



Maryland Municipal League Affiliate Handbook

As of 11/18/25

Current MML Affiliates

Through its Bylaws, the League has identified specific groups to acknowledge as an affiliate of the League. This includes:

- League chapters designed to bring elected officials from a region together
- Departments for professional municipal staffers across specific disciplines
- Constituency Groups for a subset of the League’s membership (**Maryland Mayor’s Association**)

In the spirit of representation, affiliates must abide by the mission and non-partisan nature of the League.

01

Proven Success

Affiliates have served as successful networking and education outlets for nearly 50 years. Affiliated share a common interest with the League to provide resources to elected and appointed municipal officials that help them to be effective leaders. There are a broad range of ways to do that under the umbrella of the League’s professional association.

02

Chapters

Allegany/Garrett
 Baltimore City
 Carroll County
 Cecil/Harford County
 Eastern Shore Association
 of Municipalities (ESAM)

Frederick County
 Montgomery County
 Prince George’s County Municipal
 Association (PGCMA)
 Southern Maryland Municipal
 Association (SMMA)
 Washington County

03

Maryland Municipal Departments

Attorneys (MMAA)
 City Town Administrators
 Clerks Association (MMCA)
 Code Enforcement & Zoning Officials
 Association (CEZOA)
 Emergency Management Officials
 (EMOD)

Parks and Recreation Association
 (MMLPRA)
 Police Executive Association (PEA)
 Public Works Officials Association
 (MMPWOA)

04

Affiliate Requirements

Affiliates were created as an extension of the League's mission. Therefore, certain infrastructure and policies are expected of all affiliates including, but not limited to:

01

Uniform Values

- May not adopt official positions in conflict with the League, its Board of Directors, legislative or regulatory goals and policies.
- Acknowledge receipt of the League's bylaws and agree to adopt bylaws consistent with the League's.
- Ensure that League has a copy of the affiliate's recent bylaws including submission of changes per Board approval.

02

Provision of Standardized Protocols

- Maintain a slate of officers tasked with ensuring the affiliate's viability and operation.
- Develop procedures that ensure the interests of its members.
- Municipalities that are members of the affiliate must be dues-paying members of the League and current on dues.
- Provide an affiliate representative at League-hosted meetings focused on affiliate operations and support League events year-round.

03

Administration of Operations

Provision of the following documents, to be uploaded via provided Dropbox link:

- Affiliate's member roster inclusive of official's name, title and municipality
- Calendar of meetings for affiliate year (July 1 - June 30)
- Minutes from each affiliate meeting July 1 - June 30*
- Minutes or reports from the affiliate's committees*
- Updated audit (if applicable per your bylaws)
- Treasurer's reports *
- Bank statements (upon request)
- Copy of most recent bylaws

Items with an * must be uploaded monthly by the 15th of each month

The MML caucus groups will mirror the National League of Cities as follows:

Maryland Asian Pacific American of Local Municipal Government

Maryland Black Caucus of Local Municipal Government

Maryland Latinidad Caucus of Local Municipal Government

Maryland Indigenous People of Local Municipal Government

Maryland Lesbian, Gay, Bisexual, Transgender of Local Municipal Government

Maryland Women of Local Municipal Government

Maryland Young Municipal Leaders

Maryland Municipal League Caucus Policy

The MML Caucus structure serves as special interest groups for members to engage within. A caucus will promote positive and effective relationships among all members and League constituency groups while ensuring the needs of all League members are both included and considered without bias.

As approved by the
Board of Directors
April 2023

All caucus members shall maintain support of the mission of the Maryland Municipal League and may include any elected, appointed or staff members of any city or town in good standing. The caucus will serve as a resource to the Maryland Municipal League in the formation of its policy agenda, leadership development and communications to all members at large.

To be a fully formed and recognized Caucus group, the members within must identify to which group it represents; notify in writing to the League the elected Chair and membership roster of the caucus each year by July 1st. The MML Board of Directors will approve each caucus submission annually.

Any caucus deemed to have been developed for the specific cause of being hateful and exclusionary in nature will not be recognized or acknowledged by the League. All League members shall be able to participate in any or all caucuses.

