MTCMA

Maine Town, City and County Management Association

A State Affiliate of ICMA

ADMINISTRATIVE GUIDE

Maine Town, City and County Management Association

Latest Revision: 11/12/25

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A. MTCMA MISSION STATEMENT

The mission of MTCMA is to broaden the knowledge and promote values necessary for Maine's local government administrators to better serve their communities.

Adopted by the MTCMA Board of Directors in June 2001.

B. MTCMA GOALS

Preserve the Vitality of Our Profession and Association

- MTCMA works to ensure the long-term strength of professional municipal and county management and of MTCMA.

Name Recognition & Respect

- MTCMA and its members will be recognized and respected leaders on local government issues.

A Resource for Members

- MTCMA will be the leading provider of personal & professional development for its members.

Maintain High Ethical Standards

- MTCMA will follow the adopted ICMA Code of Ethics. It will include and advocate for the Code of Ethics in all MTCMA activities.

Adopted by the MTCMA Board of Directors in June 2001.

Revised by the MTCMA Board of Directors in October 2014, October 2016 & November 2024.

Appendix

MTCMA Goals & Action Items (revised November 2024)

C. MTCMA BYLAWS

This section contains the most recently adopted revision of the MTCMA bylaws.

The original of this document is maintained and kept on file by the Affiliate Staff at Maine Municipal Association.

When revisions are voted on and adopted, the Affiliate Staff will update and distribute to the MTCMA Board of Directors Members and will send to the MTCMA Webmaster to update the MTCMA website with the revised document.

The MTCMA President will appoint a Bylaw Committee when it is determined that revisions should be considered.

Appendix

MTCMA Bylaws

D. MTCMA BOARD OF DIRECTORS AND COMMITTEE LIST

This section contains the most current version of the MTCMA Board of Directors and Committee Listing. The original of this document is maintained by the Affiliate Staff at Maine Municipal Association.

When revisions are made, the Affiliate Staff will update and distribute to the MTCMA Board of Directors Members and will send to the MTCMA Webmaster to update the MTCMA website with the revised document. The MMA staff also updates membership and Board CommUnity Platforms if the change involves an email address.

All Officers and Board members can submit for reimbursement for mileage for Board of Directors meetings at the current established federal allowable rate.

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MTCMA Board of Directors list

E. MTCMA BOARD OF DIRECTORS MEETING AGENDAS

This section is designated for MTCMA Board of Directors meeting agendas. These agendas are distributed by the Affiliate Staff at MMA as part of the meeting notice email that is sent out to the Board prior to a Board of Directors meeting, no less than one week prior to the start of the meeting. MMA Staff will also send the agenda to the MTCMA Webmaster and send out to membership via the MTCMA CommUnity Platform.

The agenda is drafted by the MMA Affiliate Staff under the direction of the MTCMA President. MMA Staff will contact the MTCMA President approximately one month before the scheduled board meeting. All items to be discussed or voted on must be included on the agenda, along with relevant background materials (if applicable). Items not on an agenda may only be considered by the Board upon a two-thirds (2/3's) vote of those present and voting to add the item to the agenda.

Regular meeting agendas shall include, at a minimum:

- Call to Order
- Approval of Prior Meeting Minutes
- Officer Reports (President, 1st Vice President, 2nd Vice President)
    - To include Financial Reports
- Committee Reports
- Old Business
- New Business
- Adjourn

Aside from approving minutes and accepting the financial reports, all voting shall occur during Old Business and/or New Business.

All original MTCMA Board of Directors Meeting Agendas are kept on file in the Affiliate Office at MMA.

[Please print out the agendas when received via email and insert into this section of the Administrative Guide.]

Appendix

MTCMA Meeting Agendas

F. MTCMA BOARD OF DIRECTORS MEETING MINUTES

This section is designated for ***approved*** MTCMA Board of Directors meeting minutes. These minutes are distributed by the Affiliate Staff at MMA as part of the meeting notice email that is sent out to the Board prior to a Board of Directors Meeting.

Minutes are approved during Board of Directors Meetings.

All original MTCMA Board of Directors approved meeting minutes are kept on file in the Affiliate Office at MMA.

[You will also receive unapproved minutes to review. To ensure that you have the correct minutes, please put only approved minutes in this section.]

Appendix

MTCMA Approved Meeting Minutes

G. MTCMA ANNUAL CALENDAR OF EVENTS

This section is designated for the listing of events for a particular calendar year for the MTCMA. This calendar is developed by the MTCMA President/1st Vice President with the MMA Affiliate Liaison, and should be finalized by the end of September each year for the upcoming calendar year.

The original, final version of this calendar will be kept on file and maintained by the Affiliate Office at MMA.

The President will call an organizational meeting of the current and incoming board members no later than December 1st annually. The purpose of this meeting is to transition duties and to educate new board members/committee chairs.

Appendix

MTCMA Calendar of Events

H. MTCMA PRESIDENT

FUNCTION

The President holds the highest office in the organization and, as such, is responsible for all activities, decisions, and policies of the Association during his or her tenure. The President shall direct and ensure that the efforts of the Board of Directors fulfill the needs of the membership.

DUTIES

1. Serves as the Chair of the Board of Directors, and therefore directs their activities including agendas for each Board of Directors meeting.
2. Sets the dates of and presides at all Board of Directors meetings and conventions of the Association.
3. Assigns specific tasks for the various committees, as deemed necessary, along with evaluating the effectiveness of all committees.
4. Directs and leads the elected officers as required to fulfill the Association's needs.
5. Is empowered to make decisions necessary to the day-to-day needs of the Association between Board of Directors meetings.
6. Appoints or re-appoints committee chairpersons each year. All committees should have staggered member appointments to ensure transfer of knowledge.
7. Shall receive all committee reports and take appropriate action on any recommendations made.
8. Responsible for providing direction to the MMA Representative in relation to the needs of the Association.
9. Ensures there is coordination of all activities concerning the Association's conventions.
10. Ensures any proposed bylaw amendments are printed and distributed to the membership at least thirty (30) days before any convention.
11. Attends MMA's Convention Planning meetings to represent the Association.
12. Initiates the review of the present year's Administrative Guide.
13. The incoming President attends the annual ICMA Conference (paid by the MTCMA).
14. Assigns all *ad hoc* committee assignments.

