



**International Institute of Municipal Clerks  
Board of Directors  
Annual Meeting Agenda  
May 21-22, 2010**

**Reno, Nevada**



# **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

## **BOARD OF DIRECTORS**

### **2009/2010 Roster**

<b><u>President</u></b>	<b><u>Term of Service</u></b>	<b><u>President Elect</u></b>	<b><u>Term of Service</u></b>
<b>Mary Lynne Stratta, MMC</b> City Secretary P.O. Box 1000 Bryan, TX 77805-1000	<b>5/27/2010</b>	<b>Sharon K. Cassler, MMC</b> Clerk of Council 1131 Steubenville Ave. Cambridge, OH 43725	<b>05/27/2010</b>
<b><u>Vice President</u></b>	<b><u>Term of Service</u></b>	<b><u>Immediate Past President</u></b>	<b><u>Term of Service</u></b>
<b>Colleen J. Nicol, MMC</b> City Clerk 3900 Main St. Riverside, CA 92522-0111	<b>5/27/2010</b>	<b>Dyanne C. Reese, MMC</b> Clerk of Council P.O. Box 1027 Savannah, GA 31402-1027	<b>5/27/2010</b>
<b><u>Region I Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region I Director</u></b>	<b><u>Term of Service</u></b>
<b>Bernice Dixon, CMC</b> Town Clerk 14 Park Place Vernon, CT 06066-3291	<b>5/20/2010</b>	<b>James G. Mullen, Jr.</b> Town Clerk 525 Canton Avenue Milton, MA 02186	<b>5/24/2012</b>
<b><u>Region II Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region II Director</u></b>	<b><u>Term of Service</u></b>
<b>Carol L. Jacobs, MMC</b> City Clerk P.O. Box 158 Ocean City, MD 21842-0158	<b>5/20/2010</b>	<b>Jane E. Williams-Warren, MMC</b> Municipal Clerk 155 Market Street, 3rd FL Paterson, NJ 07505	<b>5/12/2011</b>
<b><u>Region III Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region III Director</u></b>	<b><u>Term of Service</u></b>
<b>Melissa E. Small, MMC</b> City Clerk 11250 N. 56th Street Temple Terrace, FL 33617	<b>5/24/2012</b>	<b>Stephanie C. Kelly, CMC</b> City Clerk 600 East Fourth Street Charlotte, NC 28202-2857	<b>5/20/2010</b>
<b><u>Region IV Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region IV Director</u></b>	<b><u>Term of Service</u></b>
<b>Barbara Blackard, MMC</b> City Clerk/Treasurer 205 Walnut Street Clarksville, AR 72830-3005	<b>5/12/2011</b>	<b>Deborah L. Miner, CMC</b> City Clerk P.O. Box 636 Harrah, OK 73045	<b>5/24/2012</b>

<b><u>Region V Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region V Director</u></b>	<b><u>Term of Service</u></b>
<b>Tami K. Kelly, MMC</b> Clerk of Council 4035 Broadway Grove City, OH 43123	<b>5/24/2012</b>	<b>Brenda Kay Young, MMC</b> Town Clerk-Treasurer P.O. Box 446 Nashville, IN 47448-0446	<b>5/20/2010</b>
<b><u>Region VI Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region VI Director</u></b>	<b><u>Term of Service</u></b>
<b>Carol S. Alexander, MMC</b> City Clerk 100 State Street Beloit, WI 53511-6234	<b>5/24/2012</b>	<b>Shari A. Moore, CMC</b> City Clerk Room 310 City Hall 15 West Kellogg Blvd. Saint Paul, MN 55102	<b>5/12/2011</b>
<b><u>Region VII Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region VII Director</u></b>	<b><u>Term of Service</u></b>
<b>Karen F. Goodwin, MMC</b> City Clerk 955 Rue St. Francois Street Florissant, MO 63031	<b>5/24/2012</b>	<b>Jerry Lovett-Sperling, MMC</b> City Clerk P.O. Box 70 Lindsborg, KS 67456-0070	<b>5/12/2011</b>
<b><u>Region VIII Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region VIII Director</u></b>	<b><u>Term of Service</u></b>
<b>Stephanie Kalasz, CMC</b> City Clerk P.O. Box 9203 Moscow, ID 83843-1703	<b>5/12/2011</b>	<b>Monica M. Simmons, MMC</b> City Clerk 34 Brays Island Drive Henderson, NV 89052	<b>5/20/2010</b>
<b><u>Region IX Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region IX Director</u></b>	<b><u>Term of Service</u></b>
<b>Margaret (Peggy) Hawker, MMC</b> City Recorder/Special Projects Director 169 SW Coast Hwy Newport, OR 97365-3806	<b>5/24/2012</b>	<b>Pamela R. Kolacy, MMC</b> City Clerk 250 Madison Street Suite 2 Port Townsend, WA 98368-5738	<b>5/20/2010</b>
<b><u>Region X Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region X Director</u></b>	<b><u>Term of Service</u></b>
<b>Marc Lemoine, MMC</b> Deputy City Clerk Council Bldg-510 Main Street Winnipeg, MB R3B 1B9 CANADA	<b>5/12/2011</b>	<b>Bernie White, MMC</b> Municipal Clerk Cape Breton Reg. Municipality 320 Esplanade Sydney, NS B1P 7B9 CANADA	<b>5/20/2010</b>
<b><u>Region XI Director</u></b>	<b><u>Term of Service</u></b>	<b><u>Region XI Director</u></b>	<b><u>Term of Service</u></b>
<b>Francois Allers</b> Executive Manager: Legal & Administrative Services Ekurhuleni Metropolitan Municipality "P.O. Box 3277 Kempton Park 1620 SOUTH AFRICA	<b>5/24/2012</b>	<b>Nick Randle</b> Chief Executive 1 The Crescent Taunton TA1 4EA UNITED KINGDOM	<b>5/12/2011</b>



**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
May 21-22, 2010  
Grand Sierra Hotel ~ Reno, Nevada**

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18.	Adjournment	

(Educational items on the agenda will be addressed first on Saturday, May 22.)

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
BOARD OF DIRECTORS  
MID-YEAR MEETING AGENDA  
NOVEMBER 7, 2008  
RIVERSIDE, CALIFORNIA**

**PRESENT WERE:** Dyanne Reese, CMC, President; Mary Lynne Stratta, MMC, President-Elect; Sharon Cassler, MMC, Vice President; and Chuck Tokar, MMC, Immediate Past President; Linda C. Cohen, MMC, I; Bernice Dixon, I; Carol L. Jacobs, MMC, II; Jane Williams-Warren, MMC II; Glenda A. Morgan, MMC, III; Barbara Blackard, MMC, IV; Eddie R. Myers, CMC, IV; Kathryn A. Dornan, CMC, V; Brenda Kay Young, MMC, V; Carolyn Brownfield, MMC, VI; Shari A. Moore, CMC, VI; Rick Goeckner, MMC, VII; Jerry Lovett-Sperling, MMC VII; Stephanie Kalasz, VIII, Monica M. Simmons, MMC, VIII; Pamela R. Kolacy, MMC, IX; Colleen J. Nicol, MMC, IX; Marc Lemoine, X; Bernie White, CMC, X; Nick Randle, XI; and Tom Van Der Hoven, XI.

President Reese called the meeting to order at 3:43 p.m. Noting the lateness of the hour, President Reese announced plans to cover items 1 – 6 on the agenda today and resume the meeting the next morning.

