassDOT Board of Directors telecom meetings

Initial Focus

In the near future the new MAMA Executive Director, along with the Board of Directors membership will be updating the guiding framework for the organization. This will include an update to the mission and vision statements as well as the development of new objectives and refining of organization core competencies.

Next Steps

To apply for consideration send the following items listed below to MAMA President Matthew Cardillo at: mcardillo@townhall.plymouth.ma.us

What to send:

- Cover letter, be sure to explain why you are interested in this opportunity and why you will be successful as the leader of membership organization
- Resume

EXECUTIVE DIRECTOR



- Three professional references

Materials from candidates will be accepted through January 31, 2020. A review panel made up of MAMA Board of Directors members will evaluate candidates' materials and will invite a number of candidates for interviews prior to the end of February. The goal of the MAMA Board of Directors is to have a contract negotiated and a new Executive Director hired prior to the end of March 2020.