The incoming President will be contacted by the MMA Affiliate Liaison in September prior to the start of their term to plan the calendar of events and review functions for the upcoming term.

The incoming President should plan an organizational/planning meeting no later than December 1st annually.

I. MTCMA FIRST VICE PRESIDENT

FUNCTION

The First Vice President holds the second highest office in the organization. This person shall act in place of the President if he or she is unable to complete their term because of illness or absence. The First Vice President reports directly to the President.

DUTIES

1. Assists the President in the performance of his or her prescribed duties or other tasks as assigned by the President.
2. Presides at meetings and/or conventions in the absence of the President or at the request of the President.
3. Assists in monitoring/developing long range goals or needs of the Association. This can include, but is not limited to, items such as: membership, certification, legislation, and training.
4. Serves as Chair of the Professional Development Committee.
5. Incoming 1st vice president attends the annual ICMA Planning/Host Conference Committee meetings and serves on the ICMA Conference/Planning Host Committee. The MTCMA will pay all reasonable expenses for serving on this committee and attending the ICMA Conference/Planning conference. The intent of this is that the incoming 1st VP will assist in planning the conference that he/she will attend as the incoming President the following year.

J. MTCMA SECOND VICE PRESIDENT

FUNCTION

The Second Vice President holds the third highest office in the organization. It shall be the duty of the Second Vice President to perform the duties of the First Vice President during his absence. This position reports directly to the President.

DUTIES

1. Assist the President and First Vice President in the performance of his or her prescribed duties or other tasks as assigned by the President.
2. Shall preside at meetings and/or conventions at the request of the president or First Vice President.
3. Ensures that the actions of the Association conform with its bylaws.
4. Responsible for serving as Treasurer and for overseeing the financial and contractual affairs of the Association.
5. Implements and maintains a sound system of financial records and management and maintain budgetary control.
6. Is responsible for approving disbursements by MMA prior to payment. Is responsible for reviewing and approving monthly financial reports prepared by MMA.
7. Makes a financial report at Institute.
8. Reviews Board of Directors meeting minutes to determine what liabilities may affect the finances of the Association.
9. Assists the President in preparing the annual budget of the Association. This task must be accomplished no later than the Fall Board of Directors meeting (fiscal year is January 1 to December 31).
10. In the absence of the MMA Representative, performs the secretarial duties of the Association.
11. At each regular Board meeting, shall provide a listing of all invoices that are 120 days or more past due. Shall work with the Affiliate Staff and others as necessary to collect on these invoices and alert debtors that they will be ineligible to register for MTCMA events until such debt is paid. See Sec. O (Workshops and Seminars) for more details.

TREASURER DUTIES

1. Approve check requests via email within 48 hours of receipt.
2. Review check requests for accuracy.

3. Review monthly financial statements and communicate with MMA Staff regarding corrections.

K. MTCMA IMMEDIATE PAST PRESIDENT

FUNCTION

The Immediate Past President shall hold a position on the Board of Directors to ensure there is a continuity of management in the activities of the Association. His/her major function shall be to act as an advisor to the current President and the Board of Directors. May be appointed or serve in any capacity as requested by the President.

L. CHAIR OF THE AMBASSADORS COMMITTEE

FUNCTION

The Ambassadors Committee Chair is responsible for organizing a group of retired Corporate members to provide support and information to members in need. This person shall serve as a member of the Board of Directors.

M. MTCMA PROFESSIONAL DEVELOPMENT COMMITTEE

FUNCTION

The Professional Development Committee is responsible for coordinating the details of the professional development programs and certification for members of the MTCMA.

DUTIES

1. The chairperson (1st Vice President) shall represent the committee at the Board of Directors meetings. He or she shall attempt to attend all Board of Directors meetings and provide a report in order to keep the Board of Directors updated of all current issues.
2. The 1st Vice President shall serve as committee Chair, and the 2nd Vice President/Treasurer shall serve as Vice Chair. They shall solicit others from the membership to serve on the committee.
3. Assess the training and professional development needs of the MTCMA.
4. The professional development sessions are determined as follows:
    - Statewide Manager Interchange (annually in March);
    - New England Management Institute (annually in August);
    - MMA Convention Program (annually in October); and
    - Joint Training with NH Municipal Managers Association (annually in December-location alternates annually between Maine and NH).
5. Recruit speakers/presenters to provide professional programs.
6. Review and approve curriculum.
7. Select location of Interchange, Institute, and Exchange.
8. Review previous years' expenses/revenues, determine surplus/deficit, and establish registration rates for the Interchange, Institute, and Exchange.
9. Review and approve certification applications.

The Professional Development Committee should review curriculum annually (December/January) and advise the staff at MMA of the courses approved to be included in the MTCMA Certification Program. In addition, the committee should select the appropriate category that the course qualifies for. The committee should also review any new course offerings and advise the staff at MMA of whether the course qualifies for certification credits.

The Affiliate Staff at MMA will keep a master list of the names of courses that are designated for credits through MTCMA certification (beginning in 2011).

The Affiliate Staff at MMA also keeps the certification master list.

Appendix

MTCMA Master To-Do List for Institute

MTCMA Master Function Sheet Template for Institute

MTCMA Master To-Do List for Interchange

MTCMA Master Function Sheet Template for Interchange

MTCMA Master To-Do List for Exchange

MTCMA Master Function Sheet Template for Exchange

N. MTCMA CERTIFICATION SUB COMMITTEE

This section contains the following:

1. Current Guidelines for the MTCMA Certification Program
2. Current Application for the MTCMA Certification Program
3. Master List of Courses Allowed for MTCMA Certification Credits
4. Master List of Certified Managers

DUTIES

1. The sub-committee – comprised of the chair and vice chair of the Professional Development Committee, shall meet at least twice each year to review/approve certification applications.

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MTCMA Certification Procedures (CCM BROCHURE & APPLICATION)

MTCMA List of Approved Courses for Certification

MTCMA List of Certified Managers

O. WORKSHOPS AND SEMINARS

This section contains all approved brochures for MTCMA sponsored events.

The Affiliate Staff at MMA maintains the original version of these brochures.

When a brochure is published, the affiliate staff at MMA will send the brochure out electronically to all MTCMA members with valid email addresses in our membership database. In addition, we will also send to other municipal officials electronically upon request.