**ABSENT WAS:** Stephanie C. Kelly, CMC, III. Stephanie Kelly notified President Reese that she could not be present and her absence was excused.

**PARTICIPATING WERE:** Chris Shalby, Executive Director; Dr. Mohammad Eftekhari, Director of Education/Research; Denice Cox, Office Manager; Pilar Archer, Accounting Manager; Janet Pantaleon, Finance Specialist; Tim Seeden, Association Solutions, Ltd.; and Dale Barstow, MCEF President.

**ALSO IN ATTENDANCE WERE:** Maureen Kane, Institute Director of California; Barbara Daniels, Wisconsin; Peggy Hawker, Oregon; Vicki Miel, former IIMC President, and Olivia Parks Woods, Retired Municipal Clerk - City of Atlanta.

**AGENDA APPROVAL: Motion by Barbara Blackard, second by Jane Williams-Warren to approve the agenda. Motion carried.**

**CONSENT AGENDA APPROVAL: Motion by Bernie White, second by Tom Van der Hoven to approve and ratify the minutes listed on the consent agenda. With noted corrections, The motion carried.**

a. Minutes of May 16, 2008 - Board Meeting

Corrections: Page 11, Annual Conference Updates (a): Change Atlanta, CA to Atlanta, GA

b. Minutes of May 22, 2008 - Board Meeting

c. Minutes of May 23, 2008 - Board Meeting

d. Minutes of July 8, 2008 Board Teleconference

Page 18, President's Report: Change Wilmington, DC to Wilmington, NC

Page 20, Region II Report: Change October to April and Virginia to W. Virginia

Page 16, Members Present: Add Marc Lemoine

Page 20, Region IV Report: Change November 4 -5 to December 4 -5

e. Minutes of July 22, 2008 Board Teleconference

f. Minutes of October 7, 2008 Board Teleconference

**EXECUTIVE SESSION – Motion by Sharon Cassler, second by Eddie Myers to convene in Executive Session. Motion carried.**

After resuming the regular order of business, President Reese recessed the meeting at 5:30 p.m. until November 8, 2008, at 8:30 a.m.

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
BOARD OF DIRECTORS  
MID-YEAR MEETING AGENDA  
NOVEMBER 8, 2008  
RIVERSIDE, CALIFORNIA**

President Reese called the meeting to order at 8:30 a.m.

**EDUCATION DEPARTMENT UPDATE -- MOHAMMAD EFTEKHARI, PH.D.**

**A. EDUCATION REPORT SUMMARY**

The Director of Education reported that the possibility of conducting a job analysis for the purpose of redesigning the curricula for the CMC, CMC Recertification, and MMC programs was explored to be based on unbiased, objective, and comprehensive information gathered by an expert. Dr. Reed Castle was identified as a suitable consultant to conduct the job analysis. Dr. Castle submitted a proposal that was shared with the Program Review and Certification Committee. Dr. Castle made a presentation to the entire Program Review and Certification Committee. The proposal (contract) has been submitted to the Executive Director.

The Department continued efforts to establish a partnership between the IIMC Online Learning Institute and e-Cornell. E-Cornell submitted a proposal for such a partnership. Greg Napierala from e-Cornell traveled to Rancho Cucamonga and made a presentation to the Education Department. The proposal (contract) has been submitted to the Executive Director.

The Director of Education trained the first group of IIMC Education Ambassadors.

The Department is working with the IIMC Conference Education Committee and Illinois Host Committee in identifying subject matters and presenters for the IIMC 2009 Annual Conference in Chicago. Contracts are being negotiated with the presenters including the content and format of their presentations. It is anticipated that four General Sessions, 42 Concurrent Sessions, and 12 Advanced Academy Sessions will be delivered in Chicago.

**B. EDUCATION GUIDELINES**

**C. EDUCATION REVISED FAQ**

- 1. Professional Certifications Granted June - Nov 2008**
- 2. Courses Reviewed and Approved;**
- 3. Job analysis for redesigning Curricula for Education Programs**
- 4. Ambassadors Trained**
- 5. 2009 Annual Conference Education Sessions**

Vice President Cassler posed questions regarding the Ambassador Program. Dr. Eftekhari clarified that the first group was trained but was not certified because the criteria had not been established yet. He stated that once that group has been certified, IIMC will publicize who they are. Colleen Nicol explained that ambassadors will be experts regarding the Education Certification requirements in their own States. She noted that wherever she visits, there are education gurus and chairs who want to become ambassadors.

Tom Van Der Hoven commented that he did not see any update on IMASA and other Region 11 issues in the Education Report. Dr. Eftekhari responded that IIMC is negotiating with e-Cornell regarding a partnership with IIMC in Region 11. If this proposal is successful, it will address the needs in Region 11. Additional information regarding certification was forwarded to South Africa and Bulgaria.

Kathryn Dornan questioned the provision referenced on page 37 of the Education Report requiring pre-approval for individuals to take a course. She recalled that this provision was changed to require notice after taking the course. Dr. Eftekhari responded that it is covered in the "Frequently Asked Questions" document. Ms. Dornan preferred that it be included in the Guidelines. Dr. Eftekhari agreed to revise the guidelines to incorporate the language.

Dr. Eftekhari introduced new staff members Emily Maggard and Marilyn Sanzo who joined the organization in August and September 2008. Colleen Nicol asked if IIMC is up to date in processing certification applications. Ms.

Maggard replied that they were pretty close to being on schedule, only about a week or so off. When asked how many were pending, Ms. Sanzo replied, “3 MMC’s and 83 CMC’s”. Colleen Nicol related a situation where a clerk received notice via e-mail that she had been certified but was on vacation at the time. Ms. Nicol stated that it was weeks later before she learned that she had become certified and later received her official certificate and pin. Kathryn Dornan asked what was involved in the application process. Dr. Eftekhari stated that he reviews the application and when the applicant is certified, he sends them an e-mail notifying them that they have been certified and will receive a certificate and pin at a later date. The certificate and pin are sent approximately four to six weeks after the e-mail notification because they are all processed at the end of the each month. Ms. Dornan expressed concern with that process. She thought that e-mail notification was inadequate for such a prestigious accomplishment and suggested that a form letter signed by the Education Director would be more appropriate. Ms. Dornan stated that she was invited to present a certificate to a clerk in her Region and they still had not received her certificate by the date of the event. Dr. Eftekhari noted that the Education Department was short of staff prior to August 2008. However, he agreed that IIMC should be more responsive to customer service requests and urged the Board to be willing to provide the financial support for adequate staffing. Vice President Cassler concurred with Ms. Dornan’s position and would also like to see a form letter be sent out to the recipients. Dr. Eftekhari agreed to initiate the practice. President Reese stated that certification is usually a six-week process but suggested that if a special presentation is needed prior to that time members can notify the staff to allow them to expedite the process.

Monica Simmons asked if there was any way Region Directors could be notified of certification revocations. She stated that if Region Directors are notified, they could assist IIMC in these situations. Dr. Eftekhari thought that this was an excellent idea and that he could begin listing potential revocations in the Friday letter.

Dr. Eftekhari reported that the Education Department explored the possibility of conducting a job analysis for the purpose of redesigning the curricula for the CMC, CMC Recertification and MMC programs based on unbiased, objective, and comprehensive information gathered by an expert. To that end, he has taken the following actions:

- Identified Dr. Reed Castle as a suitable consultant to conduct the job analysis.
- Received a proposal from Dr. Castle that was shared with the Program Review and Certification Committee. Dr. Castle made a presentation to the entire Program Review and Certification Committee. The proposal (contract) has been submitted to the Executive Director.

