

**MASSACHUSETTS MUNICIPAL
MANAGEMENT ASSOCIATION**

BYLAWS, POLICIES & PROCEDURES

Adopted by MMMA Executive Committee:

September 8, 2016

Amended September 27, 2021

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BYLAWS OF THE MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION

(As amended January 2014)

ARTICLE I: Name

The organization shall be known as the Massachusetts Municipal Management Association.

ARTICLE II: Statement of Objectives

The primary objective of this association is to provide an effective force directed toward constant improvement of the quality, efficiency, and adequacy of service rendered by local government in Massachusetts with special concern for the efficiency and ethical standards with which these services are managed and the accountability of those who are administering the programs. The association shall endeavor to ensure diversity in local government and within its membership. This association provides an opportunity for its members to work towards these objectives through united and collective action.

ARTICLE III: Membership

All active and cooperating members of the association shall adhere to the Massachusetts Municipal Management Association (MMMA) Code of Ethics, and they shall govern their official acts as professional municipal administrators within the framework of the Code.

The membership year shall coincide with the fiscal year, July 1 to June 30.

Membership in the association for the following classifications shall be by right, if duly qualified pursuant to the definitions set forth below:

Active membership shall be open to any person who is currently serving as the chief administrative or chief executive officer or as the assistant chief administrative or assistant chief executive officer, or an individual performing these duties regardless of title, as approved by vote of the Executive Committee, provided the municipality is a full member in good standing of the Massachusetts Municipal Association (MMA), and the individual conforms to MMMA's Code of Ethics. Active members shall have the right to vote.

Cooperating membership shall be available to any person who is eligible for active membership, except that his or her municipality is not a full member in good standing of the Massachusetts Municipal Association. Cooperating members shall not have the right to vote.

Retiree membership shall be available to any person who is a retired chief administrative or chief executive officer or a retired assistant chief administrative or assistant chief executive

officer of a municipality, or an individual who performed those duties regardless of title, as approved by vote of the Executive Committee. Retired members shall not have the right to vote.

Student membership shall be open to any student who is enrolled in a Massachusetts college or university, or any Massachusetts resident who is a student at such an institution in another state, provided that the student applicant demonstrates, by his/her course selection or otherwise, an interest in a career in local government administration. Student members shall not have the right to vote.

Members in Transition (MIT) shall continue as active members of the MMMA for two years after the individual vacated his/her current position, or until accepting full time employment, whichever occurs first. No additional membership fee will be charged for members in transition. After two years as a Member in Transition, the individual will be classified as a (non-voting) affiliate member until such time as new employment in the profession has been secured.

Membership in the association, as well as reclassification of membership, will be granted by a vote of a majority of the Executive Committee thirty days (30) after prior notice has been given to the voting members by the secretary that the prospective member has made application for one of the following membership classifications:

Affiliate membership shall be open to any person who wishes to support the objectives of the association by cooperating with members in the advancement of professional knowledge and practice. All affiliate members shall be reviewed and approved annually for membership by the Executive Committee. Affiliate members shall not have the right to vote.

Honorary membership shall be awarded to those persons not engaged as active municipal administrators within the Commonwealth who have, through distinguished public service, contributed substantially to the objectives of the association. Such membership shall be granted only upon a majority vote of the voting members present at a regular monthly meeting of the association on a recorded motion by a majority of the Executive Committee. The election of an honorary member shall be canceled if acceptance of the membership is not received within six months after the candidate has received notices of his or her election. Honorary members shall not have the right to vote.

Censure, expulsion, or membership bar. The Executive Committee may censure, expel, or bar from membership a member in any category for conduct that violates the MMMA Code of Ethics. The Executive Committee may censure and bar from reinstatement as a member, a former member in any category for conduct which occurred during membership in the International City/County Management Association (ICMA), MMMA or another state association that violates the MMMA Code of Ethics.

ARTICLE IV: Officers

The officers of the association shall consist of the president, the first vice president, the second vice president, and the secretary/treasurer. Only active members, who are not currently serving on the Ethics Committee, shall be eligible for any office. Newly elected officers of the association will assume their duties at the conclusion of the business meeting held in conjunction with the MMA Annual Meeting and shall serve until their successors are duly qualified and elected. The president, the first vice president and the second vice president shall be members of the ICMA. The association will provide scholarships for the dues for the president and vice presidents who are members of the ICMA on a needs basis. The secretary/treasurer may serve a term of one to three years as determined by election.

A vacancy in the office of the president shall be filled by an appointee of the Executive Committee chosen between the vice presidents. If both vice presidents decline, the Executive Committee shall then appoint an active member of its committee. A vacancy in the office of the vice president or secretary/treasurer shall be filled by an appointee of the Executive Committee from among members of its committee.

The president shall be responsible for providing the necessary leadership to guide the association in reaching its objectives by planning for and conducting meetings of the Executive Committee and the association, making appropriate contracts with outside agencies, and performing other related duties.

The vice presidents will assist the president in his/her duties. During the president's absence or disability one of the vice presidents will serve in his/her place.

The president or his/her designee shall be responsible for notifying the members of the Executive Committee of meetings, supplying them with minutes of the previous meetings, keeping an up-to-date membership roster, collecting dues and/or assessments, paying bills, and performing other related duties. The secretary/treasurer shall make a detailed report of receipts and expenditures at the Executive Committee monthly meetings and present a detailed report of the full fiscal year's receipts and expenditures to the membership at the annual meeting of the MMA.

ARTICLE V: Executive Committee

The Executive Committee shall consist of the officers of the association, i.e., the president, the first vice president, the second vice president, the secretary/treasurer, four at-large active members, and the five elected district representatives to the MMA Board of Directors. Newly elected members of the Executive Committee will assume their duties at the conclusion of the business meeting held in conjunction with the MMA Annual Meeting and shall serve until their successors are duly qualified and elected.

The Executive Committee shall have the primary responsibility for developing a strong association program, shall authorize the expenditure of the association's funds, and shall be responsible for the management of the property and business affairs of the association. The committee shall cause to be submitted to the members present at a regular meeting of the association for adopting no later than June 15 of each year their recommendations on an operating budget for the fiscal year commencing on the next July 1. Recommendations for modifications of the operating budget during the fiscal year shall be submitted by the Executive Committee to the membership for adoption in the same manner.

A majority of the members of the committee shall constitute a quorum at any meeting. The secretary/treasurer or his/her designee shall notify committee members at least two days in advance of each meeting.

The president, two vice presidents and five district representatives shall be the MMMA voting members on the Board of Directors of the Massachusetts Municipal Association and on the Governor's Local Government Advisory Commission.

Members who have been publicly or privately censured by the ICMA or MMMA for violating the Code are prohibited from serving on the Executive Committee for a minimum of three (3) years. Executive Committee members who have been publicly censured by the ICMA or MMMA for violating the Code may be removed from the Executive Committee by a majority vote of the Executive Committee.

A vacancy in the office of at-large members and district representatives may be filled with an appointee of the president with the approval of the Executive Committee until the next election at which time any remaining portion of the term shall be filled by ballot.