The Maryland Municipal League will provide each recognized Caucus group:

- Meeting space at MML annual summer and fall conferences
- Online platform to engage year-round.
- Caucus Chair will be invited to submit written or verbal reports at MML Board of Director meetings.

Affiliate Benefits

The Maryland Municipal League has maintained a high level of service to our affiliates. We continue to implement best practices of other municipal leagues and count among your benefits the national standard of:

01

Access to League staff

- Provision of staff liaison
- Guidance for accounting practices and bylaw maintenance
- Quarterly check-ins and periodic meetings of the affiliate leadership with MML staff to discuss relevant operational issues

02

State-wide Resources

- Statewide legislative and regulatory information and advocacy.
- Statewide public relations activities and information.
- Current information about universal municipal issues
- Member portal for engagement and information exchange

03

Exposure

- Active promotion of the affiliate to new and veteran officials
- Amplification of affiliates on MML's website, socials, digital publications and The Local magazine
- Ability to submit one affiliate member for each MML standing committee



Caucus Benefits

Caucuses receive assistance from the League, including:

- A location to convene at our two major conferences
- A digital outlet to help you maintain connection beyond your meetings
- The opportunity to report to the MML Board on your caucus activities
- Each caucus is highlighted during their nationally recognized month on MML's social media.
- Use the caucuses as a connection and distribution point for information and resources that come to our attention that could be useful to your caucus members

Our Team

The success of the League/Affiliate relationship, lies in great part with communicating via the proper chain. All of our team members are equipped to manage member relations, however each affiliate has a specific team member or department to filter inquiries, concerns and questions through to help ensure the most efficient handling of issues.

Executive Office

Executive Oversight:

- Board of Directors
- Executive Committee
- Audit Committee
- Nominating Committee
- MMIA
- Annual Business Meeting
- Bylaws and Board Governance
- Maryland Mayors Association (MMA)

- Board of Directors Governance
- Maryland Mayors Association (MMA) - Primary Liaison



Leadership Development Team

Executive Oversight:

- Chapters
- Departments
- Caucuses

Staff Liaison:

- Chapters
- Maryland Asian Pacific American Caucus
- Maryland Black Caucus
- Latinidad Caucus

Staff Liaison:

- Departments
- Maryland Lesbian, Gay, Bisexual, Transgender, Queer Caucus
- Maryland Women's Caucus
- Maryland Young Municipal Leaders



Communication Protocol

The League has created several sources of document management and communication:

1) File request links enabling any materials provided to the League will go directly into a folder associated with the affiliate

2) A members-only portal, MD CommUnity, specifically designed to provide a tool for crowd sourcing, streamlined communication year-round.

All affiliates are encouraged to use the portal for messaging with League staff and to use their specific areas to facilitate messaging with affiliate members.

01

Dropbox File Request Links

- A single link will be provided at the start of the fiscal year. This link can be used throughout the year to upload required and requested documents.
- The link will be provided by your MML staff liaison
- You do not need a dropbox to upload links via this file.
- Please **do not** email files. Doing so will risk your files not being accounted for.

02

Use of MD CommUnity

- Access using: **<https://mdcommunity.smallworldlabs.com/home>**
- This link can also be found under *Quick Links* on MML's home page
- Login is: first name, last name (all lower case, no spaces)
- Password is mmlpassword (until you change it)
- Every affiliate is listed under the Group category
- You are encouraged to use your Group forum to engage with members of your affiliate
- All messaging to affiliate leadership will take place via MD CommUnity

03

Affiliate Leadership Group

You will be invited to this new group. It will be used to communicate a myriad of information related to affiliate management. We prefer this to email. As indicated, due to email volume messages are too easily lost in the shuffle.

As an affiliate, you are governed by policies set by the MML Board of Directors

Lobbyist Policy

No affiliate organization of the League shall hire an outside contract lobbyist to represent a League affiliate group in the state legislature, effective date September 30, 2025.

As approved by the Board of Directors
May 3, 2025

Municipalities are authorized to retain a lobbyist independently or in collaboration with other municipalities. However, pursuant to the MML Bylaws, lobbyists are prohibited from representing MML affiliates.

As an affiliate, you are governed by policies set by the MML Board of Directors

Sponsor Policy

With the passage of Maryland state ethics guidelines in 2021, and the changes to many local ethics guidelines, in order to comply with the law, all MML departments and chapters must immediately discontinue the use of direct financial sponsorships of chapter related activities.