In addition, the Education Department continued the efforts to establish the IIMC On-line Learning Institute.

**Motion by Glenda Morgan to accept the report; second by Eddie Meyers. Motion approved.**

President Reese recognized several guests that were in attendance at the meeting and thanked them for attending.

- Maureen Kane, Institute Director of California
- Barbara Daniels, member
- Peggy Hawker, member
- Dale Barstow - MCEF President
- Vicki Miel, former IIMC President and MCEF Board Member

Vicki Miel informed the Board that she had come out of retirement and was serving as clerk in a small town in Arizona.

#### **MUNICIPAL CLERKS EDUCATION FOUNDATION – DALE BARSTOW, MCEF PRESIDENT**

President Reese allowed the MCEF Report to be moved up on the agenda so that Dale Barstow could leave the meeting to prepare for the MCEF meeting scheduled on this date. There was no objection. Mr. Barstow made the following oral report.

Volunteer contributions are on track and are anticipated to be more than what was contributed in 2007. \$29,232 is expected to be granted to IIMC for its 2009 Education Programs from MCEF. Although no proceeds are anticipated from investments this year, financial advisors want MCEF to stay the course with disbursements and programs. MCEF will launch a Planned Giving Program developed by MCEF Board member Wayne Hussey soon. Mr. Barstow urged board members to remember MCEF in their wills and encouraged them to participate in the MCEF Walk-Run and Silent Auction during the 2009 Annual Conference. Members will soon receive a marketing letter encouraging contributions. About 200–300 letters will be mailed to potential contributors. Because investments have not generated any proceeds this year, Mr. Barstow will speak directly to individuals who contribute endowments and ask for contributions for scholarships. In past years, response has been very positive.

Colleen Nicol asked if MCEF was considering any new program initiatives. Mr. Barstow replied that the Florida State Association is planning to give an MCEF Endowment and encouraged board members to ask state associations about creating such an endowment. President-Elect Stratta thanked MCEF for the 17 Conference Grants that were awarded in Atlanta noting that recipients received credits for their certification. Chuck Tokar asked if Conference Grants would be available for the Chicago conference and Mr. Barstow replied that they would not since no funds were generated from investments this year. He recommended that IIMC use a portion of the \$29,232 in Policy 8 funds for Conference Grants. President Reese stated that the Executive Committee serves on the MCEF Board. Mr. Barstow also encouraged Region Directors to promote MCEF in their state association meetings. MCEF talking points are available for the Directors' use.

#### **COMMITTEE REPORTS REQUIRING NO ACTION**

##### **A. ETHICAL STANDARDS COMMITTEE - CHAIR, JAMES VILLIESSE**

- i. Ethical Standards Report**
- ii. Rules of Procedure**
- iii. Request for Investigation**

##### **COMMITTEE REPORT SUMMARY**

The report, summary, sanctions and forms are on IIMC's web site and have been sent as part of the October E-Briefing. The report was also published in the October News Digest. The Board approved the Committee's report in July. The Committee now waits for further instruction from the Board.

##### **MANAGEMENT'S RECOMMENDATION**

Management appreciates the work this Committee has done to this point and has no recommendations other than to receive the report as filed.

##### **B. MEMBERSHIP COMMITTEE – CHAIR, DAWN G. ABRAHAMSON**

##### **COMMITTEE REPORT SUMMARY**

Committee Goals and Objectives for the 2008/2009 included: IIMC Board Membership Challenge, The Recruit a New IIMC Member Campaign, Good Will Calling and the IIMC Membership Survey. IIMC will host a booth at the National League of Cities Conference this fall in an effort to reach potential members and increase membership. The Committee will continue their quest of contacting the membership for the remainder of the year and will also continue to investigate new ways to increase membership.

##### **MANAGEMENT'S COMMENTS**

The Committee has no recommendations at this time, but we encourage the Committee to continue working with staff to increase membership. Especially important are the telephone calls with members reminding them of renewing and exploring membership needs.

##### **C. PROGRAM REVIEW & CERTIFICATION COMMITTEE – CHAIR, JOANN TILTON**

##### **COMMITTEE REPORT SUMMARY**

The Committee's Goals and Objectives were to:

Execute, as directed, the Board-adopted action plan engaging the membership, Institute Directors, Committees, staff, and the Board to:

- a. Define the future of IIMC certification programs – beginning that dialogue with the membership;
- b. Fold the Task Force recommendations and Director of Education reports into the membership dialogue; and
- c. Coordinate the membership dialog structure with the Research & Resource Committee.

The Committee hopes to move forward with distribution, via State Associations and Institute Directors, of the best practices for dissemination of education and certification requirement information to members. The Committee plans to develop a series of short video clips to be posted on the IIMC Website to bring the information to life. The Committee will develop alternate methods to distribute the video clip series to use the information at the State and International levels. The Committee will work with Dr. Eftekhari to identify, train and grow the Education Ambassador Program creating experts in the areas of education guidelines and certification requirements. The Committee will begin submitting FAQ highlight articles for the News Digest. This work will be done in an attempt to provide consistent and uniform information to the members regarding the education guidelines and certification requirements as they currently exist.

**MANAGEMENT'S COMMENTS**

The Best Practices and Education Ambassadors Program are both worthwhile endeavors that will help the membership and the Education Department in providing answers to member's concerns and questions about Certification programs. The Frequently Asked Questions brochure will be turned into a colloquial article for the News Digest and the web site. These items along with the committee's production of short video clips all go hand in hand with clarifying and conveying IIMC's education message to the membership.

**D. PUBLIC RELATIONS & MARKETING COMMITTEE – CHAIR, VANESSA TURNER****COMMITTEE REPORT SUMMARY**

The role of the Public Relations Committee is closely aligned with the duties of the Public Relations Department. Chris Shalby has been very helpful in making certain that we are not duplicating efforts or making recommendations for activities that are currently underway. A request was submitted earlier to reinforce the need for the additional funds for website development.

The Committee had four primary goals:

- a. assist with increasing membership;
- b. continue the implementation of the five-year plan;
- c. provide a continuous flow of articles to the News Digest and other governmental publications on the role of the clerk; and
- d. develop criteria for promoting Municipal Clerks Week.

**MANAGEMENT'S COMMENTS**

Staff has implemented the Committee's five-year plan into an on-going schedule and looks to the committee for further instructions regarding Municipal Clerks Week and articles for the Digest and other governmental publications.

**E. RESEARCH AND RESOURCE COMMITTEE – LINDA SPENCE****COMMITTEE REPORT SUMMARY**

The purpose of this Committee is to assist in surveying the membership on various issues as necessary and to ensure that members are provided with quick and accurate answers to their inquiries. The committee responded promptly to all requests for information. A Listserv will be launched very soon. The Committee will coordinate with the Program Review & Certification Committee to develop a survey/questionnaire for members on various issues.

**MANAGEMENT'S COMMENTS**

With the help of staff member Tammy Schultz, member requests regarding specific items are being addressed by the Committee in a timely and accurate manner. The upcoming launch of the ListServ will also be a huge help to the Committee.