A member of the Executive Committee may be removed for cause by a majority vote of the voting members present at a regular meeting of the association provided that the secretary or his/her designee shall have given fourteen (14) days prior notice of such vote to all voting members. Removal of a member of the Executive Committee can commence only with an affirmative vote of a majority of the Executive Committee or a petition for removal signed by at least one-third of the voting members of the association. Only voting members shall be permitted to be present during discussion or action on the removal of a member of the Executive Committee.

ARTICLE VI: Nominating Committee

The Nominating Committee shall be appointed by the president, with the approval of the Executive Committee, and will consist of five (5) active members. The committee shall consist of the three most immediate past presidents who are active members and two (2) active members appointed by the president with the approval of the Executive Committee. In the event of a vacancy, the Executive committee shall be empowered to fill the vacancy by acting on the recommendation of the president. The committee shall be responsible for recommending a slate

of officers, district representatives, and at-large active members that comprise the Executive Committee of the association. The Nominating Committee will consult with the Chair of the Ethics Committee prior to finalizing the list of recommended members for the Executive Committee and shall not recommend any member who has received a public sanction for violating the Code of Ethics. The names of the members of the Nominating Committee will be announced at the monthly meeting of the association held in May or June of each year or identified by mail or email.

ARTICLE VII: Nomination and Election Procedure

The Nominating Committee shall solicit, by mail or email, candidates interested in serving on the Executive Committee. In September, the Nominating Committee shall present to the Executive Committee and to the membership the nominations for the position of president, first vice president, and second vice president for a term of one year, and secretary/treasurer for a term not to exceed three years; the nominations for two at-large representatives for a term of two years; and, the nominations for five district representatives staggered such that two district representatives are elected one year and three district representatives are elected the next year, each for a term of two years. The Executive Committee may also receive nominations from the general membership prior to the last Thursday in September providing the nominating petition is signed by at least ten voting members of the association. In the event that there are no contested seats, the Executive Committee shall vote to adopt the slate presented by the Nominating Committee in September, and said slate shall be deemed to have been elected by the voting members of the Association. If, however, any of the seats are contested, the Executive Committee shall prepare a ballot, which shall be mailed or emailed to all voting members by the second Thursday in October. Ballots must be returned by the first Thursday in November after which the Nominating Committee shall be responsible for counting the ballots and certifying the results to the membership.

The Nominating Committee shall provide nominees for the position of MMA Vice President as required. If the position is contested, election shall take place pursuant to the process detailed above.

ARTICLE VIII: Ethics Committee

There shall be an Ethics Committee consisting of five members with three year staggered terms. Two alternate members, who shall also serve three-year terms, shall be appointed who will serve if there is a conflict of interest or if a member is unable to serve. The President of the MMMA shall appoint members and fill any vacancies that occur.

In considering appointments, the President shall give consideration to the geographical diversity of the Ethics Committee. The Ethics Committee shall strive to have representation from the entire state. Members who have been publicly censured by ICMA or MMMA for violating the Code are prohibited from serving on the Ethics Committee; members who have been privately censured by ICMA or MMMA are discouraged from applying to serve on the Ethics Committee.

The mission of the Ethics Committee is to endeavor to maintain and preserve the professional integrity of the members of the MMMA as defined in the tenets of the MMMA Code of Ethics, as most recently amended.

The Ethics Committee shall be charged with the enforcement procedure for the Code of Ethics as adopted by the MMMA bylaws and with the education of the members in ethical issues. This committee shall also serve as the ICMA Confidential Fact-finding Committee as required. A complaint concerning a member of both the MMMA and ICMA will be processed by ICMA under the ICMA Rules of Procedure for Enforcement and will not be the subject of an investigation by the Ethics Committee as long as the member is also a member of ICMA.

The Executive Committee shall determine additional charges as needed.

ARTICLE IX: Other Committees

The president shall appoint all special committees as are needed. The appointment of members to such committees shall terminate at the conclusion of the business meeting held in conjunction with the MMA Annual Meeting unless such members are re-appointed by the new MMMA President. No such committee shall create any financial liability for the association unless specifically authorized by the president with the approval of a majority of the Executive Committee.

ARTICLE X: Meetings

At any meeting of the association the vote of two-thirds of those voting members present on any matter, unless a different vote is specified by the articles of organization or these bylaws, shall be sufficient to decide matters.

The secretary/treasurer or his/her designee shall send meeting notices with a description of the planned program to each member at least two weeks before each meeting. In the absence of the president and vice presidents, the secretary/treasurer or, in his/her absence, the immediate past president will then preside at the meetings of the association.

Unless provided for otherwise by the Executive Committee, meetings of the association shall be held monthly except during the months of July and August. Special meetings of the association may be called by the president with the approval of a majority of the Executive Committee upon fourteen (14) days written notice thereof.

The annual meeting of the association shall be held in May/June of each year at such time and place the Executive Committee may designate in notice thereof.

ARTICLE XI: Finances

The fiscal year of the association shall commence on July 1 and end on the following June 30. The president or his/her designee and the secretary/treasurer shall have the authority to approve expenses for such items as are necessary to carry out the objectives of the association, provided funds for such purposes are available in the treasury. Except in emergency, the expenditure of the unanticipated costs in excess of \$500 will not be incurred without approval of the Executive Committee. The accounts of the association will be audited under the direction of the Executive Committee at least once annually just prior to the annual elections of officers.

The annual budget and dues for all members of the MMMA shall be established by the Executive Committee and voted upon by the membership at the annual meeting in May/June. Honorary members shall not be required to pay dues to the association.

Any supplemental assessments that are approved by a vote of the voting members present at a regular meeting will be due and payable within two months from the billing date.

Any dues or assessments that are paid by a municipality for a member who, during the membership year, ceases to occupy the position he/she held when admitted for membership in the association, shall be credited to his/her successor in the event he/she makes application for membership in the same membership year. The member who ceases to occupy the position shall be entitled to the privileges specified under the member in transition category.

The association is authorized to accept contributions to the association from persons or corporations.

The dues and/or assessments for any member newly admitted for membership in the association during the membership year may be prorated on a monthly basis by the Executive Committee. In the event the dues and/or assessment for a member are not paid within four months of the billing date, the member shall automatically be suspended until his/her dues and/or assessments are paid.

ARTICLE XII: Effective Date

These bylaws shall, when adopted by two-thirds vote of the voting members present at a regular meeting of the association, replace the constitution adopted on July 31, 1965, as amended.

ARTICLE XIII: Amendments

Amendments to these bylaws shall be approved by a majority vote of the voting members canvassed by written ballot, provided that a copy of the text of any proposed amendment shall have been mailed or emailed to all voting members at least 30 (thirty) days in advance. The Executive Committee shall schedule a meeting of the membership to discuss any proposed

amendment(s) prior to the deadline for ballots. Amendments may only be initiated by a majority vote of the Executive Committee or by a petition of at least five voting members. An amendment shall not become effective until ten (10) days after its passage.

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION CODE OF ETHICS WITH GUIDELINES

Adopted December 2002

Applies to all MMMA Members.

