



MMA

Massachusetts
Municipal
Association

Massachusetts Municipal Association
invites your interest in the position of
EXECUTIVE DIRECTOR & CEO



We are the voice of cities & towns in Massachusetts.

We represent 351 cities and towns and the municipal officials who run them.

MMA

An Exceptional Opportunity

ABOUT MMA

The Massachusetts Municipal Association is the statewide private, nonpartisan, nonprofit organization of cities and towns that brings municipal officials together to articulate a clear and united municipal message, develop and advocate for unified public policies, share information, and work together to increase the effectiveness of local government.

For 44 years, the MMA has served as the voice of cities and towns in Massachusetts, standing up for public policies to advance municipal needs, and providing programs, and initiatives to support local officials and give them the resources and tools necessary to build strong and vibrant communities across the Commonwealth.

The MMA was founded on June 27, 1979, to unite five municipal groups under one central organization. The Massachusetts League of Cities and Towns, originally formed in 1961, changed its name to the Massachusetts Municipal Association, and became the umbrella organization to bring together the Massachusetts Selectmen's Association (changed to the Massachusetts Select Board Association in 2020), the Massachusetts Mayors' Association, the Massachusetts Municipal Management Association, the Association of Town Finance Committees, and the Massachusetts Municipal Councillors' Association (created in 1981).

The MMA is governed by a 36-member Board of Directors composed of municipal official elected by their peers from across the state, representing each of these founding member groups – Mayors, Select Board Members, City and Town Councillors, City and Town Managers, and Finance Committee Members.



ABOUT MASSACHUSETTS MUNICIPAL ASSOCIATION

Massachusetts Municipal Association is an innovative municipal organization that is highly respected by its members and peers! This is an exceptional opportunity to lead the organization as the Executive Director of this progressive board and staff. The MMA is seeking a member-focused, collaborative, and results-oriented leader who prioritizes the importance of a strong workplace culture through active employee engagement. The current Executive Director has announced his retirement effective September 2023 and will be leaving after a very successful career with MMA. The next Executive Director will be instrumental in building for the future, focused on strategic priorities of the organization and members to ensure the continued success of MMA.

GOVERNING BOARDS

The 36-member MMA Board of Directors consists of the top three officers and five district representatives of the Mayors' Association, the Select Board Association, the Managers' Association and the Councillors' Association, the top two officers of the ATFC, the Immediate Past President of the MMA, and the Executive Director.

The Board meets nine times a year, generally in January (at the Annual Meeting), February, April, May, June, July, September, October and November. (The July meeting is held on an as-needed basis). Members of the Board are encouraged to participate and deliberate as local officials who represent the broad and general interests of all cities and towns, and not as delegates from their own community or affiliate organization. It is in this spirit that the MMA can achieve its overall goal of creating a strong, powerful and unified voice and agenda for local government.

The Massachusetts Interlocal Insurance Association (MIIA) consists of five separate boards of trustees for each of the programs, including the MIIA, Inc. Board, which serves as the administrative entity overseeing the allocation of resources across the programs, the MIIA Property & Casualty Board, the MIIA Health Benefits Trust Board, and two reinsurance boards created by MIIA, one each for the Property & Casualty program and the Health Benefits Trust. The members of the MIIA Boards elect a chair to preside over the Board meetings, and the MMA Executive Director & CEO serves ex officio as MIIA's President and CEO and sits on all five boards. The MIIA President appoints committees and presides over MIIA's annual meeting of the members. The MIIA boards are member-governed, with executive-level municipal officials elected annually by the members to serve the cities and towns that participate in each respective program.

STAFF

The Executive Director & CEO oversees employees across four major divisions, and works to maximize MMA's effectiveness by coordinating activities, policies, and resources across the organization, working with a Senior Management Team of top staff leaders in MMA and MIIA operations.

The Legislative Division coordinates MMA's policy review and advocacy function. Administers MMA Policy Committees and is in constant contact with MMA members regarding updates from Beacon Hill.

The MIIA Division provides a full range of insurance services and programs for cities and towns across Massachusetts. Meets the needs of communities providing best in class risk management services for members.

The Communications & Membership Division coordinates services to MMA member groups, produces MMA's website and publications, and provides education and training throughout the year.

The Administration & Finance Division is led by the Deputy Executive Director, and is responsible for all operations, personnel policies, benefits administration, human resources functions, information technology systems and services, association management software platforms, database management, MMA financial systems, staff learning and development, budget preparation and administration, and annual audits. In addition, the Deputy Executive Director is responsible for major cross-organizational programs, including the annual conference, partnerships with Suffolk University, MunEnergy, and other initiatives.