It is standard practice for the Affiliate Staff to pull the following for brochure mailings: MTCMA Members, City/Town/County Managers, Administrative Assistant to Selectmen, and all titles in an "assistant" role (ex. Assistant Town Manager). Additional positions can be pulled upon request of the Professional Development Committee Chair.

Affiliate Staff at MMA will also email the brochure to the MTCMA Webmaster to post onto the MTCMA website, as well as the MMA Resource Center to post on the MMA website.

Original files are saved and maintained in the MMA Affiliate Office.

Cancellation Policy for workshops:

Cancellation notification must be provided in writing. Cancellations received before DATE/5 BIZ DAYS will be assessed a $15 administrative fee for processing.
Cancellations received after DATE/5 BIZ DAYS will be charged 50% of the course fee.
Any cancellation received the day of the event will be charged the full registration fee.

Members, Non-Members, and Sponsors with past due invoices to MTCMA of over 120 days shall be ineligible to register for or attend any MTCMA event unless and until their debt(s) is paid in full by the registration deadline. This shall include any amounts owed by the individual OR the entity for which the individual is employed. *For example, if Smallville Town Manager Joe Smith is 120+ days past due on his registration/attendance at the March Institute, he cannot register for or attend any further MTCMA events until that debt is paid in full. In addition, if the Town of Smallville is 120+ days past due on the registration of their prior Town Manager's attendance at the March Institute, Joe Smith as their new Town Manager is still unable to register for or attend future MTCMA events until that debt is paid in full.*

Affiliate Staff shall periodically provide the Chair of the Professional Development Committee with the registration list for any upcoming MTCMA event. Affiliate Staff shall also provide the Chair of the Professional Development Committee with a listing of all past due invoices of over 120 days, or that will be over 120 days on the event registration deadline. Either the Treasurer or Chair of the Professional Development Committee shall contact those who have registered and who are or will be 120+ days past due by the registration deadline and let them know they will be unable to attend the upcoming event(s) if they have not paid their outstanding debt in full by the registration deadline. Once the registration deadline passes, either Affiliate Staff or the Chair of the Professional Development Committee shall notify any registrant that is still past due (or works for an entity that is past due) that their registration has been denied and they are ineligible to attend the event and will be unable to attend future events until the debt is settled.

Unless approved otherwise by the Board, the pricing structure for all events shall be as follows:

- Member Rate: Applies to all Corporate and Non-Corporate Members, except as listed below
- New Member (since July 1), 1st Time Attendee & Interns: 50% of the Member Rate
- Non-Member: 200% (double) the Member Rate
- MTCMA Sponsor: 160% of the Member Rate (rounded up or down to the nearest $5 increment)

Expenses for social activities at the annual Institute shall be distributed evenly so as to ensure all activities are provided the same amount of subsidy by MTCMA. For example, if golf, bowling, and mountain biking are all offered as social activities, each shall receive the same amount of subsidy per attendee (ex. $50 per member toward the cost of the activity). Any remaining costs shall be paid for by the attendee. Nothing shall prevent a sponsor from donating more money beyond their original amount to help defray costs of an activity for attendees, and/or to provide additional benefits that MTCMA's subsidy does not cover, such as gift bags or food/drink.

Appendix

MTCMA Event Brochures from the Current Year

P. MTCMA SPONSORSHIP COMMITTEE

FUNCTION

Will recruit sponsors for annual conferences and workshops.

DUTIES

1. Review the current procedures for sponsorships and recommend changes to the Board, as needed.
2. Organizes a committee. Meet at least once annually.
3. Recruits new sponsors, endeavors to retain existing sponsors (at progressively higher levels as possible), and works to bring back sponsors who have not given for a year or more.
4. Oversees the Sponsorship Incentive Program, which offers MTCMA members financial credits for their efforts related to #3 above that can be put toward the registration costs of MTCMA events. Offers other ideas for incentives as needed, with approval of the Board.
5. Performs other duties as requested by the President.

POLICY AND PROCESS FOR EVENT SPONSORSHIP

1. The Chair of the Sponsorship Committee begins to recruit sponsorships as early as October but no later than December of each year. S/he can do this on their own or recruit committee members and work as a group.
2. As sponsorships come in, the Chair of the Sponsorship Committee emails the MMA Educational Services Department with the contact information for each, to include the following information:

   - Name of Company
   - Contact Person Name
   - Address, City, State, Zip Code
   - Phone Number
   - Email Address

- Any other pertinent information or instructions-for example, send out letters to prior year sponsor's first and ask for their continued support.

3. Educational Services Department emails or mails invoice to the sponsor.
4. When payments are received, Educational Services Department posts payment and contacts sponsor for logo for brochure and tracks payments.
5. If the Educational Services Department does not receive check by the time the first brochure for that year is final, they turn it back over to the Chair of the Sponsorship Committee to follow up.
6. At the end of each event, the Educational Services Department generates a thank-you letter to the sponsor and encloses a copy of the brochure from the event.
7. Submits information to the Professional Development Committee and Educational Services Department regarding sponsors who qualify for speaking engagements and naming rights at the Interchange, Institute, and Exchange based on their sponsorship level.

Deadlines:

1. All sponsor payments must be received by the time of the first brochure of that year.
2. All thank you letters are sent within 30 days of the conclusion of the event.
3. All sponsor information should be given to the Educational Services Department from the Chair of the Sponsorship Committee immediately.

Appendix

MTCMA Sponsorship Level Benefits Sheet

MTCMA Sponsor Application Form

Sponsorship Incentive Program Description

MTCMA List of Sponsors

Q. MTCMA ETHICS COMMITTEE

FUNCTION

The Ethics Committee enforces the Code of Ethics and Guidelines as provided by the "MTCMA Rules of Procedure for Ethics Enforcement" and educates the membership, other public officials and the general public about the value of, and need for, the ethical behavior of MTCMA members. Consists of up to seven members, including the Chair, with staggered terms so that no more than three members expire each year. Chair must be selected from the Board of Directors and shall be appointed for a one-year term by the President. The chair may be reappointed by future presidents for two additional one-year terms.

DUTIES

1. Contacts President regarding any violation and investigates said violation.
2. Collaborates with the Awards Committee prior to awards selection.
3. Performs other duties as requested by the President.