Subject to the formal approval of the Executive Committee, the MMMA Code of Ethics with Guidelines will be amended any time the ICMA Code of Ethics with Guidelines is updated to match the exact wording of the ICMA Code of Ethics with Guidelines.

The mission of MMMA is to create excellence in local governance by developing and fostering professional local government management. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of MMMA, who shall:

Note: MMMA Tenets 1 – 12 exactly match the language of ICMA Tenets 1 – 12.

ICMA & MMMA Tenet 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

ICMA & MMMA Tenet 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

Guideline for Tenet 2:

Advice to Officials of Other Local Governments. When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities. Members who want to serve in either minor elected or appointed positions outside their employing community must comply with the MMMA policy on Members Serving in Elected or Appointed Positions.

ICMA & MMMA Tenet 3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

Guidelines for Tenet 3:

Public Confidence. Members should conduct themselves so as to maintain public confidence in their profession, their local government, and in their performance of the public trust.

Impression of Influence. Members should conduct their official and personal affairs in such a manner as to give the clear impression that they cannot be improperly influenced in the performance of their official duties.

Appointment Commitment. Members who accept an appointment to a position should not fail to report for that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time, but once a *bona fide* offer of a position has been accepted, that commitment should be honored. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

Credentials. An application for employment or for ICMA's Voluntary Credentialing Program should be complete and accurate as to all pertinent details of education, experience, and personal history. Members should recognize that both omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a management position should show professional respect for persons formerly holding the position or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity in order to be appointed to a position.

Confidentiality. Members should not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position having an incumbent administrator who has not resigned or been officially informed that his or her services are to be terminated.

ICMA & MMMA Tenet 4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.

Guideline for Tenet 4:

Length of Service. A minimum of two years generally is considered necessary in order to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. However, under special circumstances, it may be in the best interests of the local government and the member to separate in a shorter time. Examples of such circumstances would include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the responsibility of an applicant for a position to ascertain conditions of employment. Inadequately determining terms of employment prior to arrival does not justify premature termination.

ICMA & MMMA Tenet 5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

Guideline for Tenet 5:

Conflicting Roles. Members who serve multiple roles--working as both city attorney and city manager for the same community, for example--should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

ICMA & MMMA Tenet 6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

ICMA & MMMA Tenet 7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

Guidelines for Tenet 7:

Elections of the Governing Body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not engage in active participation in the election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members should not engage in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not become involved in political activities related to running for elected office, seek political endorsements or financial contributions or engage in other campaign activities. Members shall not run for elected office in the community in which they are employed, nor shall members seek elected office with significant policy making responsibility outside their employing community. Members who want to serve in a minor elected office outside their employing community must comply with the MMMA policy on Members Serving in Elected or Appointed Positions.

Elections. Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school,

state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections in the Council-Manager Plan. Members may assist in preparing and presenting materials that explain the council-manager form of government to the public prior to an election on the use of the plan. If assistance is required by another community, members may respond. All activities regarding ballot issues should be conducted within local regulations and in a professional manner.

Presentation of Issues. Members may assist the governing body in presenting issues involved in referenda such as bond issues, annexations, and similar matters.

ICMA & MMMA Tenet 8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

Guidelines for Tenet 8:

Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

ICMA & MMMA Tenet 9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

ICMA & MMMA Tenet 10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

Guideline for Tenet 10:

Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

ICMA & MMMA Tenet 11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Guideline for Tenet 11:

Equal Opportunity. Members should develop a positive program that will ensure meaningful employment opportunities for all segments of the community. All programs, practices, and operations should: (1) provide equality of opportunity in employment for all persons; (2) prohibit discrimination because of race, color, religion, sex, national origin, political affiliation, physical handicaps, age, or marital status; and (3) promote continuing programs of affirmative action at every level within the organization.

It should be the members' personal and professional responsibility to actively recruit and hire minorities and women to serve on professional staff throughout their organizations.

ICMA & MMMA Tenet 12. Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

Guidelines for Tenet 12:

Gifts. Members should not directly or indirectly solicit any gift or accept or receive any gift--whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form--under the following circumstances: (1) it could be reasonably inferred or expected that the gift was intended to influence them in the performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

It is important that the prohibition of unsolicited gifts be limited to circumstances related to improper influence. In *de minimus* situations, such as meal checks, some modest maximum dollar value should be determined by the member as a guideline. The guideline is not intended to isolate members from normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions.

Investments in Conflict with Official Duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict with their official duties.

In the case of real estate, the potential use of confidential information and knowledge to further a member's personal interest requires special consideration. This guideline recognizes that members' official actions and decisions can be influenced if there is a conflict with personal investments. Purchases and sales which might be interpreted as speculation for quick profit ought to be avoided (see the guideline on "Confidential Information").

Because personal investments may prejudice or may appear to influence official actions and decisions, members may, in concert with their governing body, provide for disclosure of such investments prior to accepting their position as local government administrator or prior to any official action by the governing body that may affect such investments.

Personal Relationships. Members should disclose any personal relationship to the governing body in any instance where there could be the appearance of a conflict of interest. For example, if the manager's spouse works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members should not disclose to others, or use to further their personal interest, confidential information acquired by them in the course of their official duties.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, whether or not for compensation. Members may, however, agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

NOTE: MMMA Tenets 13 – 14 are unique to the MMMA and do not mirror ICMA Tenets.

MMMA Tenet 13. MMMA members may not seek election to or serve in an elected position in the member's employing municipality or in any political jurisdiction of which the member's

employing municipality is a member or otherwise participates, such as county, state or federal offices. An MMMA member may not seek appointment to or serve in an appointed position in the member's employing municipality or in any political jurisdiction of which the member's employing municipality is a member or otherwise participates, such as state boards or commissions, unless the appointment is made by or approved by vote of the member's appointing authority.

Guidelines for Tenet 13:

An MMMA member who does not reside in their employing municipality may seek election or appointment to serve in an elected or appointed position in their home municipality if the MMMA Ethics Committee determines that the member is in compliance with the following guidelines before the member seeks appointment or election:

- 1) the elected or appointed position is not on a significant policy making body (i.e. board of selectmen, city council, school committee, or the equivalent, or county, state, or federal offices)
- 2) the member's service in an elected or appointed position will not undermine public confidence in professional administrators
- 3) the election or appointment is approved by vote of the member's appointing authority
- 4) the member has informed and consulted with the manager/administrator of the municipality about serving in an elected or appointed position
- 5) the member acknowledges that service in an elected or appointed position requires adherence to Tenet 2
- 6) the member does not seek political endorsements, financial contributions or engage in other campaign activities

The member must submit a letter and related documentation requesting a determination to the Ethics Committee before seeking an elected or appointed position, and before seeking reelection or reappointment. The Ethics Committee shall notify the member and the Executive Committee of its determination in writing. The MMMA President shall notify the ICMA Committee on Professional Conduct in writing whenever a request by an ICMA member results in a positive determination by the Ethics Committee. A member may appeal a negative determination by the Ethics Committee to the Executive Committee.