**COMMITTEE REPORTS REQUIRING ACTION****BUDGET AND PLANNING COMMITTEE – CHAIR, TERRY TRIPP****COMMITTEE REPORT SUMMARY**

The 2008 year-end budget is projected to end with a profit of \$17,335. The 2009 Budget is expected to have a year-end profit of \$1,600. Staff has been requested to look at various options regarding a contingency plan for litigation. As for the 2009 Conference, staff has been requested to continue to negotiate with the hotel to reduce costs, if possible; a letter has been sent to the 2009 Conference Committee Chair stating our concerns about revenue, fundraising and attendance.

**MANAGEMENT RECOMMENDATION**

Management appreciates and thanks the committee for their support and decisions regarding the 2008 and 2009 budgets. As for litigation and the 2009 Conference, staff is already looking at viable options to deal with both of these issues.

Region Directors were asked to involve their Regions to support the silent auction and the trip that will be raffled at the 2009 Annual Conference.

**Motion by Chuck Tokar; second by Tom Van Der Hoven to approve the report. Motion carried.**

## CONFERENCE EDUCATION COMMITTEE – CHAIR, ALLAN SUSEN

### COMMITTEE REPORT SUMMARY

The purpose of the Conference Education Committee is “To ensure that the IIMC Annual Conference is the premier local government educational experience for all potential conference delegates”. This must be accomplished despite the ever increasing competition for education dollars. Clerks need to gain the most education they can at a conference, and they should be able to utilize that education toward their certification. The next important step for IIMC is to develop a system that permits Clerks to maximize their ability to earn education points at IIMC conferences. The Committee’s Goals were as follows:

1. In concert with the Director of Education, evaluate and review the content and suitability of the educational components of the current conference in order to:
  - a. Ensure that the varying levels of education and experience, as well as varying job responsibilities of all IIMC member are being accommodated
  - b. Make immediate recommendations for improvements to the Director of Education and the Host Committees for future conferences.
2. In consultation with the Director of Education, investigate and report on classifying various conference sessions as follows:
  - a. Develop “tracks”, such as finance, management, leadership, records, etc., as well as designating each as a basic, intermediate or advanced level of education. For those Clerks earning credentials, we will need to know the level of education for CMC or MMC credit.
  - b. Coordinate with Staff and the Program Review & Certification (PRC) committee the process to be used in assigning a numeric value for educational points given for attending conference sessions and in conjunction with PRC and Conference Education develop a mechanism to register attendance at conference sessions.
  - c. Coordinate with staff and the International Relations Committee programs that would be beneficial to Regions X and XI.

### MANAGEMENT RECOMMENDATION

Regarding this Committee’s recommendation for scanners at the IIMC Annual Conference, from a marketing standpoint, management believes that providing additional points for Delegates is a strong promotional tool to entice members to attend Conferences. Staff is researching the cost of providing scanners at the Conference in Chicago. We have contacted several vendors and are looking to make this work without encumbering huge expenses. *NOTE:* There are several other committees that have also made this suggestion as part of their recommendations.

Management agrees with the recommendation that future host committees submit their suggestions and comments regarding Conference education topics and presenters prior to next year’s IIMC Annual Conference (with June 1<sup>st</sup> as the deadline). This is an excellent suggestion and one that will provide plenty of time to meet IIMC’s deadlines.

The 2009 Conference education program features the following:

- Four general sessions, two provided wholly by the Illinois Committee;
- 24 concurrent education sessions provided by the Illinois Education Committee;
- 11 concurrent education sessions provided by other Committees;
- 7 records management sessions; and
- 12 MMC Academies – 3 topics included from the Illinois Committee.

Management also agrees with the Committee’s recommendation to classify the sessions into tracks and IIMC’s Education Department will be implementing that suggestion as it prepares the conference program.

Following discussion regarding the use of scanners at conferences, **A motion was made by Pam Kolacy to support an investigation into the feasibility of developing a scanning system for IIMC Conference attendees which will enable Municipal Clerks to maximize their ability to earn education points at the rate of 1 education point per 2 credit hours, second by Stephanie Kalasz. Motion carried.**

**Motion by Chuck Tokar, second by Jane Williams-Warren to approve the report. Motion carried.**

## CONFERENCE POLICY COMMITTEE – CHAIR, BARBARA HOGELIN



## **COMMITTEE SUMMARY REPORT**

### **Conference Policy Committee Goals:**

1. Observe, evaluate and review the schedule and format of the current conference and make recommendations regarding same to Executive Director and future Host Committees.
2. Review the Conference Planning Manual and Sponsor Program, especially the financial and other obligations/responsibilities of IIMC Sponsors and Host Committee.
3. In conjunction with the Program Review and Conference Education Committees:
  - a. Develop a mechanism to register attendance at conference
  - b. Investigate and provide for more cost-effective ways to accommodate and attract conference delegates from Regions X, XI and retired members
  - c. Coordinate with the Mentoring Committee in expanding the conference mentoring registry and program
4. Develop or update the policy to host and bid on a future Region XI conference and provide input to the Budget and Planning Committee on developing a financing strategy and building a reserve fund.

### **MANAGEMENT RECOMMENDATION**

Management realizes that the bulk of the Committee's work will be finalized for the May 2009 Board meeting, specifically and with staff's assistance, the conference planning manual. Staff will be presenting a proposed sponsorship package to the Committee by year-end 2008 to be implemented for the 2009 Conference.

Registering session attendance at the Conference has been suggested and staff is researching the possibility.

Staff has made considerable efforts to provide a day or half-day off-site trip for our Region X and XI delegates in Chicago. This will be the third conference an off site education program has been offered with the Host Committee's help. In 2008, IIMC reduced its Region XI registration fee for attendees from \$545 to \$395US and will keep it at that cost for the 2009 Conference.

The mentoring committee was provided a table by IIMC registration and was also invited to address the first time attendee orientation in Atlanta. Staff and the Committee will continue along the same lines in Chicago.

As far as policy on the logistics and Requests for Proposal to hold conferences outside North America, the Policy Committee has already submitted changes to revise the current policy.

Director Shalby complimented the committee on doing a good job on the Conference Manual. The committee will be working with the City of Chicago to provide Region X and XI with a half-day, off-site session.

**Motion by Colleen Nicol, second by Tom Van Der Hoven to accept the report. Motion carried.**

## **ELECTION COMMITTEE – CHAIR, BRENDA CIRTIN**

### **COMMITTEE SUMMARY REPORT**

The Committee is:

1. Asking that candidates be allowed unlimited e-mails to discuss their candidacy
2. Asking that the Board appoint someone other than the Executive Director to review election material for appropriateness
3. Proposing a policy change regarding the Executive Committee's endorsement of candidates.

### **PROPOSED NEW POLICY:**

#### **EXECUTIVE COMMITTEE ENDORSEMENTS**

"A member of the Executive Committee shall not use the prestige of his/her position on behalf of any candidate for elected office and to this end shall refrain from using their official title in support of or in opposition to candidates for elected office."

### **MANAGEMENT RECOMMENDATION:**

**Recommendation #1**—Management believes it will help alleviate any repercussions between candidates as well as provide a level playing field for those involved.

**Recommendation #2** -- Management feels that staff should continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there's any impropriety with the information provided, staff will submit the materials to the Election Committee for their final recommendation.

**Recommendation #3** --Management believes the Executive Committee should neither endorse nor provide assistance to any candidate.

Director Shalby stated that there has been nothing that has come across staff's desk that is controversial. He reviews material to see if it meets IIMC's criteria. Colleen Nicol noted that Recommendations #2 and #3 have not been considered by the Policy Review Committee.

