



2026 MMASC Board of Directors Guide



Welcome to the Board of Directors!

Congratulations for serving on this year's Board of Directors! It is because of individuals like you volunteering your time that MMASC is one of the preeminent local government professional development associations in California. MMASC is known for its leadership in advancing meaningful solutions and connections to those who serve our communities and organizations, and I look forward to the fresh perspectives and valuable insight of our board members as we continue our commitment to our vision of Developing People. Developing Communities. We are privileged to have such a committed and talented group of local government leaders at the helm of our association, and we anticipate that the diverse experience our new board members bring will add significant value to our mission.

The goal of the Board of Directors Guide is to provide you with a basic outline of the requirements as a member of the Board of Directors. We encourage you to refer to and utilize this guide as it provides information that will orient you to the association and help ensure our success. Additionally, we hope that this guide will further solidify the practices we've developed over the years.

It is a privilege to serve on the leadership of this association. We hope that this experience will provide you with an opportunity to become better managers and leaders in your own right. We wish you great success in your role throughout our regions and thank you for your time and commitment. Please let the Director of Programming or I know if we can be further assistance to you. We look forward to working with you this year!

-Joseph Cisneros, President
Municipal Management Association of Southern California
Email: president@mmasc.org



History of MMASC

Formed in 1952 by seven assistants from various cities, MMASC was first established under the auspices of the League of California Cities. The first president, Ernie Mariner from the City of Inglewood, was elected in 1953, and by 1954, the membership increased to twelve. Known since its inception as the "Young Turks," the organization formally named itself the Southern California Municipal Administrative Assistant Group (SCMAAG) in 1959, only to be shortened to Southern California Municipal Assistant Group (SCMAG) in 1960.

In 1963, with a membership of approximately ninety-five, the SCMAG adopted its first statement of operating policies providing for an elected president, appointed secretary/treasurer, and for a name change to Municipal Management Assistants of Southern California (MMASC). In 1970, the operating policies were changed to reflect the current policy of competitive elections for the four offices.

The year 1964 saw the first female member, and in 1965, MMASC sponsored its first annual conference. By 1969, the membership had grown to three hundred, and the organization has continued to grow. In 1993, MMASC realigned its regional structure to reflect the growth of local governments throughout Southern California.

At the Annual Meeting in 2001, the members approved changing the name of the organization from Municipal Management Assistants of Southern California to Municipal Management Association of Southern California. The members felt that the word "Association" is a better representation of the organization.

MMASC has grown to more than 1,100 private and public sector members in cities, counties, and special districts. It includes a seven-member executive board elected by the general membership as a whole and eight regional board positions appointed by the specific regions.



MEMBERSHIP

MMASC is one of the oldest and the largest associations of its kind in the nation and is recognized by both the International City/County Management Association (ICMA) and the League of California Cities. The organization's more than 1,100 members represent local governments serving an estimated 22 million residents across eight regions of Southern California. The membership is composed of City Managers, Directors, Analysts, Graduate Students, Interns, Executive Recruiters, Private Sector Consultants, Non-Profit Managers, County Administrators, and Special District professionals representing local governments within a nine-county area of Southern California. MMASC was formed in 1953 to address the professional needs of local government employees and their private sector counterparts.

Full Membership

To join MMASC as a Full member, one must be employed in a position assisting in the management of governmental agencies in Southern California, except the chief executive officer or city manager. Assistants who work in public agencies other than municipalities are encouraged to join MMASC. This includes persons in County, State, and Federal governments; regional governments; legislative assistant positions; special districts, and other government agencies.

Student Membership

To join MMASC as a Student member, one must be a full-time student or a recent graduate not employed full-time by a government agency or special district. Full-time employees of local governments (or other organizations) are not eligible for student membership. Excludes rights to vote or serve on the Board of Directors.

Veteran Membership

To join MMASC as a Veteran member, one must be a U.S. Military Veteran interested in a position assisting in the management of governmental agencies in Southern California. This includes interest in county, state, and federal governments; colleges and universities; regional governments; legislative assistant positions; special districts; and other government agencies.