If a member received prior approval from the Ethics Committee and continues service in the position past the initial term of appointment or election, the member will notify the Ethics Committee in writing of the renewed service. The member will also notify the Ethics Committee in writing about any material change in the position that may impact the prior approval of the Ethics Committee on the member's appointed or elected service. If the

material change is determined to be substantial, the Ethics Committee reserves the right to make a new determination about the member's continued service.

If a member is found to be in violation of MMMA Tenet 13, the Ethics Committee may sanction the member as outlined in Section III.

The Ethics Committee will keep a list of all appointed and elected positions previously approved for member service under MMMA Tenet 13.

MMMA Tenet 14. MMMA members may not violate the MMMA Harassment Policy. See Attachment A.

Guidelines for Tenet 14:

Public Confidence. Members should conduct themselves at all times so as to maintain public confidence in their profession, their local government, and in their performance of the public trust.

Professional Respect. Members should demonstrate professional courtesy and respect for their colleagues at all times and on all occasions. In addition to professional interactions, members who attend MMMA-sponsored events and conferences have the opportunity to interact and socialize with fellow members. Members should remember that they represent themselves, their local government and their profession at all times and should conduct themselves appropriately.

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION RULES OF PROCEDURE FOR ENFORCEMENT OF CODE OF ETHICS

A. These rules govern the procedures for enforcing the Code of Ethics for the Massachusetts Municipal Management Association (MMMA).

B. All Active and Cooperative members of the MMMA agree to abide by the Code of Ethics, as indicated by their signature on the application for membership or subsequent endorsement.

C. The purpose of these rules is to provide a reasonable process for investigating and determining whether a member has violated the code, and to afford each individual member who is the subject of an investigation (the “respondent”) a full and fair opportunity to be heard throughout the process.

D. It is the intention of the MMMA membership that these rules be carried out carefully but expeditiously in order to minimize the time during which a member may be subject to possible disciplinary action. Accordingly, time limits stated in these rules are binding, subject to extensions that may be granted by the MMMA President or Ethics Committee Chair, for reasonable cause, upon request.

E. No person may participate in any proceedings on a complaint made under these rules if that person is or may be a witness or complainant in that case, except that members of the Executive Committee and Ethics Committee may participate in proceedings on a complaint which such member has brought forward as a member of said committee and in the interest of the MMMA. No person may participate if his or her participation would otherwise create, or appear to create a conflict of interest.

F. Members of the executive committee and the ethics committee shall not discuss or divulge information with anyone outside of these committees about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the MMMA Code of Ethics.

G. The timeframes and procedures identified in the Rules of Procedure for Enforcement of the MMMA Code of Ethics are intended as guidelines to follow and, depending on the circumstances, may be adjusted and/or waived at the discretion of the MMMA President and Ethics Committee Chair as deemed appropriate.

H. Members of the Executive Committee and the Ethics Committee shall address violations of the MMMA Code of Ethics on a case by case basis and may issue sanctions when a violation is found, as outlined in the Rules of Procedure for Enforcement of the MMMA Code of Ethics.

I. Jurisdiction

A. All members of MMMA in active service with local government are subject to the Code of Ethics and are subject to sanctions for any violations thereof that occur during their membership. However, members not in service are subject to only Tenets 1 and 3. A member may be subject to sanctions for a violation that continues while he or she is a member even though the conduct in question originated prior to admission to membership.

B. If a complaint is made against a person who was a member at the time the alleged violation occurred, but who is not a member at the time the complaint is made, the complaint will be processed under these procedures only if the former member agrees in writing. In no event shall a person be readmitted to membership if there is an outstanding and unresolved complaint against him or her for conduct while formerly a member.

C. If a respondent resigns from his or her municipal position, resigns from MMMA or otherwise allows his or her membership in MMMA to lapse, before the conclusion of an investigation, the investigation shall continue to a conclusion but may be suspended during criminal processes or appeals.

D. If the individual whose actions are questioned is not a member, the chair of the Ethics Committee will notify the complainant and the individual accused of the alleged violation. Only if the City Council or Board of Selectmen contacts the MMMA will the President provide a written letter stating that the individual in question is not a member.

II. Responsibilities

A. The MMMA Executive Committee is responsible for making the final decision on matters pertaining to the enforcement of the code, including, but not limited to sanctions for the violations thereof. No current or former member may be censured, expelled, or barred from membership without the approval of the MMMA Executive Committee as provided in Section VI.

B. The Ethics Committee is the committee of MMMA responsible for assisting the MMMA Executive Committee in implementing these rules and has the specific duties set forth hereinafter. The Ethics Committee shall consist of five or more members who shall be appointed by the President of MMMA.

C. The President, Executive Committee, and Ethics Committee are responsible for publicizing and promoting the Code of Ethics with the membership, elected officials, and the general public.

III. Sanctions/Disciplinary Action

A. Sanctions may be imposed in accordance with these rules upon members who are found to have violated the code. In determining the kind of sanction to be imposed, the following factors may be considered: the nature of the violations, prior violations by the same individual, the willfulness of the violation, the level of professional or public responsibility of the individual, and any other factors which bear upon the seriousness of the violation.

B. The following sanctions may be imposed singly or in combination at the conclusion of an investigation and/or hearing under these rules:

1. **Private Censure.** A letter to the respondent, the complainant, the MMMA Executive Committee's file, and a report to all Active MMMA members, without the name of the member, municipality, etc., indicating that a member has been found to have violated the Code of Ethics, the nature of the violation, and that, if it is repeated in the future, it may be cause for more serious sanction.
2. **Public Censure.** Notification to the respondent, complainant, MMMA Executive Committee's file, the MMMA membership, and the appropriate local governing body, including the name of the member, municipality, etc., indicating that the member has been found to have violated the Code of Ethics, the nature of the violation, and that, if it is repeated in the future, it may be cause for more serious sanction.
3. **Expulsion.** A revocation of the respondent's membership privileges for a period of time.
4. **Membership Bar.** A prohibition against membership reinstatement of the respondent's membership in MMMA.
5. **Executive Committee Determination.** Any sanction or action may include such other form(s) of disciplinary action as the Executive Committee deems appropriate under the circumstances.

C. Upon receiving documented evidence that a member has been found guilty after trial by a judge or jury of criminal conduct, which constitutes a violation of the Code of Ethics and which occurred while the person was a member of MMMA, the MMMA President shall immediately issue a notice of suspension of membership to that person by registered mail and that person's membership shall be suspended as of the date of that notice. The MMMA President shall advise the Ethics Committee of any such action and shall refer the case to the Ethics Committee. The Committee may commence an investigation in accordance with Part VI hereof, or it may defer proceedings until the person has exhausted all appeals or the time for appeal has expired. The suspension shall continue in effect until such time as sanctions provided under Part IV. B. are imposed or the case is dismissed, in accordance with these Rules.

IV. Initiation of Procedures

A. Proceedings against an individual for an alleged violation of the Code of Ethics may be initiated by agreement of the President and the Ethics Committee Chair (or by vote of the Executive Committee, if the President and the Chair have not agreed to initiate proceedings), upon receiving a written complaint or other written information from any source indicating that a violation may have occurred. The Ethics Committee shall be notified of all written complaints. The complainant's name shall, at the complainant's request, remain confidential.