As approved by the Board of Directors
October 15, 2023

State legislation passed in 2017, and later clarified with SB 4 of 2021, has now specifically included MML and MACo to the list of entities from which a local official or employee may not accept a gift over \$20, subject to the exemptions. This has impacted several ways in which MML has acted with the membership.

MML will work with affiliates who have traditionally sought corporate support, to ensure a streamlined process that avoids any conflict with the legislation.

Several affiliate groups are currently working with the League to secure sponsorships.

As an affiliate, you are governed by policies set by the MML Board of Directors

Violation Policy

If a representative body of the League is in violation of a Board approved standing policy, the League will take the following steps.

An investigation will be properly conducted, led by the President, President-Elect, Immediate Past President, and the CEO. If any leader within this body is involved in the violation, or within the leadership structure of the group, a member of the Executive Committee will be chosen to serve instead.

As approved by the Board of Directors
April 27, 2024

Effective July 1, 2024

The investigation will include the meeting between the two parties after an initial letter has been communicated to the leadership of the representative body. At the conclusion, the Executive Committee and the Board of Directors will be alerted to the initial complaint, findings, and recommended next steps. The Board of Directors will vote on the recommended next steps. The first violation serves as a warning, unless the issue remains unresolved to the Board's satisfaction, at which time a 90-day censure of the representative body leadership will be issued.

The leadership of the representative body in question is unable to serve in any leadership position on the Board of Directors including its Executive Committee and is unable to vote if it does not remain in good standing, for 90 days following the second violation. Any further violations by the same group or continued unresolved issues will result in the leadership losing its Board of Directors position and vote for the remainder of the current term and the suspension of the representative body from convening for the remaining of the current term.

This violation policy went into effect July 1, 2024. Following the election of a new Board each year, all leadership is required to participate successfully in orientation and ethics training prior to the convening of any representative body.

Compliance Guidelines

If a representative body of the League is in violation of a policy:

- The leadership of the body is unable to serve in any leadership position on the Board of Directors including its Executive Committee –and–
- Is unable to vote if it does not remain in good standing, for 90 days following the first violation.
- If a second offense occurs nor is the first issue unresolved, the affiliate will lose its Board of Directors seat for the remainder of the current term.
- At the third offense, the Maryland Municipal League Executive Committee will have in its purview to remove the representative body from continuing to operate as a group of the League.

Examples of violations: A department comes out against a position the legislative committee has taken. A chapter hosts an event and has sponsors for the event. Not submitting required documents for compliance. Entity is out of compliance with their approved bylaws.

Use of AI in MML Meetings

The use of artificial technology for any MML convening without express prior written approval by the MML Executive Committee is prohibited.

Must submit a request ahead of the convening of a MML meeting to allow the use of Artificial Intelligence (AI) tools, including but not limited to ChatGPT, Google Gemini, Microsoft Copilot, and similar generative or assistive technologies. Use of these tools to record a convening is strictly prohibited for any MML-related tasks, communications, content creation, data analysis, or decision-making without the prior written consent of the MML Executive Committee and appropriate staff.

Requests for approval must include:

- The purpose of the AI tool use
- The specific tool or platform intended
- The data or information that may be input or generated
- A review of any privacy, security, or ethical considerations

All approved uses must comply with applicable data protection, confidentiality, and organizational ethics policies.

Financial Guidelines

To: Affiliate Leadership Officers

From: Karen Wilbert, Controller

Subject: Financial Requirements for Affiliate Organizations of MML

Date: 10/10/2025

As requested in the September quarterly check-in, the below guidelines are the League affiliate financial practices and will be added to the League's affiliate handbook. These establish financial management, banking, and reporting requirements for all affiliates with bank accounts operating under the Maryland Municipal League (MML) umbrella as listed in the League's bylaws, the governing documents. The intended purpose is to ensure accountability, transparency, and compliance with MML's obligations as a 501(c)(4) membership organization. All affiliates must adhere to these policies as a condition of continued recognition by MML. Compliance protects both the affiliate and MML's collective tax-exempt status.