Veteran Memberships are intended to assist with transition from military service to local government and each Veteran Member will automatically be enrolled in the MMASC Mentorship Program. Full-time employees of local governments (or other qualifying organizations) are not eligible for this membership category. Those qualifying under Veteran Membership shall be entitled to all rights and privileges of MMASC, except the right to vote or hold office.



MEMBERSHIP

Business Membership

To join MMASC as a Business member, one must be interested in promoting the purposes of MMASC and be ineligible for full membership. MMASC Business members include our corporate partners, consultants, college/university professors, non-profit employees, and other non-government professionals. Excludes rights to vote or serve on the Board of Directors.

Honorary Membership

To join MMASC as an Honorary member, one must be a current, former, or retired chief executive officer or city manager of a municipality in the MMASC region or an MMASC past president. Honorary Membership may also be granted to individuals age 55+ who are retired from the local government profession. Excludes rights to vote or serve on the Board of Directors.

Corporate Partners

The MMASC Partnership Program is designed to afford Partners maximum visibility and capitalize on opportunities to meet and network with potential clients and customers. MMASC Partners assist our mission by providing monetary and in-kind sponsorships to provide quality programming to the 32+ region events and 4 organization-wide annual events. Partners are listed on MMASC's What's Happening Wednesday Newsletter and website. To ensure that each partner receives the maximum level of exposure, the number of partnerships at each partnership level is limited.

Affiliate Partners

MMASC works with various organizations and professional associations to offer initiatives, services, and products which further the improvement and transformation of local government. The collaborative measures outlined in our affiliate agreements will contribute to greater success in the areas of membership, professional development, and advancement of the profession through education and outreach, with an emphasis on the next generation of government leaders.

Region Boards



Region Responsibilities

Plan 4 Region Events

- At least three (3) events should include a professional program
- Regions are budgeted \$2,500 to plan for these events
- Secure Sponsors for Region Events
 - Coordinate with President/Vice President before asking Corporate Partners
 - To make sure there are no duplicate asks
 - OR have President/Vice President reach out on your behalf to ones we know are interested
 - Non-Corporate Partner Asks – Just let Pres/VP know you are going to ask
- Submit Regional events via the Region Event Form
 - All events should be launched 45 days prior to the event date
- Differentiate pricing for Members and Non-Members
- Submit timely after-event reports including summary and expenditure report

Recruit New MMASC Members

- Welcome new members within your Region with a phone call or email

Attend Monthly Full Board Meeting Calls

Someone from your region must submit a board report and attend every board call.

Volunteer for and Attend Signature Events

Reach out to the Director of Programming if you are interested in volunteering in the planning or on-site coordination of any signature event.

Promote MMASC within your Professional Circle

- Your Organization
- Local City Manager's Association
- Outside Associations/Agencies



Region Event Planning

The Board of Directors wants to ensure region events provide training and enrichment activities for our members that best represent the organization, allow for maximum participation of members, and responsibly utilize organization funds to maximize event impact. In order to have a successful event, please use the guidelines below.

General Rules

- A minimum of 4 events are required each year, 3 to include a professional program.
- Regions are budgeted \$2,500 per year, and funds do not roll over.
- Member vs. Non-Member pricing should have \$5-\$20 difference in tiers.
- Webinars should have at least a \$5-\$10 charge for non-members.
- All events should include a networking component as part of the wider program.
- MMASC will not pay for alcoholic beverages nor will members be reimbursed for costs related to alcoholic beverages.
- All events should be planned a minimum of 45 days out from the date of the event.

December through March

- Each Region creates a programming plan for the calendar year in collaboration with the Director of Programming.

45 – 60 Days Until Event – Turn In Region Event Form

- Secure a venue.
- Create a budget.
- Contact the President or Vice President if you wish to solicit Sponsors (corporate partners **or** new sponsors).

1 Week Before the Event

- Send a detailed email to all registrants with any pertinent details about participation.