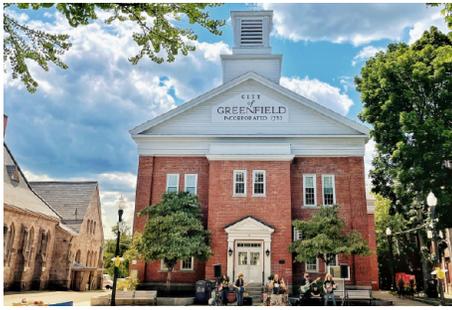
FINANCIAL

The Executive Director & CEO is responsible for ensuring the development, adoption, and implementation of annual operating budgets for MMA and MIIA, and the Executive Director is responsible for oversight and administration of their combined total operating budget of \$15 million.

The MMA budget is developed by the Executive Director, Deputy Executive Director, and Senior Accountant, and is presented to the MMA Executive Committee for review and approval. The MIIA budget is developed by the MIIA Executive Vice President, MIIA Director of Administration & Controller, and the MIIA Director of Finance & Accounting, and is reviewed and approved by the Executive Director, and then is presented to the MIIA Budget Committee and the MIIA Boards for review and approval.

The Executive Director & CEO is responsible for working with Board leaders and staff to ensure the successful completion of annual independent financial audits of MMA and MIIA operations. All organizations receive unqualified audit opinions and maintain strong financial health.

The Executive Director & CEO works with Board leaders to establish effective investment policies that safeguard and responsibly grow the fund balances and reserves of both companies, and monitors and implements those policies.



ABOUT THE POSITION

The Executive Director & CEO works with the Board of Directors to provide overall leadership to the organization, advancing strategic initiatives and programs to achieve the MMA's mission to improve the effectiveness of local government in Massachusetts. The Executive Director & CEO is responsible for management and oversight of the MMA's operations, finances, programs, services, and advocacy agenda, ensuring that the organization maintains the highest standards of integrity and professionalism.

Duties and Responsibilities

As the Executive Director & Chief Executive Officer of the Massachusetts Municipal Association, the private, nonprofit, nonpartisan organization that provides advocacy, policy research, education, and entrepreneurial services for all 351 municipal governments in Massachusetts, the incumbent shall have the following responsibilities:

- Advise the Board of Directors and facilitate widespread consensus on the vision, strategic direction, goals, and governance of the organization.
- Lead the Senior Management Team and professional staff of 70 employees to develop and execute programs, initiatives, and services to implement the mission, strategy, and goals of the organization.
- Build and maintain a diverse, equitable, and inclusive organization, with a collaborative culture that attracts, develops, and retains a talented and motivated workforce.
- Plan and supervise all aspects of the MMA and MIIA's \$15 million combined operating budget, serving as a steward of the organization's financial health.
- Oversee the development and execution of MMA's public policy agenda and advocacy for municipal government positions at the state and federal level, working closely with the Board of Directors, MMA's policy committees, legislative staff, and the National League of Cities, and ensuring effective communications and relationships between the MMA and the Massachusetts legislature, executive branch, and federal lawmakers and agencies.
- Deliver high-quality membership training, development, education, and networking programs to enhance the ability of local officials to provide leadership and operational excellence for their communities, including meetings and programming for the Massachusetts Mayors' Association, the Massachusetts Select Board Association, the Massachusetts Municipal Management Association, the Massachusetts Municipal Councillors' Association, and the Association of Town Finance Committees, as well as cross-membership programming, including the MMA's Annual Meeting & Trade Show, ongoing webinars, the MMA-Suffolk University leadership and finance certificate programs, and special events.
- Generate high-quality and timely publications, both written and electronic, to inform all stakeholders on key municipal issues and news, including The Beacon, the MMA Weekly Review, the MMA website, alerts, and bulletins.
- Act as chief spokesperson for the MMA and local government interests with all media outlets, ensuring that the organization is recognized as a fact-based source of expertise on the full range of municipal policy issues.
- Serve as President & CEO of MIIA, MMA's \$780 million nonprofit municipal insurance company, guiding the organization's governance and services so that the organization maintains its mission as a member-focused program to provide cities and towns with best-in-class risk management services across all product lines, ensuring close collaboration and integration of MMA and MIIA operations and programming.
- Develop entrepreneurial programs and services for cities and towns, providing a trusted alternative in the municipal marketplace.
- Foster productive partnerships and relationships with all stakeholders to advance the MMA's mission, and inspire confidence and support for the MMA throughout its membership base.



IDEAL CANDIDATE

The ideal candidate for the MMA Executive Director position will be an ethical, personable, openminded, progressive leader that embraces change while implementing best practices that have proven to be effective in organizations similar to MMA. S/he will demonstrate the ability to work with the Board to articulate and implement a membership supported vision that promotes the values of the organization while promoting quality services provided to MMA's Membership.

The successful candidate must project confidence, demonstrate an appropriate energy level for the job, and engage members in a manner that builds trust and credibility for the organization. The professional Executive Director that MMA seeks will have the knowledge, skills and experience necessary to lead the organization and internal staff.

The ideal candidate will have experience developing a workforce that values diversity and is reflective of the members they serve. S/he will create an employee friendly culture focused on professional development opportunities, succession planning, quality customer service, and accountability for job performance.