Appendix

MTCMA Rules of Procedure for Ethics Enforcement

R. ICMA CODE OF ETHICS (WITH GUIDELINES)

Appendix

ICMA Code of Ethics (updated June 2020)

S. ICMA's STRATEGIC PARTNER CODE OF ETHICS

Appendix

ICMA Strategic Partner Code of Ethics

T. MTCMA MEMBERSHIP COMMITTEE

FUNCTION

To recruit, screen, admit, encourage, promote, and retain the membership of the Association.

DUTIES

1. Develops a committee and schedule meetings.
2. Reviews of all new membership applications.
3. Assists the MMA's Affiliate Staff with determining membership type.
4. Works with MMA representative to develop and maintain membership list and analyze changes in membership; makes annual recommendations to the Board of Directors for membership type for individuals, as required.
5. At least quarterly the committee shall work with the MMA representative to review the active membership list and determine if any Corporate Members have resigned, been terminated, or are otherwise no longer working in a position that qualifies them for Corporate Member status. Such members shall be immediately moved to Partner Member status by the committee upon the earliest of: 1) accepting a position that would no longer qualify them for Corporate Member status, or 2) after five months from the date at which the action occurred that disqualified them from Corporate Member status (e.g., resignation, termination, end of contract/not renewed, etc.). The committee shall report this information immediately to MMA's Affiliate Staff, who shall immediately remove the member(s) Corporate Member benefits, including access to the Manager's CommUnity Platform. The committee shall also report this information to the Board of Directors no later than the Board's next scheduled meeting.
6. The committee will also regularly review the membership list for members required to follow all tenets of the Code of Ethics who may now be holding office.
7. Maintains contact with MMA's Affiliate Staff.
8. Develops ways to encourage membership for those who are not currently members of the Association.
9. Follow-up with new managers that have not joined MTCMA.
10. Membership Deferment
    - The committee shall enforce membership deferment for member applicants who are in violation of the MTCMA code of ethics, as determined by the Membership Committee, Ethics Committee (in

accordance with Rules of Procedures for Ethics Enforcement Section III Responsibilities), and appealable to the Board of Directors.

- An applicant who willfully violates the code of ethics must wait two years from the date of denial before they can apply for membership.
- A willful violation is defined as follows: an applicant is aware that their actions will violate the code of ethics, such as holding/running for elected office, or the applicant is informed of the violation and continues to serve in the conflicting position.
- A one-year waiting period from the date of denial to apply for membership will be enforced for those who unintentionally violate the code of ethics or for current members who revoke their memberships because of an anticipated violation.

11. Promote the Association's values and benefits of membership both internally and externally.

Appendix

MTCMA New Member Packet

This is sent out to all new members once dues are paid in full-the packet includes the following:

- Welcome Letter
- Senior Advisor Letter with Board List
- Ambassadors
- CommUnity Platform Information
- Procedure to become a Certified Municipal Manager
- Certified Municipal Manager Application Form
- Helpful Hints for Public Managers Handbook
- MTCMA Bylaws
- Annual Report
- Code of Ethics

The Membership Committee should review all forms and packets prior to the annual membership renewal. The Membership specialist in the MMA Affiliate Office will send electronic copies of all forms, letters, and packets to review.

MTCMA New Member Checklist

MTCMA Current Membership List

MTCMA Current Sample Membership Letters

MTCMA Membership Categories Summary Table

U. MTCMA NOMINATING COMMITTEE

FUNCTION

To make nominations for appointment to the Board of Directors, and for President, and First and Second Vice President of the Association. Also serves as application review board for the MTCMA Ambassador Program. For terms beginning in 2021, the Nominating Committee will select four of the eight director positions; the other four will be elected by the membership.

REPORTING DATE

Annual Meeting of the MTCMA at the New England Management Institute; also, as needed during the year to fill vacancies.

MEMBERSHIP

Five member committee, selected by the President:

1. An active Past President serving a Maine municipality or county.
2. A member of the Board of Directors, who serves as chairman. This member should not be a senior member of the board who might be considered for nomination as a Vice President or President.
3. Three members at large of the Association.
4. For Ambassador Application review, the Ambassador Committee Chair is an ex-officio member.

ELECTION & SELECTION PROCESS

1. Beginning in 2021, four Directors will be elected by the membership (by region) and four will be nominated by the Nominating Committee for approval by the full Board and eventual ratification by the membership at the Annual Meeting. The regions are:
    a. Region 1: Northeastern (Aroostook, Piscataquis, Penobscot, Washington, & Hancock counties)
    b. Region 2: South Central (Kennebec, Waldo, Knox, Lincoln, and Androscoggin counties)
    c. Region 3: Southern (Cumberland and Sagadahoc counties)
    d. Region 4: Western Border (York, Somerset, Oxford, and Franklin counties)
2. All terms will be for three years, with the initial terms to start as follows:

a. 2021: One member elected from Region 1, one member at-large nominated by the Board
b. 2022: One member elected from Region 3, two members at-large nominated by the Board
c. 2023: One member elected from Region 4, one member from Region 2, and one member at-large nominated by the Board
d. The Board of Directors shall have the discretion to modify which Elected (regional) and Nominated (at-large) seat(s) are up for election/nomination in any of the above years. Such a decision must be made by a two-thirds (2/3s) vote of the Board no later than one hundred twenty-one (121) days prior to the Annual Meeting. After the 2023 slate of members is approved at the Annual Meeting, this clause shall be annulled.

3. For **Elected Director** positions, between 90 - 120 days prior to the date of the annual meeting, the Nominating Committee Chair or MMA Staff shall send notice to all MTCMA Corporate Members that nominations are open for whichever elected Director term(s) are expiring. Any member interested shall file his/her intention to run for this seat by submitting his/her name and the position sought to the Nominating Committee Chair or Contracted Coordinator no later than forty-five (45) days prior to the annual meeting. Once confirming the eligibility of each candidate, the Nominating Committee Chair or Contracted Coordinator shall then cause to be created a ballot that will be emailed to all Corporate Members containing the names of each candidate for the various Director seat(s), no later than forty (40) days prior to the annual meeting. Members must return their completed ballots to the Nominating Committee Chair or MMA Staff no later than ten (10) business days prior to the date of the annual meeting. Whichever candidate receives a plurality of the votes cast shall be deemed the winner and have their names placed on the slate of Directors to be formally approved at the Annual Meeting. In the event of a tie, the newly elected Board of Directors shall immediately select the winner
4. For **Nominated Director** positions, between 120 - 150 days prior to the date of the annual meeting, the Nominating Committee Chair or MMA Staff shall send notice to all MTCMA Corporate Members that nominations are open for whichever nominated Director term(s) are expiring. Any member interested, including the current incumbent if eligible, shall file his/her intention to run for this seat by submitting his/her name, his/her current position and community, a statement of interest, and any other information that that Nominating Committee may require, to the Nominating Committee Chair or Contracted Coordinator no later than ninety (90) days prior to the annual meeting. The Nominating Committee shall then review all applications and – based on the recommended criteria outlined below – make a

recommendation to the full Board of Directors. The Board shall vote to select a Director(s) no later than thirty (30) days prior to the annual meeting. Such name(s) shall be added to the slate of candidates to be approved at the annual meeting.