Day After Event

- Prepare post-event memo.
 - Send to Director of Programming and Director of Finance.
- Submit Region Event Reimbursement Form (if needed).
 - Send to Director of Finance.



Post-Event Memo

Memo should include the following information:

Event Title:

Date/Time of Event:

Description (1-2 sentences):

Location:

Member Cost:

Non-Member Cost:

of Member Attendees:

of Non-Member Attendees:

of Comped Guests/speakers:

\$ Other Revenue Collected (sponsors, donations, etc):

\$ Spent (include Vendor Name and whether you need reimbursement for each item):

- Venue
- Speakers
- Food
- Supplies
- Other

The memo should be submitted to the Director of Programming and the Director of Finance within a week of the conclusion of the event.

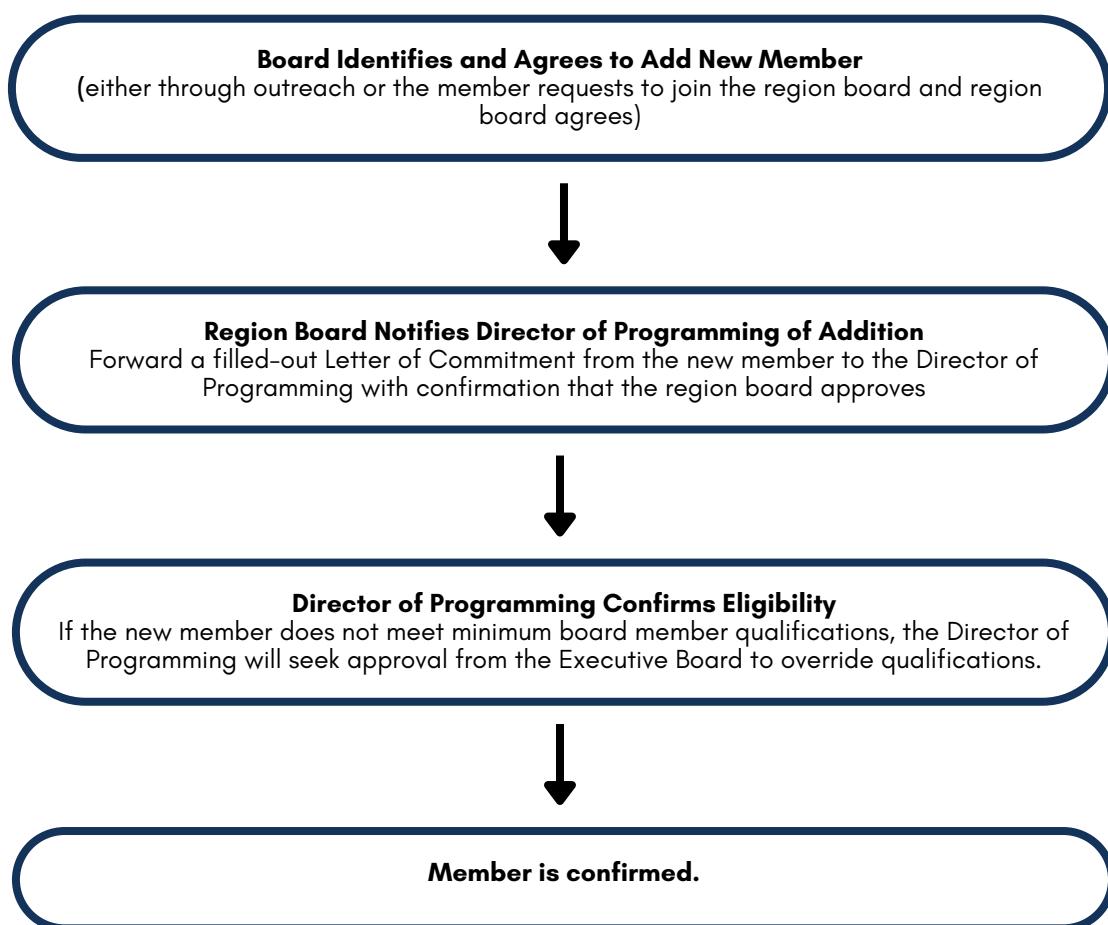
Expense Reimbursement Requests require the reimbursement form and all applicable receipts.