**Motion by Colleen Nicol to approve recommendations #1 and #2 and refer recommendation #3 back to the Policy Review Committee, second by Bernie White. Motion carried.**

Linda Cohen respectfully asked that until the policy is adopted, the Executive Committee refrain from making any recommendation pertaining to a candidate. The Executive Committee agreed.

#### **INTERNATIONAL RELATIONS COMMITTEE REPORT – CHAIR, TAMI KELLY**

**GOAL #1** - Work closely with the Director of Education and affiliated national association leadership to bring current Region XI educational endeavors into compliance as certification eligible programs, utilizing the Online Learning Institute and to establish a minimum of two Institutes in Region XI, with a concentration on the United Kingdom, South Africa, The Netherlands and maintaining the Bulgaria Institute.

**COMMITTEE SUMMARY:** Francois Allers, Nick Randle and Tom Van der Hoven are working with Dr. Eftekhari. Tom Van Der Hoven has been appointed to a new Steering Committee in the UK. He is working to bring the Chairman to the Chicago Conference for a meeting with staff. The Director of Education will report back to the Committee with updates on any progress being made.

#### **MANAGEMENT'S RECOMMENDATIONS**

As of this writing, IIMC has approved IMASA's initial concept for an Institute and continues to work with them to bring this to fruition. IIMC has yet to make the necessary contact with the new Netherlands Association. Sixteen Bulgarian members are CMC's. There are two Clerks' Associations in Bulgaria, yet IIMC only has one affiliation agreement.

**Motion by Tom Van der Hoven to approve the report, second by Stephanie Kalasz. Motion approved.**

**Goal #2** - Work closely with the appropriate members of both the Membership and Public Relations & Marketing Committees to develop and distribute targeted marketing materials to potential members.

**COMMITTEE SUMMARY:** The committee continues to work on ideas for the website. Primarily, the Committee would like to see communication enhancements to allow for better and easier contact with the membership, especially in Region XI. The IRC will continue to work with the PR&M Committee to market the Exchange and Study Abroad programs. Items from last year's survey to be addressed: 1. Revamp News Digest; 2. Update and embellish the website and add a way to e-mail each other individually and by groups; 3. Add more on-line education sessions; 4. Return to more break-out sessions at Conference rather than General Sessions; and 5. reduce cost of the Annual Conference. A request was submitted to fund enhancement of the website to improve this communication tool for our members.

#### **MANAGEMENT'S RECOMMENDATION**

Develop and distribute targeted marketing materials to potential members with the following additions:

- a. member-to-member connection,
- b. exchange program, and
- c. study abroad program

The member-to-member email program will be available when IIMC launches its ListServ. Management does not recommend that members have access to individual e-mail addresses. Staff sees problems in control of what will be distributed. The ListServ is sufficient for communications.

The Exchange Program received several E-blasts, a News Digest cover (September) and several articles promoting the Program. To date, three people are interested in participating.

The Study Abroad Program is set for Fall 2009 in the United Kingdom and for Fall 2011 in South Africa. Once the committee has developed the logistics for the 2009 program, promotion will begin. In 2008, 19 members participated in the program.

As for past items, Management still needs concrete definitions of revamping the News Digest and web site. The Education Department has developed six on-line distance education programs and continues to pursue new ones, but costs are a factor, so process is slow. For the 2009 Conference in Chicago, there are 40 breakout sessions and four general sessions making Chicago the third consecutive Conference to feature this format. As for reducing the cost of the Conference registration fee, Management does not believe it is in IIMC's best interest. The current cost of \$560 for five days is incredibly reasonable when compared to other organizations.

**Motion by Tom Van Der Hoven to approve the report, second by Colleen Nicol. The motion carried with one no vote.**

**Goal #3** - Identify and recommend to the Conference Education Committee topics and speakers of global relevance.

**COMMITTEE SUMMARY:** 1. Committee members will be asked to submit their recommendations on an on-going basis. Topics can be used for upcoming conferences. 2. Lucille Zucherro will lead on the inclusion of mini tours in the Chicago conference program. The Committee will liaise with the International Associations to find out what suggestions/preferences they have. 3. Stephanie Kalasz will investigate an 'International Day' as part of the conference program with presenters from Region X and XI.

**MANAGEMENT'S RECOMMENDATION**

One-half day is reserved in 2009 for an off-site visit for Regions X and XI delegates to visit City Hall. This will be the third consecutive year that an off-site program for these Regions has been offered. There will not be mini tours or an International Day. The cost of mini tours is prohibitive and we believe there are enough networking opportunities in which all delegates can partake.

**Motion by Tom Van Der Hoven to approve the report, seconded by Nick Randle. The motion carried with one no vote.**

**Goal #4** - Develop the 2009 Study Tour program for a Region XI destination. Recommend to the Board of Directors a plan for future Study Abroad programs; provide ideas and recommendations to the Budget and/or Conference Policy Committees on developing and marketing a future Region XI Annual Conference.

**COMMITTEE SUMMARY:** A plan for future programs was submitted and adopted by the Board last year. Mr. Randle recently notified the Chair that the SLCC Conference will be Oct. 23 – 25, 2009. The Committee will continue to put together the next Program and supply recommendations for future programs. It is the recommendation of this Committee to continue to offer the Study Program every other year (next offering to be in 2009). It was determined that offering a 2009 Tour to Wales or Scotland, with the assistance of the SLCC would be the best opportunity given the short time to plan. It was also agreed that 2011 would be in South Africa with the assistance of Francois Allers. It is also important for an IIMC Representative to accompany the participants for coordination purposes.

**MANAGEMENT'S RECOMMENDATION**

There is \$6,200 in the International Relations Committee's budget toward the Exchange Program. As for the \$700 request to assist either staff or a member to coordinate the Study Abroad trip, IIMC will pay for this individual's flight through its American Express points, saving hard dollar costs for IIMC. Management agrees with the Committee's recommendation to continue with the Study Abroad program every other year. The Program can be reevaluated after the proposed 2011 Program in South Africa.

Marc Lemoine stated his appreciation for the Committee bringing this approach forward in building international relations. IIMC is now focusing its attention in certain areas -- South Africa and the United Kingdom. Past President Tokar initiated this change. Mr. Lemoine expressed the need for IIMC to build a foundation for International Relations then expand on it. Mr. Lance Decker (Strategic Planner) thought this was a very wise path to pursue. Past President Tokar enlightened the new board with some background on IIMC International Relations.

He stated that the Board voted two years ago to recommit to International Relations. IIMC planned to partner with the Society of Local Council Clerks (SLCC) to hold a conference in London, England. The objective was for SLCC or IIMC not to lose money to hold the conference. He stated that IIMC had worked very hard to pull off the conference but was unable to do so in the time provided. It is still an IIMC goal but must be financially feasible to do so. President Reese stated that IIMC is trying to systematically work on International Relations. There must be some mutual benefits derived from International Relations to justify the financial investment by IIMC. It was also noted that international members must become more involved in the process by identifying what they want from the program.

Nick Randle stated in relation to the Wales Study Tour that he exchanged e-mails with Wales because they have a national parliament and a tour of the west coast could be pursued. The intent is to include some education elements at the University of Gloucestershire and Oxford. The tour will conclude at the SLCC conference in mid-England near Daventry. A program will be framed upon the IIMC goals for the Study Tour.