RECOMMENDED CRITERIA FOR NOMINEE SELECTION

1. Demonstrated interest in the Association through active participation in activities such as the Interchange, the Institute, and the Exchange, and committees of the Association.
2. Qualities of integrity and leadership within the Association and within his/her community that would qualify and enable the person to later advance to become Association President, if so chosen.
3. Where possible, representation on the Board of Directors should reflect the diversity of the Association membership, taking into account such factors as geography, community size, gender, race/ethnicity, municipality, and county.

COMMITTEE RESOURCES

Currently available resources include membership lists, committee rosters, and registration lists from recent MTCMA events. Contact the Affiliate Office at MMA for updated reports. In addition, included in this guide is a map of the State of Maine indicating where current board members reside.

The MMA Affiliate Staff will contact the chair at the end of May each year to assist in scheduling a meeting or conference call of the Nominating Committee that should take place in June annually. The final slate of officers is due to the Affiliate office by July 15th annually for inclusion in the MTCMA Annual Report.

Appendix

Regional Map (w/ 2010 Census Population by County)/

Current State of Maine Map

MTCMA Board of Directors Application Form – Vacancy

MTCMA Board of Directors Application Form – At-Large

MTCMA Board of Directors Intention to Run Form

MTCMA 2nd VP Application Form

V. MTCMA SCHOLARSHIP COMMITTEE

FUNCTION

To schedule and coordinate the nomination and selection of scholarship and grant recipients for scholarships and grants given at the Institute, in conjunction with the MMA Coordinator.

DUTIES

1. Develops a calendar of scholarship and grant deadlines and criteria, and coordinate the nomination and selection of recipients.
2. List of Scholarships and Grants:
    - Scholarships (Students)
    - Length of Service Awards
    - President Recognition
    - Internship Grants
    - Institute Scholarships
3. Committee Structure: Chair (appointed by the President), Vice Chair, and at least three other members from the Association.

STUDENT SCHOLARSHIP CRITERIA

Each year, the MTCMA awards several municipal intern scholarships via the Dr. Edward F. Dow Scholarship to deserving college and/or university students, on the basis of "financial need and academic achievement".

Nominating Criteria: Graduate, undergraduate, or high school seniors may be nominated by the school or by publicly appointed or elected officials. In order to be considered for the award, the nominator must fill out the complete application and attach any typed relevant information that demonstrates the nominee's qualifications for the award. **The award criteria for the scholarship will be based on the following:**

a. The strength of the nomination.

b. Nominee's degree of participation in the field of civic leadership, public administration, or community service. The dedication and commitment they have shown for these fields in relation to their experience. Any demonstrated and active participation in government administration and leadership.

c. The likelihood the nominee will make a significant contribution to the fields of government administration and leadership.
d. Student's grades achieved in the course work related to these fields.
e. Any additional achievements related to their course of study.

LENGTH OF SERVICE AWARD CRITERIA

Given out in five year increments, this award is given to current members of the MTCMA who have reached milestone years of service. The information is gathered by the MMA Affiliate Office annually and a letter is included in the Institute mailing for members to verify his/her years of service. Each member who has reached a milestone year is presented with a certificate at the Institute. If the member is not in attendance at the Institute, it is mailed to the member after the event. The cut-off date for calculating length of service will be May 31 of the current year. Example: for awards given out at the Institute in August 2010, the length of service cut-off date is 5/31/2010.

NOTE: Length of service is defined as years in the profession where a member was or was eligible to be a Corporate Member. Years spent in the profession when a member was not the full-time head of a municipal or county government (ex. department head) shall not count toward length of service.

PRESIDENT RECOGNITION

The outgoing president is given a personalized Standard rocking chair.

Order Standard Chair from Standard Chair of Gardner, MA (phone: 978-632-1301). Order first week of June.

Takes 4-6 weeks for delivery. Have delivered to the President directly. They have the MTCMA logo on file-then it should list the President's name, the word "President" with the year (2010, ex.)

INTERNSHIP GRANT CRITERIA

With fewer and fewer higher educational programs geared at training municipal and county managers, the MTCMA has established an internship grant program to help municipal and county governments hire high school and college interns to educate them about local government and entice them to pursue a career in this field.

Grants shall not exceed $1,500 and will be awarded based on criteria set forth by the committee. This program is subject annually to funding by the Board.

Criteria:

a. The proposed use of funds.

b. Student's degree of participation to the field of civic leadership, public administration or community service they have shown for these fields, relative to their age. Demonstrated and active participation in government administration and leadership.

c. Agency must present supporting documentation regarding established internship program or project plan for future internship program including launch date.

d. Agency must implement internship program within 365 days of receiving the award, or the funds must be returned to MTCMA.

INSTITUTE (MTCMA MEMBER) SCHOLARSHIP CRITERIA

Subject to available funding, MTCMA may award scholarships in an amount equal to the cost of the registration fee for Institute to eligible members.

Appendix

MTCMA Length of Service Award Memo

MTCMA Student Scholarship Application

MTCMA Internship Grant Application

MTCMA Institute Scholarship Application

W. MTCMA AWARDS COMMITTEE

FUNCTION

To schedule and coordinate the nomination and selection of award recipients for awards given at the Institute, in conjunction with the MMA Coordinator.

DUTIES

1. Develops a calendar of award deadlines and criteria, and coordinates the nomination and selection of recipients. The deadlines should align with the MTCMA Scholarship Committee.