B. Upon receiving such a written complaint or information, the President and the Chair shall ascertain whether it is sufficiently clear and complete to initiate proceedings, and, if so, whether it alleges conduct that may be a violation of the Code of Ethics.

1. If the President and the Chair conclude that the complaint is not sufficiently clear or complete to initiate proceedings, they shall seek further clarifications from the complainant or other source before taking further action. If the President and the Chair cannot determine whether the conduct alleged, if proven, might violate the Code of Ethics, the question shall be referred to the Ethics Committee for a ruling. No action shall be taken with respect to a complaint or information unless the President and the Chair (or the Ethics Committee) rules that the conduct alleged, if true, may constitute a violation of the Code.
2. If the President and the Chair (or the Ethics Committee) conclude that the complaint is sufficiently clear and complete to initiate proceedings, and may if proven, indicate a violation of the code, a copy of the complaint or information shall be forwarded by registered mail (or email) to the respondent named in the complaint. The respondent shall be informed at that time of the provisions of the code which he or she is alleged to have violated and shall be provided with a copy of these Rules of Procedures. The President or Chairman may also request that the respondent answer specific questions pertaining to the alleged violation.
3. The respondent shall be given fifteen (15) days within which to respond in writing to the complaint or information, to provide any further information or material he or she considers relevant to the allegations, and to answer any specific questions asked by the President.
4. Upon receipt of the respondent's response is received, or upon the expiration of the fifteen (15) days, the President and Ethics Committee Chair (or the Executive Committee) shall determine whether the complaint shall be dismissed or referred to the Ethics Committee for investigation.

V. Investigations

A. Upon receiving a referral of an alleged violation of the Code of Ethics from the President, the Ethics Committee shall commence an investigation into the allegations. However, no investigation shall be required if (1) the respondent admits to the violation in his or her initial response, or (2) the respondent has already entered a guilty plea, or has been found guilty and has exhausted all appeals, in a criminal case involving the same conduct. In these circumstances the President, 1st Vice-President and 2nd Vice-President will be notified that a violation has occurred, and they shall determine, based on the violation(s), the appropriate sanction(s) to be recommended to the Executive Committee, along with the recommendation that the Ethics Committee report be adopted as the final report.

B. The Ethics Committee Chair shall appoint a three-member fact-finding committee of the Ethics Committee to conduct the investigation in accordance with these Rules. The fact-finding committee may seek professional assistance in conducting the investigation.

C. Within fifteen (15) days of receipt of a notice to proceed with an ethics investigation, the fact-finding committee shall afford the respondent an opportunity to meet with the committee in person and may, at its discretion, afford such an opportunity to the complainant as well. The respondent may appear at such a meeting personally and may be accompanied by a representative. Alternatively, the respondent may appear through a representative.

D. The fact-finding committee shall prepare and maintain notes of all meetings and interviews with the respondent, the complainant, and any witnesses and may request any such person to sign a statement prepared on the basis of those notes. The respondent shall be entitled to review these notes and statements, and any other documentary evidence gathered in the course of the investigation; and shall be afforded the opportunity to respond in writing thereto.

E. The fact-finding committee shall take all reasonable steps to ascertain the facts relevant to the case, including, but not limited to, interviews with witnesses, review of the respondent's submission(s), and examination of all published material judged to be relevant and reliable.

F. The fact-finding committee shall present its proposed findings of fact to the Ethics Committee for approval, revision or referral back to the fact-finding committee.

G. Within forty-five (45) days of the notice to proceed, the investigation shall be concluded and a written report of the Ethics Committee's proposed findings of fact shall be sent by the Ethics Committee Chair to the President, Executive Committee, and the respondent. Each finding shall be supported by reliable and relevant evidence that has been made available to the respondent for review. A reasonable extension to any of the above specified timeframes may be granted by the President.

VI. Decisions

- A. The MMMA President, 1st Vice-President and 2nd Vice-President shall review the Ethics Committee report promptly and determine whether the findings are supported by the evidence and whether the findings demonstrate that a violation of the Code of Ethics has occurred.
- B. If the President, 1st Vice-President and 2nd Vice-President determine that the proposed findings are supported by the evidence, they shall determine whether the proposed findings demonstrate that a violation of the Code of Ethics has occurred. If not, they shall dismiss the case and so advise the respondent, the complainant, and the Ethics Committee.
- C. If the President, 1st Vice-President and 2nd Vice-President conclude, on the basis of the Ethics Committee's report, that a violation has occurred, they shall determine based on the violation(s) the appropriate sanction(s) to be recommended to the Executive Committee, along with the recommendation that the Ethics Committee report be adopted as the final report. The President shall notify the respondent of the recommendation by the President, 1st Vice-President and 2nd Vice-President to adopt the Ethics Committee's report as final and to impose the specified sanction(s) for the reasons stated unless the respondent can show that the findings of fact are erroneous or that the proposed sanctions(s) should not be imposed as recommended. The respondent shall have fifteen (15) days in which to submit a written response to the President and/or to request a hearing.
- D. If the respondent submits no response, the Executive Committee shall promptly consider whether to approve the proposed findings and sanction(s).
- E. If the respondent makes a written submission, but does not request a hearing, the President, 1st Vice-President and 2nd Vice-President shall review the submission and may reaffirm or revise the recommended findings and/or sanction(s) as they deem appropriate or may refer the submission to the Ethics Committee for a supplemental report. Following any such reaffirmation, revision or supplemental report, the Executive Committee shall promptly consider whether to approve the proposed findings and sanction(s).
- F. If the respondent requests a hearing, the President shall refer the case, including the recommended findings and sanction(s), for hearing before the Executive Committee. Hearings shall be conducted in accordance with part VII of these rules. No sanction(s) shall be imposed before the hearing is concluded.

VII. Hearings

- A. These procedures shall govern all hearings conducted pursuant to these Rules.

B. No Executive Committee member may hear any case if his or her participation in that case would create an actual or apparent conflict of interest.

C. Within fifteen (15) days of receiving a request for a hearing, the President shall notify the respondent by registered or certified mail that a hearing has been scheduled before the Executive Committee. The hearing date shall be at least twenty-five (25) days, but no more than forty-five (45) days after the date the notice is postmarked. The notice shall also state that the respondent has the following rights:

1. To appear personally at the hearing;
2. To be accompanied and/or represented at the hearing by an attorney or other representative;
3. To review all documentary evidence, if any, against him or her in advance of the hearing;
4. To cross-examine any witness who testifies against him or her at the hearing, and
5. To submit documentary evidence and to present testimony, including the respondent's, in his or her defense at the hearing.

D. The Executive Committee shall not be bound by any formal rules of evidence but may accord appropriate weight to the evidence based on its relevance and reliability.

1. The Ethics Committee's report shall be admissible evidence at the hearing.
2. The Executive Committee may not hear evidence of any alleged ethics violations by the respondent that was not the subject of the initial investigation. However, in determining sanction(s) the Executive Committee shall consider any previous findings and sanctions regarding other ethics violations.