**Motion by Tom Van Der Hoven to approve the report, second by Marc LeMoine. The motion carried.**

**Goal #5** - Submit a minimum of three News Digest articles of importance and value as it relates to global/international relations and the promotion of the Study Abroad programs.

**COMMITTEE SUMMARY:** Articles have already been submitted for the Study Abroad Program and the Exchange Program. The Committee will continue to work on Spotlight Articles and promotional articles for the Study Abroad Program. Participants in the Exchange Program will be asked to submit an article to share their experience. If the Board has a suggestion or the desire to assist with this goal, the Committee welcomes the involvement. A 'Spotlight' article on a clerk from Bulgaria has been submitted to IIMC HQ. Articles from the international associations have been requested. Nick Randle shares the SLCC newsletter with HQ. It was suggested that the 'Spotlight' article appear together with an article about local government and the role of the clerk in the country of that clerk under 'spotlight'. The Committee recommends that articles on the study tour and exchange programs be submitted for the News Digest.

**MANAGEMENT'S RECOMMENDATION**

Staff welcomes submissions regarding the News Digest and web site. The suggested Spotlight is a good idea. To date, no submissions have been received. Staff will promote the Study Abroad and Exchange Programs through the magazine, web site and monthly E-briefings.

**Motion by Glenda Morgan to approve the report, second by Marc Lemoine. The motion carried.**

**Goal #6** – Support an IIMC Exchange Program.

**COMMITTEE SUMMARY:** Tom Van Der Hoven took up this task and developed an outline for such a Program. This year, IIMC offered the first opportunity for a Region X or XI member to exchange with a member from the U.S. The SLCC and IMASA will also offer this exchange and offer a scholarship to one of their members. One pair will participate in an exchange this season. The Committee recommends this new program continue and that IIMC partner with SLCC, IMASA and other international associations to create the exchanges. The amount of \$6,000.00 is requested of the Budget and Planning Committee for scholarships.

**MANAGEMENT'S RECOMMENDATION**

**Covered in Goal #2.**

Director Shalby clarified that the Exchange Program was approved at the Annual Conference in Atlanta and funding for it has been proposed in the 2009 budget. Three people have asked to participate: Karen Barrow (West Point, Virginia), Pamela Smith, (Sanibel, Florida), and Janina Patrus, (Redington Beach, Florida). Staff will ask clerks to publicize the Exchange Program in their areas and announce that candidates can apply for the second program that will be announced in May. SLCC will also be sponsoring a partnership exchange program. Nick Randle informed the Board that South Africa decided to wait until we finalize the Exchange Program in the United Kingdom. Further details are targeted for publication in December.

**Motion by Tom Van Der Hoven, second by Stephanie Kalasz, to approve the report. The motion carried.**

**Region XI Report on International Relations**

Tom Van der Hoven noted that he has been a member of IIMC for many years. He joined because he wanted to make a difference. However, he recognizes that there is no clear strategy documented on how to proceed. To him, it appears that we have not determined a vision for the direction of International Relations. Conducting a conference outside of North America does not have to mean hosting a conference. IIMC must decide a direction and vision for the organization's International Relations.

**Summary:** IIMC has valid aspirations to be an international professional body but while it has an international dimension to its membership, it is currently a primarily North American organization. This paper, written by Region XI Director and SLCC CEO, Nick Randle, discusses some of the issues which IIMC needs to address to achieve its aspirations to be the pre-eminent organization for Clerks worldwide and makes proposals which may form a basis for moving forward.

**Major Obstacles:** **1. Identification** of the characteristics of the international member; **2.** Defining membership benefits which will attract international members; **3.** Finance; and, **4.** The tyranny of distance.

Mr. Randle offered the following suggestions to the Board:

1. We need to decide the characteristics of members that we are trying to attract to the organization. Who are we trying to attract? It should not be too broad or too narrow.
2. We must try to generate revenue for IIMC and attract members in the thousands. Describe the benefits. Education, for example, skills and capabilities appropriate to all members. Build relations and networks. Generate means in which to communicate. Develop common interests and share experiences.
3. We recognize that finance is a problem but so are a lot of the issues that we discuss. If we are not going to slide back, we must focus on doing specific things. For example, focus on a long-term strategy. Divide it into 3 phases: 1-3 years, 4-6 years and 7-10 years.
4. We would like to recommend a program to later develop a business plan. Develop templates like SLCC and IMASA. Is this feasible?
5. We recommend that a working group be established with links to the International Relations Committee but with participation from the Executive Director, the Region XI Directors and at least one other member of the Executive Committee. Their objective would be to define a work program for international development which meshes with the IIMC's core strategy and budget but which takes into account the issues referenced above. We recommend that the work program commence in 2009.

Director Shalby stated that this is the first time that anyone has ever introduced anything in writing in this manner. He believes that it is long overdue and presents an excellent opportunity. The Board must be involved with each step-by-step approach. Colleen Nicol stated that she fully supports this plan of action and President-Elect Stratta concurred and stated she would like to see a Business Plan adopted as a part of IIMC's Strategic Plan and would set this as a committee goal during the year she is President. President Reese agreed stating this was geared toward membership and networking.

**Motion by Nick Randle to approve the recommendations in the written report, second by Brenda Kay Young. The motion carried.**

#### **Mentoring Committee- Chair, Delores McKenzie**

##### **COMMITTEE SUMMARY REPORT**

The Committee members continue to be enthusiastic about this program. There are a number of mentor/mentee matches occurring monthly. A number of retirees have contacted IIMC to become involved and volunteered to help with this committee. The Committee sees productivity coming to fruition with the continued work and support of all committee members. The Retiree and Mentoring Committee should continue to work to strengthen this Committee and with the Board's support can become a very positive, supportive dynamic committee.

##### **MANAGEMENT RECOMMENDATION:**

At the 2008 Conference in Atlanta, IIMC provided this Committee with a table by IIMC's registration area and an opportunity to meet and greet each first timer. IIMC will continue to provide the necessary staff and material support that this committee is requesting for the Conference in Chicago.

In consideration to this Committee's request regarding handouts and publications, IIMC's Membership department has already accounted for these costs in its 2009 budget.

Under the leadership of new chairs, Delores McKenzie and Mary Haynes, 22 mentors/mentees are participating in the program and 33 mentees are on the waiting list. A brochure will be printed in 2009.

**Motion by Colleen Nicol to approve the report, second by Bernice Dixon. The motion carried.**

**POLICY REVIEW COMMITTEE – CHAIR, PAMYL A MEANS**

**COMMITTEE SUMMARY REPORT**

The Committee has formulated recommendations regarding various IIMC policies and in some cases amendments to the IIMC Constitution. It is recommended that the appropriate standing committee be asked for input prior to the Board's deliberation and action on any changes made. In addition, the Committee recommends that the Executive Director be requested to contact a local codification vendor to codify IIMC policies at a reduced rate once action is taken.

Past President Tokar requested that each item be voted on separately and the Board agreed.

1. Amend Article III (Membership) Section B (Definition of Membership Classes) Subsection (6) (Retired Member) of the IIMC Constitution to clarify that "retired members" shall have the same privileges as "associate members".

Article III (Membership), Section B (Definitions of Membership Classes), Subsection 6 (Retired Member) – be rescinded and a new Subsection 6 added that reads as follows:

"6. Individuals who were designated as Full or Additional Full Members prior to retirement."

**MANAGEMENT'S RECOMMENDATION**

Supports the clarification of retired members and that they have no voting privileges.