1. Bank Accounts

- Online Access:
 - MML requires read-only online access to all Affiliate members' bank accounts for viewing purposes only. Login credentials or account view access must be provided to MML's Controller or designee.
- Signers:
 - Each bank account must have a minimum of two authorized signers, neither of whom shall be from the same household. One signer should be an officer (President, Vice President, or Treasurer), and no checks may be signed by the payee.
- Annual Certification:
 - Annually, Treasurers must submit a certification form to MML confirming all accounts, signers, and EINs are current and that all required controls are in place. This must be submitted no later than July 31st of the current membership year.
- Debit Card Controls:
 - Debit cards should only be issued in rare, documented cases, and are highly discouraged. Any debit card activity must be preauthorized by both signers and included in monthly reporting. Both signers must initial each debit card activity and it must be reported to the membership body for approval and submitted to MML. Personal or cash withdrawal transactions are strictly prohibited.

Financial Guidelines

2. Financial Reporting Requirements

- Treasurers shall report to MML quarterly, no later than 30 days following the end of each quarter (October 31, January 31, April 30, and July 31). Reports must include:
- Current and prior quarter bank statements
- Updated accounting logs
- Treasurer's report as presented to members
- Documentation of board or membership approval of the Treasurer's report

3. Accounting and Recordkeeping

Accounting Logs

- Affiliates must maintain accurate accounting logs. It is strongly encouraged to incorporate the sample format provided into your process to ensure uniformity.
- Each transaction must include:
- Date, description, payee, and amount.
- Documentation such as invoices or receipts.
- Monthly reconciliations must be completed against bank statements.

1. Record Retention

- All financial records, including bank statements, receipts, and reports, must be retained for a minimum of seven (7) years and be made available to MML upon request.

2. Year-End Summary

- Affiliates must prepare a year-end summary of income and expenses for review by MML's Board of Directors.

Any concerns regarding financial mismanagement or misuse of funds may be confidentially reported to MML's CEO and President.

Members who are not as engaged, look to our leadership for cues on what information and activities are important. In your role as first-movers, you are expected to play a leadership role in key MML events including but not limited to:

July - December 2025

July

- 15 - Committee Orientation
 - 15 - All required items due into Dropbox
 - 28 - Affiliate led Fall Con session requests due
-

August

- 1 - MML Summer Symposium
 - 15 - All required items due in Dropbox
 - 15 - Affiliate led session requests selected
 - 26 - Board Reports due
 - 29- All affiliate member rosters and meeting dates due to MML staff liaison
-

September

- 15 - All required items due in Dropbox
 - 15 - Last day to submit meeting dates
 - 23 - Fall Board Reports due
 - 23 - First Quarterly Check-in (tentative)
-

October

- 12-14 MML Fall Con - Deep Creek
 - 12 - Affiliate training at Fall Con -tentative
 - 15 - All required items due in Dropbox
-

November

- 15 - All required documents due in Dropbox
-

December

- 4 - MML State of the Municipality
- 15 - All required items due in Dropbox

January - June 2026

January

- 6 - Board Reports due
 - 14 - Opening day of Legislative Session
 - 15 - All required items due in Dropbox
 - 27 - Second Quarterly Check-In
-

February

- 15 - All required items due in Dropbox
-

March

- 2 - Committee applications opens
 - 4-6 Maryland Mayors Association Winter Conference
 - 6 - MML Advocacy Day
 - 15 - All required items due in Dropbox
 - 19 - Essay contest Virtual Reading
 - 25 - Third Quarterly Check-in
-

April

- 14 Board Reports due
 - 15 - All required items due in Dropbox
 - 24 - Essay Ceremony (Tentative)
-

May

- 15 - All required items due in Dropbox
 - 26 - Board Reports due
 - 30 - All Committee Interest applications due with Affiliate recommendations
 - 30 - All changes in affiliate leadership must be relayed to MML
-

June

- 14-17 MML Summer Conference
- 17 - Affiliate Leadership Orientation at Conference

Standing Committee Management

Conference Planning Committee

Steve Lopes, Deputy Director Leadership Development

Engagement and Outreach

Sharon Easton, Manager Member Experience

Dionna Richardson, Senior Associate
Leadership Development

Legislative Committee

Bill Jorch - Managing Director Advocacy & Public Affairs

Iris Ibegbulem, Senior Associate Advocacy & Public Affairs