E. At any hearing conducted under these rules, the President and/or Ethics Committee Chair shall first present evidence in support of its recommended findings and sanction(s). Upon conclusion of that presentation, the respondent shall have the opportunity to present evidence in his or her defense.

VIII. Findings

Within thirty (30) working days of the conclusion of the hearing, or if the hearing was waived after receipt of the written response or if no written response was submitted then promptly upon receipt of the recommendation by the President, 1st Vice-President and 2nd Vice-President, the Executive Committee shall make a determination in the case.

1. The decision shall be in writing and shall include a statement of the reasons therefore. Only evidence that was put before the Executive Committee may be considered as the basis for the decision.
2. The Executive Committee decision may be to:
 - a. Dismiss the case;
 - b. Adopt the findings and sanction(s) recommended by the President, 1st Vice-President and 2nd Vice-President; or
 - c. Revise, and adopt as revised, the findings and/or sanction(s) recommended by the President, 1st Vice-President and 2nd Vice-President. However, the Executive Committee may not increase the sanction(s) recommended by the President, 1st Vice-President and 2nd Vice-President unless new evidence, not previously available to the President, 1st Vice-President and 2nd Vice-President, is disclosed at the hearing, which indicates that the respondent's violation was more serious. No sanction may be imposed for any violation of which was not the subject of the initial investigation.
3. The President shall immediately send, by registered mail, a copy of the written decision of the Executive Committee to the respondent; as well as a copy by first class mail to the complainant.

VIII. Miscellaneous

A. Except as provided in other sections of this policy, the Executive Committee shall decide whether to notify the governing body of the sanction/disciplinary action.

B. The Executive Committee is authorized to secure legal counsel and professional liability coverage to assist and protect the Ethics Committee members and Executive Committee members related to ethics cases that come before it. Depending on the nature and severity of the complaint, the Massachusetts Municipal Association Executive Director will be notified for liability insurance purposes.

C. The Executive Committee shall determine whether any former or previous member who has been found to have violated the Code of Ethics through an ICMA, MMMA or other state association ethics investigation shall be eligible for membership. The Executive Committee may request the Ethics Committee to review submit findings regarding any such previous ethics investigation.

D. The Chair of the Ethics Committee shall be consulted by the Nominating Committee before a recommended list is finalized for service on the Executive Committee.

E. All proceedings are confidential. The Chair of the Ethics Committee shall determine logistical and administrative considerations related to investigations; the President shall determine logistical and administrative considerations related to hearings. Decisions of the Executive Committee are final and binding.

F. If a governmental agency or body is conducting an investigation of any alleged wrongful behavior of a member, the MMMA may defer any investigation until the agency investigation is complete.

G. The timeframes and procedures identified in the Rules of Procedure for Enforcement of the MMMA Code of Ethics are intended as guidelines to follow and, depending on the circumstances, may be adjusted and/or waived at the discretion of the MMMA President and Ethics Committee Chair as deemed appropriate.

H. The sanctions imposed, timeframes, and procedures identified in the Rules of Procedure for Enforcement of the MMMA Code of Ethics are intended as guidelines to follow and, depending on the circumstances, may be adjusted and/or waived at the discretion of the MMMA President and Ethics Committee Chair as deemed appropriate.

ATTACHMENT A

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION HARASSMENT POLICY

I. Introduction

It is the goal of the MMMA to promote an environment that is free of sexual harassment or any other unlawful harassment including harassment on the basis of race, color, religion, national origin, ancestry, sex, gender identity, age, handicap (disability), participation in discrimination complaint-related activities, sexual orientation, genetics, or active military or veteran status.

Said harassment is unlawful and will not be tolerated by this organization. Further, any retaliation against an individual who has complained about harassment or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated. To achieve our goal of providing an environment free from unlawful harassment, the conduct that is described in this policy will not be tolerated and the MMMA has provided a procedure by which inappropriate conduct will be dealt with, if encountered by members.

Because the MMMA takes allegations of unlawful harassment seriously, it will respond promptly to complaints of harassment and where it is determined that such inappropriate conduct has occurred, it will act promptly to eliminate the conduct and impose such corrective action as is necessary, including sanction(s)/disciplinary action where appropriate.

Please note that while this policy sets forth the MMMA's goals of promoting an environment that is free of unlawful harassment, the policy is not designed or intended to limit the Association's authority to sanction(s)/discipline or take remedial action for conduct which it deems unacceptable, regardless of whether that conduct satisfies the definition of sexual harassment.

II. Definition of Sexual Harassment

The MMMA adopts the language provided by the Massachusetts Commission Against Discrimination for employment discrimination and applies it to this organization and its members.

The legal definition for sexual harassment is this: "sexual harassment" means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature.

The legal definition of unlawful harassment is broad and in addition to the above examples, other conduct, whether it is intended or not, that is unwelcome and has the effect of creating a workplace environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute harassment.

While it is not possible to list all those additional circumstances that may constitute harassment, the following are some examples of conduct which if unwelcome, may constitute harassment depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:

- o Unwelcome sexual advances – whether they involve physical touching or not
- o Sexual, epithets, jokes, written or oral references to sexual conduct, gossip regarding one's protected class; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess
- o Displaying sexually suggestive objects, pictures, cartoons
- o Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments
- o Inquiries into one's sexual experiences, and
- o Discussion of one's sexual activities
- o Slurs or other derogatory comments, objects, pictures, cartoons, or demeaning gestures connected to one's membership in a protected group.

All members should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a harassment complaint is unlawful and will not be tolerated by this organization.

III. Complaints of Harassment

If any of our members believes that he or she has been subjected to unlawful harassment, the member has the right to file a complaint with our organization. This may be done in writing or orally.

If a member would like to file a complaint, the member may do so by contacting the MMA President, First Vice President, Second Vice President, or Ethics Committee Chair. These persons are also available to discuss any concerns the member may have and to provide information to the member about the Association's policy on unlawful harassment and its complaint process. Whoever receives the complaint will notify the Massachusetts Municipal Association Executive Director of the complaint for liability insurance purposes.

IV. Harassment Investigation

When the Association receives the complaint it will promptly investigate the allegation in a fair and expeditious manner in accordance with the MMA Rules of Procedure for Enforcement of Code of Ethics. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. The investigation will include a private interview with the person filing the complaint and with witnesses. The Association will also interview the person alleged to have committed sexual harassment. When the Association has completed the investigation, it will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

If it is determined that inappropriate conduct has occurred, the Association will act promptly to eliminate the offending conduct, and where it is appropriate the Association will also impose sanctions/disciplinary action.

V. Sanctions/Disciplinary Action

If it is determined that inappropriate conduct has been committed by one of our members, the Association will take such action as is appropriate under the circumstances. Such action may range from counseling to termination of a person's membership, and may include such other forms of sanctions/disciplinary action as the Association deems appropriate under the circumstances.