**Motion by Colleen Nicol to approve the Constitutional amendment as presented, second by Chuck Tokar. The motion carried.** This is a Constitutional Amendment and must be voted on by IIMC members in May, 2009.

2. Include the IIMC Code of Ethics in the New Member Orientation packet and in the annual conference program book, and prominently display at the annual conference. Policy M-2 (Code of Ethics).

**MANAGEMENT'S RECOMMENDATION**

IIMC's Code of Ethics is currently included as part of the new member package. Staff supports printing it in the Conference daily program and will create a poster for it to be prominently displayed by the registration desk at the conference. There will be a one-time cost (\$300) to create the poster. This cost will not affect the 2009 conference printing budget.

**Motion by Chuck Tokar and second by Colleen Nicol to accept the committee and management recommendations. The motion carried.**

3. No amendment is recommended for Policy B-1 (4) with respect to committee terms as it is clear in the current policy that re-appointments are allowed up to six years.

**MANAGEMENT'S RECOMMENDATION**

Support the current policy regarding committee terms.

The Board concurred with the Committee's recommendations. No formal action was required or taken.

4. Recommend a Constitutional amendment (Article IV Officers and Region Directors, (B) Region Directors) to provide for continued Board membership as follows:

"In the event that an IIMC Board member relocates their **employment** outside the region they represent, they may retain their position based upon the following conditions:

- a. Written documentation of support from their state/province/country association which they moved from; and
- b. Written documentation of support from **all** states/provinces/or countries from the region which they moved from;

- c. Copies of documentation shall be filed with IIMC Headquarters.”

**MANAGEMENT’S RECOMMENDATION**

Supports the recommendation that if a regional director was to relocate to an area outside of their represented region, that the individual may retain their position providing the individual acquires the necessary approvals.

The Board recommended that a time certain be included in the recommended policy and that the committee consider the impact of this recommendation on Region XI members. Discussion was held regarding whether or not a Director should be required to serve at least half of the term without an election being held. Others thought that no more than six months should remain in the term.

**Motion by Colleen Nicol to refer the matter back to the Policy Review Committee with inclusion of the feedback by the Board for further discussion, second by Brenda Kay Young. The motion carried.**

5. Request that the Executive Director draft amendments to Policies.  
(See #13)

**MANAGEMENT’S RECOMMENDATION**

These amendments have been drafted and will be considered by the Policy Review Committee on October 15, 2008. Please refer to additional recommendations as part of this report - #14 – 4, 6, 8, 9, and 10, #15 M-1 Awards and #16 M-4 Honorary Members – Standards.

Management fully supports these recommendations. Number 15 has been enforced for years now as the Institute Directors Award and not an Education Honors Award. Number 16 has been made clear by the statement regarding membership dues.

**REFERRED TO POLICY REVIEW COMMITTEE**

6. Referred a recommendation that with respect to the budget, any project requiring more than a \$10,000 commitment and not in the current budget must be reviewed by the Budget and Planning Committee for a budget impact statement, which then must be approved by the Board of Directors (would additionally amend Policy A-4).

**MANAGEMENT’S RECOMMENDATION**

Supports the recommendation regarding all changes to the Budget and Planning Committee. Please refer to the Addendum - Additional recommendations as part of this report - #14 – 4, 6, 8, 9, and 10

**Motion by Colleen Nicol, seconded by Marc LeMoine, to refer back to the Policy Review Committee for recommendation to the Board of Directors**

7. Recommend that the President and President Elect have voting privileges on the Budget and Planning Committee; that the Vice-President and Immediate Past President be removed from membership; that the at-large member be eliminated as of January 1, 2009; and that at a future date, the Board review the governance and composition of the Budget and Planning Committee with the intent of eliminating all Executive Committee members from the committee.

**MANAGEMENT’S RECOMMENDATION**

Supports the revised voting privileges on this Committee; agrees that the at-large member be eliminated and will await future discussions regarding this committee’s composition with the intent of eliminating the Executive Committee from the Budget and Planning Committee.

Bernie White explained that this policy was being recommended to reduce the influence of the Executive Committee on the budget. However, during the lengthy discussion that followed, Board members expressed concerns with the Vice President and Immediate Past President being taken off of the Budget and Planning Committee and were opposed to the Executive Committee being eliminated at a future date. The Board thought that the Vice President, particularly, should have a say in a budget that could ultimately impact his/her term in office. Support was given to the elimination of the at-large committee member.

**Moved by Colleen Nicol, second by Marc LeMoine, to refer this matter back to the Policy Review Committee for further discussion. The motion carried with two no votes.**

8. Recommend that Article V, Board of Directors and Executive Committee, Section A, Structure, Subsection 2, of the Constitution be rewritten to provide that the Executive Committee is not a decision making body, all action items shall be submitted to the Board of Directors, and add language to Article VIII, Executive Director, to state that the Executive Director reports to the Board of Directors.

**MANAGEMENT'S RECOMMENDATION**

Supports the revisions to Article V of the Constitution regarding the Executive Committee not being a decision making body and also supports Article VII, stating that the Executive Director reports to the Board of Directors.

**Motion by Bernie White, second by Sharon Cassler, to approve the Constitutional amendment as recommended by the Committee. Upon a show of hands, the motion carried with 21 voting in favor and 1 opposed.**

This is a Constitutional Amendment and must be voted on by the membership in May 2009

9. Requested the Executive Director to draft amendments to:
  - a. Policy M-1 Education Honor Award to incorporate current practice of giving an award to an Institute Director each year at the annual conference;
  - b. Policy A-4 Revenues and Expenditures – the Budget Process to reflect current practice for scheduled budget reviews; and
  - c. Policy M-4 Honorary Members – Standards to incorporate language exempting honorary members from paying dues.

See Policy Review Committee Addendum further in these minutes.

**MANAGEMENT'S RECOMMENDATION**

These amendments have been drafted. **Please refer to the Addendum** - Additional Recommendations as part of this report - #14 – 4, 6, 8, 9, and 10. #15 M-1 Awards and #16 M-4

Honorary Members – Standards.

Management fully supports these recommendations. Number 15 has been practiced for years now as the Institute Directors Award and not an Education Honors Award. Number 16 has been made clear by the statement regarding membership dues.

**See Items #14, 15, and 16**

10. Requested the Executive Director to propose a job description for the News Digest Editor as well as a standard disclaimer as to what materials will be published along with a dispute mechanism. The Committee plans to send this proposal to the Public Relations & Marketing committee for comment.

**MANAGEMENT'S RECOMMENDATION**

This has not been accomplished. Since the Executive Director is also the News Digest editor, there is no reason for not carrying out this directive. The Executive Director will create a job description and disclaimer and pass it along to the Policy Review Committee for inclusion at the Annual Board Meeting in May 2009.

Motion by Colleen Nicol, second by Jane Williams-Warren, to accept Management's recommendation.

11. The question of members canceling their IIMC Membership prior to an annual conference in order to enjoy the discounted conference fee.

**MANAGEMENT'S RECOMMENDATION**

The Conference Planning Committee has created wording regarding this topic and we will employ that language in the Conference Preliminary Program.