2. List of Awards:

    a. Linc Stackpole Manager of the Year

    b. Leadership Award

    c. Rising Star

    d. Distinguished Service

3. Committee structure: Members shall include the President, 1st Vice President, 2nd Vice President, and the most recent Linc Stackpole Award recipient (or another Stackpole recipient if most recent is unavailable).

4. The Committee shall select the recipients for each award listed above from formal nominations submitted in that year and using the approved nomination form only.

LINC STACKPOLE MANAGER OF THE YEAR AWARD – CRITERIA

The Linc Stackpole Manager of the Year award is given to a manager or assistant manager who has contributed to the public management field in some outstanding fashion.

Nominations are accepted at the conclusion of the NE Management Institute until June 30th of the following year (beginning in 2011). Any nominations received after June 30th will be held and considered for nomination the following year.

A nominee for this award shall meet a substantial number of the following criteria:

1. Recognition as an above-average professional manager or assistant manager, having displayed the characteristics of integrity and leadership, and have received the respect and confidence of his/her peers.
2. Demonstration of a socially responsible approach toward his/her community and fellow human beings (with service on civic and social service boards as one example of community involvement).
3. Demonstration of a concern for the support, well-being and growth of other professional and aspiring managers (i.e. student interns).
4. Service and contribution beyond just that of the municipality or municipalities in which he/she has served, through national, state and regional organizations including, but not limited to, ICMA, MMA, MTCMA, state boards (MSRS, BEP, etc.), and regional councils of government and planning commissions.
5. Service as a professional municipal manager or assistant manager for a minimum of six (6) years.
6. Full membership in the MTCMA.
7. Employment as a professional municipal manager or assistant manager at the time of the award selection or be recently retired.
8. Should have no ethics policy violations on record.
9. Nominee has not previously received the Linc Stackpole Award.
10. MTCMA Officers are not eligible for this award during their tenure as an officer.
11. Recipient shall not be a current MTCMA Executive.

LEADERSHIP AWARD CRITERIA

The Leadership award is given to a manager or assistant manager in recognition of a particularly innovative project or for solving an unusually difficult problem.

1. Nominations are accepted at the conclusion of the NE Management Institute until June 30th of the following year (beginning in 2011). Any nominations received after June 30th will be held and considered for nomination the following year. MTCMA Officers are not eligible for this award during their tenure as an officer. Recipient shall not be a current MTCMA Executive.

RISING STAR AWARD CRITERIA

The Rising star award is given to a new manager or assistant manager (in the position for five years or less) to recognize a particularly good job in a community.

Nominations are accepted at the conclusion of the NE Management Institute until June 30th of the following year (beginning in 2011). Any nominations received after June 30th will be held and considered for nomination the following year.

The MMA affiliate staff keeps track of the member managers and assistant managers who qualify for the Rising star Award and this information is given to the MTCMA web master to post on the MTCMA website. In addition, this list is included in the awards mailing that is sent out annually.

DISTINGUISHED SERVICE AWARD CRITERIA

The Distinguished Service award is given to one or more managers and/or assistant managers who will soon be or recently have retired, in recognition of their distinguished career in local government management. The award is not only given to recognize years of service in local government. Rather, it recognizes a manager whose service in his or her communities has been judged by peers as strong and exceptional, and who has made major contributions beyond direct service to local government. Although managers who have experience in other states may receive this recognition, a recipient should have substantial local government experience and contributions while a Maine manager.

Appendix

MTCMA Linc Stackpole Nomination Form

MTCMA Leadership Nomination Form

MTCMA Rising Star Nomination Form

MTCMA Distinguished Service Award Nomination Form

MTCMA List of Linc Stackpole Winners

MTCMA List of Leadership Award Winners

MTCMA List of Rising Star Award Winners

MTCMA List of Distinguished Service Award Winners

X. MTCMA COMMUNICATIONS COMMITTEE

FUNCTION

The function of this committee is to oversee the Association's communication strategies. These strategies will include all means of media, current and future, that may be developed and promoted for use by the Association. The committee is responsible for producing and/or transmitting materials to educate the membership and the public.

DUTIES

Duties shall include, but not be limited to, the following:

1. Oversee the Association's webpage including providing updates, soliciting information and refreshing the site periodically;
2. Monitor the Association's CommUnity Platform;
3. Publish an electronic newsletter;
4. Provide articles for the Maine Town and City and/or other publications as deemed appropriate;
5. Research social media/electronic presences such as Facebook, LinkedIn, blogs, Twitter, and other media that may be developed from time to time;
6. Investigate revenue sources for media publications such as online advertising; and
7. Review technology advances for enhancements in communication.

Appendix

MTCMA CommUnity Platform Definition/Policy

Y. MTCMA SENIOR ADVISORS

STATEMENT OF POLICY

In 1974, the ICMA Senior Advisor Program was established by the ICMA Executive Board to make the counsel, experience and support of respected, retired managers of the profession available to local, county, and COG chief administrators and their chief assistants. In October 1985, the Maine Town, City and County Management Association entered into an agreement with the ICMA for joint support of a Senior Advisor Program for the State of Maine. The following serves as the framework for the Senior Advisor Program in Maine.

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 local, county, and COG chief administrators and to their chief assistants. The program is designed to help with personal and professional issues and not to provide any form of technical assistance nor to solve substantive problems in a local government.

APPOINTMENT OF SENIOR ADVISORS

A. Qualifications: A Senior Advisor shall have the following qualifications:

1. A resident of Maine at the time of appointment.
2. At least ten years' experience as a chief appointed local government administrator.
3. Recognition as a respected manager in Maine and/or in another state.
4. A willingness to actively participate in the program for at least nine months each year.
5. A commitment to follow the outline of responsibilities for Senior Advisors.

B. Appointment Process: The following process shall be utilized for the appointment of Senior Advisors:

1. Creation of an open position by the MTCMA Board of Directors through the declaration of a vacancy as a result of the departure of an incumbent or by expanding the total number of Senior Advisor positions.

2. Notice of any vacancy shall be given in the Maine Town and City Management newsletter and members shall be given 30 days from the date of mailing to recommend to the MTCMA President.
3. The Executive Director of the ICMA may recommend a joint appointment to the MTCMA President at any time.
4. Appointments shall be made jointly by the Executive Director of the ICMA and the President of the MTCMA. Concurrence of both persons is required. Candidates shall be submitted to the MTCMA Board for final approval.
5. Reappointments do not require the declaration of a vacancy and may be made by the ICMA Executive Director and by the President of the MTCMA. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment.