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION
CODE OF ETHICS WITH GUIDELINES, RULES OF PROCEDURE FOR
ENFORCEMENT OF CODE OF ETHICS, HARASSMENT POLICY
MEMBER ACKNOWLEDGEMENT OF RECEIPT

This acknowledges that I have received and reviewed the Massachusetts Municipal Management Association Code of Ethics with Guidelines, the Rules of Procedure for Enforcement of Code of Ethics, and the Harassment Policy.

Print Name: _____

Signature: _____

Town & Position: _____

Date: _____

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION TRAVEL AND CONFERENCE EXPENSES POLICY

Adopted: 7/31/08

Revised: 7/26/07

It is the policy of the MMMA Executive Committee to provide funding for travel and conference expenses as follows:

1. Presidential – The MMMA will reimburse the president of the Association for travel and conference expenses subject to appropriation. It is customary that the president attend the ICMA Annual Conference.
2. Other
 - (a) The MMMA will reimburse members of the Association for participation at meetings or events related to ICMA, MMMA, MMA, or other work in advancement of professional management, subject to appropriation. Reimbursements from this line item will be made with advance approval of the president of MMMA. Allocation of funds for travel reimbursement in this category in excess of the approved budget will require a vote of the Executive Committee. Reimbursement in this category is not intended for international travel, ICMA conference planning, or professional development for individual members.
 - (b) The MMMA will reimburse members of the Association for use of their personal automobiles for travel on Association business (including, but not limited to attending charter commission, Board of Selectmen, or other community meetings, or conducting training sessions) at the IRS mileage reimbursement rate in effect on the date of travel, provided that such travel is at least 25 miles from the employee's home or work address. The MMMA will also reimburse members for any associated tolls and parking costs. Such reimbursement is not intended for attendance at regular committee meetings, monthly meetings, workshops, etc.
3. Conference Planning – The MMMA will reimburse one member of the Association designated by the president as the representative of the MMMA at the ICMA Conference Planning Committee for attending the ICMA Conference Committee meeting, subject to appropriation.
4. ICMA Conference Scholarship – Subject to appropriation, The MMMA will provide conference expense reimbursement for a member to attend the ICMA Annual Conference. The selection of a recipient of the ICMA Conference Scholarship will be made by the President of the Association, based on the following guidelines; however, the President reserves the right to award the scholarship to a member who does not meet

all of the criteria if circumstances so require. Applicants should be ICMA members in good standing at the time of application, have never attended an ICMA Annual Conference, and have limited ability to fund professional development.

5. International – The Executive Committee will consider requests for reimbursement for international travel on a case by case basis. Such reimbursements must be related to ICMA-approved programs or projects aimed at improving local government efficiency and/or advancement of the profession.

This policy statement is intended to establish and convey the general operating practices of the Association. Exceptions to the provisions contained herein may be required for the efficient operation of the Association and may be made with approval of the Executive Committee.

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION ICMA CONFERENCE PLANNING COMMITTEE POLICY

Adopted: 11/13/08

It is the policy of the MMMA Executive Committee that the President is authorized to select an ICMA member to serve on the ICMA Annual Conference Planning Committee for any ICMA Annual Conference to be held in Massachusetts as follows:

1. ICMA Conference in Massachusetts – For Conference Planning Committee meetings for any ICMA Annual Conference to be held in Massachusetts, the ICMA Committee chair shall recommend, and the President shall select, a member of the ICMA Committee to serve on the ICMA Conference Planning Committee. Alternatively, the ICMA Committee Chair may recommend, and the President may select, a candidate who has not previously served on the ICMA Committee but who agrees to do so.
2. Travel Expenses – Travel expenses for the MMMA/ICMA member who serves on the ICMA Annual Conference Planning Committee is entitled to reimbursement in accordance with the Travel and Conference Expenses Policy.

This policy statement is intended to establish and convey the general operating practices of the Association. Exceptions to the provisions contained herein may be required for the efficient operation of the Association and may be made with approval of the Executive Committee.

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION CORPORATE SPONSORSHIPS POLICY

Adopted: 7/8/09

The Massachusetts Municipal Management Association is committed to providing high quality educational and inspirational conferences and training programs, and providing its members with high-quality material and resources to enable them to perform their responsibilities at the highest level. Given that the costs for these programs, services and products are significant, and the Association is mindful of the limited financial resources of many member jurisdictions, the Executive Committee has authorized corporate sponsorships in limited circumstances. All such sponsorship shall be directly related to the promotion of professional local government within the Commonwealth.

The Massachusetts Municipal Management Association recognizes the value of public/private partnership in introducing greater effectiveness, efficiency, civic awareness, and financial resources. Such partnerships open important lines of communication and create a vehicle for sharing the expertise, resources, and experience possessed by professionals in both public and private organizations.

The Goal of this policy is to develop and maintain technical, financial, and management resources for MMMA and to support its commitment to enhance the quality of local government and the professionalism of its members.

Sponsorship Opportunities

Opportunities for corporate sponsorship will include:

1. Speakers at the Spring Professional Development Conference
2. Speakers at the Fall Professional Development Conference
3. Whitlock Scholarship Program
4. Events, activities and costs associated with any ICMA Conference scheduled to be held in Massachusetts
5. Research projects
6. Development of training materials
7. Other program or project as approved by the Executive Committee.
8. Monthly Meetings

Marketing

MMMA-approved Corporate Sponsors will be authorized to conduct selective, targeted marketing efforts commensurate with the level of sponsorship and as approved by the Executive Committee.

Recruitment and Selection of Corporate Sponsors

The sponsorship process shall be overseen by the Executive Committee, either through a contract with a private consultant who will solicit sponsorships, or by MMA Staff or by the Executive Committee itself when it deems that no consultant is needed. Any corporate sponsors recruited by a private consultant will be subject to final approval by the Executive Committee.

The Corporate Sponsorship Program will be governed by the ICMA Code of Ethics, specifically Tenet 12, and the gifts guideline, as established and from time to time amended by ICMA.

Responsibilities of MMMA Corporate Sponsors

MMMA corporate partners shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional management is essential to achieving these goals.
2. Affirm the dignity and worth of the service rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs.
3. Be dedicated to the highest ideals of honor and integrity in all facets of the relationship, so that the partners merit the respect and confidence of members of the corporate organization and members of the MMMA, local government elected officials and employees, and the public.
4. Recognize that the chief function of local government at all times is to serve the best interests of the public.
5. Recognize and support MMMA members' commitment to career-long learning and improvement of local government management skills.
6. Encourage communication and participation in information sharing among the private sector, local government and the public,
7. Resist any encroachment on local government managers' professional responsibilities, believing that professional local government managers should be free to carry out official policies without outside interference or influence.
8. Respect the open, competitive purchasing process of local governments and provide full value in any goods or services for which public funds are accepted.
9. Neither seek nor grant favors; believe that aggrandizement or profit secured by the use of confidential information, abuse of trust, or the promise of personal enrichment is dishonest.

This policy statement is intended to establish and convey the general operating practices of the Association. Exceptions to the provisions contained herein may be required for the efficient operation of the Association and may be made with approval of the Executive Committee.