The ideal candidate will be an active listener with strong communication skills that engages the membership, building trust and credibility. A major attribute of the successful candidate will be regular, concise, and informative communication with the MMA Board focusing on creating trust, transparency and a positive working relationship.

The new Executive Director will be someone who:

- Is a visionary, who helps MMA see and achieve its true potential and who can be a catalyst for change when necessary.
- Treats all Board members equally in terms of information they receive and maintains an open and effective communication environment.
- Is a "servant-leader" who leads by example and inspires, coaches, mentors, and supports staff; provides them with needed resources; treats all staff with respect and welcomes their input.
- Attentively listens, is approachable to MMA membership and takes time to understand needs and issues.
- Encourages new ways of operating; can identify which current ways of doing business or providing services work best while identifying new ways to enhance MMA's effectiveness.
- Possesses an open, transparent, and collaborative management style and calm demeanor that foster trust and confidence among staff, the Board and MMA members.
- Commitment to Diversity, Equity and Inclusion (DEI) in the workplace.
- Maintains a big picture approach; encourages staff to work independently with overall direction; does not micro-manage and sees "mistakes" as learning opportunities whenever appropriate.
- Values and supports professional development and continuing education and wellness programs for all staff.
- Deals with performance issues and resolves conflict in a timely and respectful manner.
- Demonstrates self-confidence without arrogance or self-importance.
- Is comfortable with ambiguity and is willing to admit needing more information to make recommendations or answer inquiries.
- Is diplomatic and a consensus builder while possessing the courage to make unpopular decisions and recommendations.
- Consistently acts in a professional manner with a deep sense of member service.
- Is politically savvy without being political.
- Possesses and appropriately uses a sense of humor.



CHALLENGES AND OPPORTUNITIES

- The new Executive Director will be expected to develop a collaborative working relationship with the Board and Membership Cities that is defined by transparency, continuous sharing of information and with a focus on customer service. Must have a willingness to develop and promote challenging recommendations for positive change.
- The new Executive Director will be expected to develop working relationship with employees of MMA that builds trust, recognizes expertise of current staff, demands accountability for job performance, maintains low turnover, and encourages quality customer service. Succession planning should be a major focus of the new Executive Director to ensure continuity of operations.
- A key element of the new Executive Director's workplan must be promoting diversity, equity and inclusion initiatives in the organization and for the membership.
- One of the challenges for the next Executive Director will be to continually focus on balancing the diverse needs and interests of MMA membership in both service delivery and legislative policy formation and advocacy.
- The next Executive Director will also need to help MMA evolve, anticipating new opportunities to remain relevant to its membership, while maintaining those programs and services that have made it an invaluable partner with local government.
- The next Executive Director will be sensitive to the uncertainty about change that may initially exist with the membership, Board, and staff after the retirement of the previous, long serving, Executive Director and will strive to build effective working relationships with all stakeholders.





MINIMUM QUALIFICATIONS

- A Bachelor's degree from an accredited university is required; an advanced degree in public administration, business administration, management, public policy, finance, law or other relevant area is highly preferred.
- A minimum of 8-10 years of progressive responsibility at a senior executive level, including supervisory and/or management experience, in city management, with a private or nonprofit organization, association or government setting or any equivalent combination of education, training & experience that provides the requisite knowledge, skills and abilities for the job is required.
- Substantial knowledge of municipal operations.
- Substantial knowledge of legislative processes.
- Substantial experience working with an elected or appointed governmental board or non-profit Board of Directors.
- Experience as a supervisor or leader in a similarly complex organization.

COMPENSATION & BENEFITS

The Executive Director & CEO can expect a salary of up to \$250,000, depending on qualifications and experience. In addition to an excellent salary, the MMA offers a robust benefits package, including a defined contribution retirement plan through Mission Square with MMA contributing 6% of salary, excellent individual and family health and dental insurance coverage, life insurance, long-term disability benefits, an employer-supported health savings account, generous vacation and sick leave policies, and access to the fitness center at 1 Center Plaza at no cost. In addition, the Executive Director & CEO receives a car allowance and parking.

PROCESS

The cutoff date for receipt of applications is close of business, May 19, 2023. Interviews of semi-finalist candidates by the MMA Search Committee are expected to be conducted in Boston July 12, 2023. Interviews of finalist candidate(s) are anticipated to be conducted by the MMA Executive Committee in Boston the week of July 17, 2023.

HOW TO APPLY

Interested candidates must submit by email a cover letter, resume, and at least five job related references (with email and phone numbers) **no later than close of business on May 19, 2023 to Lisa Ward, Senior Associate lisaward912@gmail.com**. Please contact Mercer Group Associates: Jim Miller at 612-581-9972, Ellis Hankins at 919-349-8988 or Lisa Ward at 706-983-9326 with any questions.



MERCER GROUP ASSOCIATES

The Massachusetts Municipal Association is an Equal Opportunity Employer. MMA does not discriminate on the basis of race, color, religion, sex, country of origin, marital status, disability, sexual orientation, gender identification, political affiliation, or status in any group protected by federal, State or local law in employment or the provision of services.