C. Term of Appointment:

1. The term of an initial appointment shall be for one year.
2. Reappointment shall be made for terms of one year at the discretion of the ICMA Executive Director and the President of the MTCMA.

OUTLINE OF RESPONSIBILITIES FOR SENIOR ADVISORS

A. Contact each MTCMA and/or ICMA member in their assigned geographic region within three months of appointment as a Senior Advisor and within one month of notice of the appointment of a new manager, assistant manager, or COG Director.
B. Meet with each member at least once each year in person and contact by telephone at least once each year. The meetings may take place in a variety of ways – including meeting in the manager's office, at MTCMA events and at regional managers meetings - that afford the Senior Advisors an opportunity to develop meaningful rapport with the individual managers.
C. Provide confidential counseling to members on personal and professional issues when encouraged to do so by a member.
D. Offer support in a private manner directly to members who may be experiencing problems with their elected officials.
E. If invited, attend at least one meeting or social event annually of each manager's group in the assigned geographic area.
F. Attend the New England Management Institute if schedule permits.
G. Refrain from direct or indirect public criticism of any member.
H. Provide, at least quarterly, a statement of expenses along with a report of activities to the Maine Municipal Association Affiliate Coordinator who shall then forward the same to the MTCMA President.

I. Serves as ex-officio member of Ambassador Program Review Committee (MTCMA Nominating Committee).

SENIOR ADVISOR COORDINATOR

If there are two or more Senior Advisors, the President shall annually select one of them to serve as the Senior Advisor Coordinator. The Coordinator shall be responsible for organizing the efforts of all Senior Advisors and representing their interests on the Board of Directors as a Board member. The Coordinator shall also serve as Chair of the Ambassadors Committee.

SENIOR ADVISOR EXPENSES

A. Annual Budget – Each year the MTCMA Board of Directors and the ICMA Executive Director shall approve an annual budget for the Senior Advisor Program. The Senior Advisor Coordinator and the President of the MTCMA shall allocate the budget among individual Senior Advisors based on past due of funds, the geographic area covered, and priorities of the MTCMA Board of Directors.

B. Eligible Expenses:

1. Automobile travel at the ICMA current mileage rate.
2. Meals and registration fees while attending manager's meetings in the assigned geographic region.
3. Up to $50.00 per diem for non-automobile expenses while attending the New England Management Institute, but not to exceed two days reimbursement.
4. Telephone usage, postage, miscellaneous supplies, copying costs, and similar expenses incidental to performing Senior Advisor responsibilities.

C. Complimentary Considerations:

1. Registration fees for Senior Advisors are waived at the ICMA Annual Conference.
2. Meal fees are waived for evening meals while attending the New England Management Institute and shall not be included in computing the total per diem available.
3. The MTCMA Newsletter, the ICMA Newsletter, and the Maine Town and City magazine will be mailed to all Senior Advisors
4. ICMA publications, catalogues, and brochures will be made available to Senior Advisors at no cost unless ICMA shall change this policy.

D. Procedure for Expense Reimbursement

1. Senior Advisors shall send the reports required in Section III (H) to the Affiliate Coordinator at the Maine Municipal Association.
2. The 2nd Vice President shall approve appropriate expenses and shall authorize full payment of authorized expenses from the MTCMA treasury.
3. The MTCMA shall submit both the reports and a request for 50% reimbursement to ICMA.

OUTSIDE ACTIVITIES

A. Senior Advisors may engage in outside teaching, or consulting with State agencies, or with local governments, counties, or council of governments not recognized by ICMA. Senior Advisors shall advise the Executive Director of ICMA and the President of the MTCMA before accepting any consulting agreement with an ICMA recognized jurisdiction. In no instance shall a Senior Advisor accept a consulting assignment with a community, county, or council of governments without the expressed consent of all ICMA or MTCMA members who may be serving at the same entity.

B. Senior Advisors may engage in interim manager positions and shall notify the MMA Affiliate Coordinator of the acceptance of any such position.

SUPPORT FOR SENIOR ADVISOR PROGRAM

A. Each year, the MTCMA President shall appoint an Ambassador Committee of not to exceed five members. The Chairman of the Committee shall be the Senior Advisor Coordinator and shall be a member of the MTCMA Board of Directors. At least one other Senior Advisor shall be a member.

B. The Ambassador Committee shall annually review this Statement of Policy and all aspects of the program. The committee shall meet with all Senior Advisors present at the New England Management Institute to solicit their views on the program.

C. The Senior Advisor Coordinator shall contact each Senior Advisor quarterly to discuss the program and to offer support. The Coordinator shall encourage Senior Advisors to be active, to complete reports, and to attend the New England Management Institute. The Coordinator shall also encourage regional manager associations to invite Senior Advisors to participate in their activities and the Coordinator shall update the MTCMA Board of Directors periodically on Senior Advisor activities.

D. The MTCMA shall recognize the contributions of Senior Advisors at the Institute.

APPROVAL OF AND AMENDMENTS TO THE STATEMENT OF POLICY

A. This Statement of Policy shall become effective upon majority vote of the MTCMA Board of Directors and upon receiving notice from the ICMA Executive Director that he/she does not object to any provisions contained herein.

B. This Statement of Policy may be amended utilizing the same process as with its original approval.

For additional information, please see the Senior Advisor manual.

Appendix

MTCMA List of Senior Advisors

MTCMA Senior Advisor Manual

Z. MTCMA AMBASSADOR PROGRAM & AMBASSADORS COMMITTEE

QUALIFICATIONS - At least one Ambassador will be sought from each of Maine's 16 counties, and particularly those without a Senior Advisor. MTCMA membership with at least ten years as a chief administrative officer will be required, with at least five of those serving in Maine. Although no specific background or degree path will be required, a record of success, the highest integrity, and adherence to the ICMA Code of Ethics will be essential. Assistant Managers who have been Town/City Managers in the past or have 10 years of service are able to serve as an Ambassador.

APPLICATION - A member wishing to be appointed as an Ambassador must write a letter to the MTCMA Board of Directors requesting an appointment. An application form is attached. If the applicant is currently employed, then written support from the Board of Selectmen, Council, or Commissioners will be required.