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION MANAGERS IN TRANSITION POLICY

Adopted: 2/25/10

PURPOSE: To provide a support system for members of the Massachusetts Municipal Management Association (MMMA) during the period of transition between public sector management positions. A multi-faceted approach is used to assist the member whenever possible but to also maintain the member's sense of self-worth and preserve the member's dignity and desire for privacy.

DEFINITIONS: A member-in-transition is an individual whose last professional position held was in the local government sector and he/she was a full member in good standing of the MMMA. Members under written censure or expulsion from the International City Management Association or the MMMA shall not be eligible for member-in-transition benefits. The member must be actively seeking employment by pursuing local government positions throughout Massachusetts and/or other states having members of a professional local government management association.

MIT ELIGIBILITY PERIOD: Members-in-transition will be allowed to stay on the manager-in-transition list for two years or until accepting full time employment, whichever occurs first and after that will not be eligible for assistance under the manager-in-transition program.

NOTIFICATION: Due to the number of members in Massachusetts, identification of members in transition can be most effectively performed by having he/she contact the MMMA Executive Committee directly. Although, the MMMA list serve can also be used for this purpose, some members may be reluctant to announce their transition so broadly.

LIAISON ASSIGNED: Upon notification to the MMMA Executive Committee, the Committee will assign the manager-in-transition with a liaison. The liaison will be matched with the manager-in-transition according to such criteria as geographic location, past experience and/or personal experience with the manager-in-transition. The liaison will coordinate with the MMMA Executive Committee so he/she can continue to notify him/her of MMMA meetings and other events in the area. The liaison will serve as their confidential counselor as someone who can listen to the personal and profession concerns as the manager-in-transition continues to search for employment. The liaison cannot give technical advice but can serve as an associate during these transitional times. The liaison contacts the manager-in-transition monthly to check on their progress and well-being.

MMMA LISTSERV: Members-in-transition will be allowed to access and participate in discussions on the MMMA list serve for the two-year period they remain on the manager-in-transition list.

FEE WAIVERS: (only if not employed)

- Waiver of MMMA dues.
- Waiver of MMMA monthly meeting registration fees.

MMMA PROJECTS: The MMMA Executive Committee may offer pro bono projects to the manager-in-transition as a means of maintaining skills. These projects also enable the manager-in-transition to show continuous employment on their resume.

MMMA MEMBERS' SUPPORT: MMMA members are encouraged to participate in the support of the member-in-transition including but not limited to the following:

- Forward information on positions available.
- Notify the member-in-transition of available job banks.
- Encourage organizations to employ managers-in-transition for special projects.
- Invite the manager-in-transition with you to networking opportunities.
- Contact the manager-in-transition as a personal outreach.
- Invite the manager-in-transition to participate in “brainstorming meetings.”

LIMITATIONS: The above policy is designed to assist members-in-transition within their own comfort zone. Every effort must be made to respect the manager-in-transition’s dignity, desire for privacy and comfort with each level of support available.

MASSACHUSETTS MUNICIPAL MANAGEMENT ASSOCIATION

SENIOR ADVISOR PROGRAM POLICY

Adopted: November 2019

Amended: September 2021

STATEMENT OF POLICY

I. PURPOSE

The purpose of the Senior Advisor Program is to make the counsel, experience and support of respected, retired managers of the profession available to individual members. The program is designed to help with personal and professional issues and not to provide technical assistance nor to solve substantive problems in a local government.

II. APPOINTMENT OF SENIOR ADVISORS

- offer support upon request in a private manner directly to members who may be experiencing problems with their elected officials.
- The Senior Advisor is encouraged to attend at least one meeting or social event annually of the managers' group within the Senior Advisor's assigned area.
- The Senior Advisor is expected to attend the annual MMA or MMMA conference.
- The Senior Advisor is expected to refrain from direct or indirect public criticism of any member and to uphold the standards of the profession as embodied in the ICMA Code of Ethics.
- The Senior Advisor is expected to refrain from direct or indirect public criticism of or undermine any municipal manager/administrator or assistant manager/administrator whether a member of the MMMA or not.
- The Senior Advisor shall provide, at least quarterly, a statement of expenses along with a report of activities to the MMMA secretary who shall then forward the same to the MMMA President and ICMA Senior Advisor Coordinator.
- As requested, assist in recruitment of ICMA and MMMA members and other joint activities and programs with ICMA.

IV. SENIOR ADVISOR EXPENSES

- Each year the MMMA Executive Committee shall determine eligible expenses and approve an annual budget for the Senior Advisor Program. Any changes to the budget should be communicated to ICMA.
- Eligible Expenses may include:
 - automobile travel at the current IRS mileage rate
 - transportation, meals, lodging, and registration fees while attending managers meetings and the MMMA Annual Conference
 - ICMA Annual Conference attendance.
- Procedure for Expense Reimbursement
 - Senior Advisors shall send the request for expense reimbursement along with a report of activity required in Section III to the MMMA Secretariat.
 - The MMMA shall submit, at least quarterly, a request for 50% reimbursement to ICMA using the form provided by ICMA.

V. OUTSIDE ACTIVITIES

- Senior Advisors may engage in part-time consulting or comparable professional activities as private entities and/or sole proprietors. They may also engage in teaching, consulting, or interim services with state agencies, quasi-public entities, local governments or regional agencies. Such part-time activities shall be in accordance with ICMA Senior Advisor Guidelines. Senior Advisors shall advise the President of the MMMA before accepting any consulting agreement with a local government. In no instance shall a Senior Advisor accept a consulting assignment with a community without the expressed consent of the senior ICMA or MMMA member at the same entity.
- Senior Advisors may engage in interim manager positions and shall notify the state Secretariat of the acceptance of any such position. Such an assignment should not detract from the Senior Advisor's attention to his/her Senior Advisor responsibilities
- Retired administrators who commercially advertise as consultants are not eligible for Senior Advisor appointment. Senior Advisors may be employed by a consulting firm on a part-time basis or as an independent contractor if the focus of the work is on providing technical expertise on individual projects and there is no responsibility for soliciting business or for client development/maintenance for purposes of future business.

VI. SUPPORT FOR AND REVIEW OF SENIOR ADVISOR PROGRAM

- The MMMA Executive Committee shall serve as the Oversight Committee for the Senior Advisor Program and accept by reference the ICMA Senior Advisor Program Guidelines.

- The MMMA Executive Committee shall review this Statement of Policy and all aspects of the program at least every two years and shall meet with the Senior Advisor at the MMA annual conference to discuss the Senior Advisor Program. At least every two years there shall be a formal review and assessment of the performance of all parties in meeting their responsibilities and expectations.
- The MMMA President shall recognize the contributions of the Senior Advisor at the annual meeting of the association.

VII. APPROVAL OF AND AMENDMENTS TO THE STATEMENT OF POLICY

- This Statement of Policy shall become effective upon a majority vote of the MMMA Executive Committee.
- This Statement of Policy may be amended using the same process as with its original approval. Senior Advisors may be invited to review and comment on any proposed changes to this policy prior to approval by the MMMA Executive Committee.