Recruiting New Board Members

Recruiting New Board Members

Regional Board Members are an essential part of the MMASC organization. MMASC has a tradition of attracting involved full MMASC members to make that step into a leadership role. The recruitment of Board Members is essential for allowing innovation and fresh perspectives to grow the organization and the MMASC brand. Below are the steps to take for the recruitment of a Board Member.





2026 Board of Directors Meeting Schedule

Unless otherwise specified, all meetings will be held on Zoom, with the final meeting taking place in person at the Annual Conference.

- JANUARY 22, 2026, 3-4 PM
- BOARD ORIENTATION MEETING – FEBRUARY 19, 2026, 12 PM
- MARCH 5, 2026, 3-4 PM
- MAY 14, 2026, 3-4 PM
- JULY 23, 2026, 3-4 PM
- MID-YEAR BOARD RETREAT (DATE, TIME, & LOCATION TBD)
- SEPTEMBER 10, 2026, 3-4 PM
- OCTOBER 30, 2026, 9-10 AM

**IN-PERSON MEETINGS*

NOTES:

- BOARD MEETINGS MUST HAVE QUORUM (8 OF 15) TO TAKE ACTION ON OFFICIAL BUSINESS
- EACH REGION IS EXPECTED TO HAVE AT LEAST 1 REPRESENTATIVE ATTEND AND GIVE AN UPDATE
- BOARD ORIENTATION MEETING IS MANDATORY FOR ALL NEW BOARD MEMBERS



Code of Conduct

The purpose of the Municipal Management Association of Southern California (MMASC) is to provide a forum for the betterment of urban government and the professionals who serve them. As a Full Member of MMASC, I recognize the significance of my professional conduct and ethical responsibilities to the community I serve, the public agency I represent, and the other members of my profession.

I pledge to:

Principle 1 -- Support and promote effective representative democracy by upholding and implementing the policies of elected bodies while protecting the rights of individuals under our system of governments;

Principle 2 -- Refrain from all activities which knowingly erode the integrity and honesty of public agencies of the profession;

Principle 3 -- Provide the highest quality management assistance to the citizenry, elected officials, executive leaders, and fellow members for the betterment of all communities;

Principle 4 -- Strengthen the quality of public management through personal education, communication, the development of assistants, and by taking creative initiatives;

Principle 5 -- Promote the dignity and worth of public service through upholding of merit principles, maintaining a strong sense of social responsibility, and demonstrating the highest moral character in the service to the public.



Signature Events

MMASC hosts four signature events each year: Spring Forward Forum, Women's Leadership Summit, Summer Session, and Annual Conference. It is suggested that Board Members attend each signature event.

Spring Forward Forum

The Spring Forward Forum is the first of four premier annual events hosted by MMASC and its partners. This one-day conference includes professional development sessions on important topics facing the profession, as well as networking opportunities for MMASC members and sponsors. This is a perfect opportunity for individuals and organizations to tap into the expertise of regional leaders and gain exposure to best practices.

Women's Leadership Summit

The Women's Leadership Summit is the second annual event of the year provided by MMASC and its partners. This one-day mini-conference provides networking with other women and men, dynamic speakers, and participation in small group and interactive sessions geared toward becoming a female leader in local government

Summer Session

Summer Session is the third annual signature event provided by MMASC and its partners. This one-day event includes professional development sessions on important topics facing the profession, as well as networking opportunities for MMASC members and sponsors.

Annual Conference

The MMASC Annual Conference is MMASC's final signature event and the premier training conference in Southern California for local government professionals. The Annual Conference is a multi-day conference of educational seminars equal to the programming offered at MMASC's signature events throughout the year. The Annual Conference focuses primarily on the nuts and bolts of local government management and facilitating opportunities for attendees to connect and build strong connections with local government peers.