APPOINTMENT/REMOVAL - Upon review of the application by the Committee Chairperson, the MTCMA Board of Directors may appoint an Ambassador for a three-year term. Ambassadors can be removed by the MTCMA Board of Directors before their term expires if it was felt that the Ambassador was not serving the professional interests of MTCMA. The Ambassador must be given a chance to be heard prior to such a decision. Examples include but are not limited to, a violation of the Code of Ethics or conviction of a crime of moral turpitude or other serious offense as determined by a majority of the board. There are no term limits for Ambassadors willing to continue and be reappointed by the board.

DUTIES - The Ambassador will be recognized by MTCMA and all local governments in that county will be informed. Although this is a volunteer position without pay, expenses will be paid in the same manner as those paid to Senior Advisors (ex. mileage and meeting expenses). Since it is anticipated that most Ambassadors will be in active municipal service, requests for an Ambassador's time will always take second place to current job requirements. Ambassadors should only become involved when requested and internal disputes between communities and/or conflicts of interest are to be avoided. In short, an Ambassador's wise counsel should be given as requested and not intended to usurp any other municipal authority.

ANNUAL RECOGNITION - A list of current and retired Ambassadors will be published annually and recognized at the annual meeting of MTCMA.

COMMITTEE - The purpose of the Ambassadors Committee shall be to organize a group of retired, Associate and Corporate members of the Association to serve as a source of information and support system for the membership. The Chair of the committee shall be the Senior Advisor Coordinator. In the absence of a Senior Advisor Coordinator, the President may appoint any Senior Advisor as Chair. If there are no Senior Advisors, the President may select a retired Life Member as Chair. If there are no retired Life members who wish to serve as Chair, the President may select an Active Member of the Association to serve in that capacity.

Appendix

MTCMA Ambassador Program Guidelines and Criteria

MTCMA Ambassador Program Application Form

MTCMA Ambassador Flyer

ZA- MTCMA PROFESSIONAL MANAGEMENT ADVOCACY COMMITTEE

This committee shall be under the direction of the Professional Management Advocacy Committee Chair and shall endeavor to promote the value of professionally managed communities and the council-manager form of government. In specific, the committee shall educate the public - including elected officials and local government managers - as to the benefits of professional management and the ICMA and MTCMA Codes of Ethics. In addition, the committee shall assist ICMA, community stakeholders, and others to either help defeat measures aimed at eliminating or reducing the role of professionally managed forms of government or help support measures to switch a community to a professionally managed form of government (with the ideal being the council-manager form).

Duties shall include, but not be limited to, the following:

1. Build on the Association's brand by developing an outreach program to promote the profession;
2. Utilize available media to grow the profession and encourage students to study management.

AA. MTCMA ANNUAL BUDGET

This section contains the MTCMA Annual Budget. The draft budget is prepared by the President, 1st Vice President and 2nd Vice President in November annually, and is voted on by the Board of Directors in December annually.

The Affiliate Staff at MMA will keep the final version of this budget and will include it in the MTCMA Annual Report and distribute for the MTCMA Admin Guide.

Appendix

MTCMA Budget

BB. MTCMA MONTHLY FINANCIAL REPORTS

Each Month, MMA will email the MTCMA Treasurer the financial reports as prepared by the MMA Finance Office. The Treasurer will review and will work with the Finance Office at MMA on any corrections. Once any corrections are made, the financial reports will be put on the agenda for approval at the next Board of Directors meeting.

This section should contain approved financial reports.

All originals are stored and maintained by the MMA Affiliate Office.

Appendix

MTCMA Monthly Financial Reports

CC. MTCMA INSURANCE INFORMATION

This section contains copies of any insurance policies of the MTCMA. The originals are mailed to the Affiliate Staff Office at MMA and the original is kept on file there. Copies are distributed to the MTCMA Board of Directors annually, and should be put in this section.

Appendix

MTCMA Insurance Policies

DD. MTCMA BOARD OF DIRECTORS RETREAT INFORMATION

This section contains minutes from past MTCMA Board of Directors retreats. Each President will determine whether to coordinate a Board of Directors retreat - it is an optional event.

Appendix

MTCMA Previous Retreat Minutes

EE. MTCMA CONTRACTS / ASSOCIATION DOCUMENTS

This section contains any and all third party contracts, such as the annual MMA/MTCMA service agreement (in the bylaws, MMA's service is referred to as a "Contracted Coordinator"). Originals are maintained in the Affiliate Office at MMA.

Appendix

MMA Service Agreement

Tax-exempt Status

FF. MTCMA ANNUAL REPORT

This section is reserved for copies of the MTCMA Annual Report. The Affiliate Office at MMA stores and maintains the original of this report.

This report should be completed 30 days prior to the New England Management Institute as it will contain any bylaw revisions that should be sent out to membership at least 30 days prior to the scheduled voting of the changes.

MMA staff will ensure that each member receives either an electronic or hard copy 30 days prior (provided that the report is complete in time) and will send to the MTCMA Webmaster to post on the MTCMA website. In addition, MMA will produce 30 hard copies of the Annual Report for review at the New England Management Institute.

It is the responsibility of the MTCMA Board of Directors to submit written reports and to review the content of this Annual Report prior to distribution.

The Affiliate Liaison will send out a reminder notice 30 days prior to the deadline for publishing seeking reports.

Appendix

MTCMA Current Annual Report

GG. OATH OF OFFICE

At the MTCMA Annual Meeting, all new and re-appointed Board members and Officers shall be sworn in by taking an oath of office. This oath will first be administered by the outgoing president to the incoming president. The incoming president will then collectively administer the oath to the other Officers and Board members.

The oath of office for MTCMA shall be as follows:

"I, [Full Name], do solemnly swear (or affirm) that I will faithfully execute the duties of [Title] of the Maine Town, City and County Management Association. I pledge to support the mission of the Association and uphold the principles of professionalism, integrity, and service in local government. I further commit to advancing the goals of ethical and effective municipal management, and to promoting the values of equity, transparency, and civic responsibility. I will adhere to the MTCMA and ICMA Codes of Ethics, act in the best interest of the Association and its members, and work collaboratively to strengthen professional local government management in Maine. This I affirm, freely and upon my honor."