**REFERRED TO THE CONFERENCE PLANNING COMMITTEE**

12. That the Board of Directors approve in concept and refer the following recommendations for amendment to existing policies to the appropriate standing committee.
  1. Policy A-1 Investment Policy, Purpose, Goals and Guidelines
  2. B-4 Expenses/Board Travel (Note: international travel expenses only be provided to the President or designee and the amount for companion travel be limited to no more than \$3,500)
  3. Policy C-1 Conferences Outside USA and Canada
  4. Policy C-6 Conference – Request for Proposal
  5. Adopt new Policy C-8 – Conference Cancellations and Refunds
  6. Policy E-1 be rescinded and re-adopted as one comprehensive policy titled Certification. That this policy be an appendix to the Education Guidelines.
  7. Policy E-2 Certification – MMC – to be rescinded
  8. Policy E-3 De-certification – to be retitled Policy E-2 and amended
  9. Policy E-4 Non University Institute – to be rescinded
  10. Policy E-5 Program Review and Approval – to be rescinded
  11. Policy E-6 Recertification – CMC – to be rescinded
  12. Policy M-3 Dues
  13. Policy M-7 Retirement Recognition

The additional policy amendments are forthcoming pending review by the Policy Review Committee. Any additional recommendations will be included in the committee's final report.

**MANAGEMENT'S RECOMMENDATION**

Management supports the changes and recommendations to these policies.

No formal action was required or taken.

13. That Policy A-2 (Memorials) be amended to stipulate that the sum of \$50.00 will be allocated towards all donations and that this amount be reviewed every three years to determine its adequacy.

**MANAGEMENT'S RECOMMENDATION**

Management supports this recommendation.

**By consensus and without formal motion, the Board unanimously approved the policy as recommended by the Committee and staff.**

14. That Policy A-4 (Revenues and Expenditures – The Budget Process) be amended as follows:
  4. The Executive Committee may ~~amend~~ **recommend amendments to** the Budget estimates prior to submitting it to the Board.
  6. The Executive Director shall provide to each staff member a delegation of authority for expenditure commensurate with the allocation of expenditure within that staff member's portfolio of activity. The hierarchy for approval of expenditures is as follows:

Funds from \$ 0 to \$ 1,000.00	Staff member
Funds for \$1,001.00 to \$5,000.00	Executive Director
Funds from \$5,001.00 to \$10,000.00	Executive Committee
Funds over \$10,000.00	Board of Directors <b>and Budget &amp; Planning Committee</b>
  8. In the event of an emergency or unanticipated requirement, the Executive Director may at his/her discretion, in consultation with the ~~Executive Committee~~ **Budget and Planning Committee**, authorize the reallocation of budgeted expenditures from one account to another to meet the needs of the Corporation provided the total budget estimates are not exceeded and revenue targets are met.

9. The budget will be reviewed half yearly (~~June and December~~ **at the mid-year and annual board meetings**) and the outcome of these reviews will be reported to the ~~Executive Committee~~ **Board of Directors** within three weeks of the period end. The ~~President~~ **Executive Director** will advise the Budget and Planning Committee of the projected outcome immediately following the budget review.
10. In the event that expenditures are projected to exceed budget estimates and result in a deficit, the Executive Director shall ~~report~~ **update the findings** to the Budget and Planning Committee. The Budget and Planning Committee may recommend additional expenditures or propose cost cutting measures in order to reduce or eliminate the projected deficit.”

#### **MANAGEMENT’S RECOMMENDATION**

Management has been following these policies to a certain extent and believes they keep staff in compliance. Once litigation is complete, the monthly budget will be shared with the Board and Budget & Planning Committee.

**PROPERLY MOVED AND SECONDED TO APPROVE THE COMMITTEE AND MANAGEMENT RECOMMENDATIONS. MOTION CARRIED.**

15. Policy M-1 (Education Honors Award) is amended as follows:

**M-1 Awards** - The Education Honors Award has been replaced with the Institute Directors Award of Excellence

#### **Education Honors Award**

~~The purpose of this award is to recognize contributions, celebrate and promote excellence in educational programs for Municipal Clerks.~~

- ~~1. Nominee must be a voting or associate member in good standing with IIMC. Institute Directors are not eligible for this award.~~
- ~~2. Nominee must have made an outstanding contribution or have provided outstanding performance related to the promotion and/or delivery of educational opportunities for Municipal Clerks. Documentation and verification must be attached.~~
- ~~3. Individuals may be nominated for education program development; leadership through education; teaching and promotion of CMC/MMC programs or in other categories not listed that go beyond the usual professional obligations one assumes.~~

#### **Institute Directors Award**

The Institute Director Award of Excellence shall be presented to one Institute Director who has contributed in a particularly significant way to the educational needs of Municipal Clerks and the advancement of the profession.

Preference shall be given to nominees who have consistently served with excellence in that role, and whose performances have supported IIMC's educational goals and programming standards over time.

Individuals may be nominated if they are in the process of terminating or have terminated their Institute Director position, if their nomination is otherwise consistent with stated Award Policy and Criteria.

Information shall include, but not be limited to, detailing the unique or extraordinary individual efforts undertaken by the nominee on behalf of Municipal Clerks and professional, or personal voluntary contributions made to other organizations or groups, which advanced the profession in a positive direction.

The IIMC Board of Directors may recognize excellence in performance of other Institute Directors or Institute programs as it chooses in ways or forms other than the Award.

The President appoints a Review and Selection Committee to review, select and recommend Award recipients to the President. The Committee will be comprised of the IIMC Board Liaison(s) to the

**Program Review/Certification Committee who will serve as the Committee Chair, the immediate past year's Award recipient, and others who may be appointed by the President. IIMC's Director of Education will serve on the Committee in a non-voting advisory and staff role.**

**IIMC's President shall present the Award during the Opening Ceremony at IIMC's Annual Conference.**

**It is not required that the Award be given each year.**

#### **AWARD CRITERIA**

**Award criteria and procedures for submitting nominations will appear in the November News Digest.**

#### **Management's Recommendation**

Management supports the change from an Education Honors Award to the Institute Directors Award. This revision properly reflects what we are currently presenting at the Annual Conferences.

Properly moved and seconded to approve the Committee and Management's recommendation. Motion carried.

16. That the IIMC Constitution and Policy M-4 (Honorary Members – Standards) be amended as follows:

#### **M-4 Honorary Members - Standards**

This class of membership is reserved for persons who have made a significant or exemplary contribution to the municipal clerk profession or who have been instrumental in providing a major legacy to the mission of IIMC.

This class of membership shall include all IIMC Past Presidents, who shall become honorary members upon retirement or upon assumption of positions other than Municipal Clerk.

Members of IIMC are encouraged to nominate persons for this honor. Nominations should include a resume and other documentation to support a nomination. All nominations should be submitted by an annual deadline established by the President. The President shall appoint a committee to review nominations, and the committee shall submit nominees to the Board for consideration at the Mid-year meeting.

The IIMC Board of Directors by a majority vote of board members confers honorary memberships.

Recognition of new Honorary members shall occur at the first Annual meeting after the Board of Directors confers such honorary membership status.

**Honorary members are exempt from paying membership dues.**

#### **MANAGEMENT'S RECOMMENDATION**

Management supports the additional wording to this policy.

**PROPERLY MOVED AND SECONDED TO REFER THIS MATTER BACK TO THE POLICY REVIEW COMMITTEE FOR FURTHER STUDY. MOTION CARRIED.**

17. See Recommendation #12 (12) regarding Policy M-3 (Dues). The committee continues to recommend that memberships be cancelled when three months past due rather than the current six months. The committee understands that IIMC Staff may have concerns as to how this change would affect current operations. It is suggested that this be discussed by the Board for a final determination. As an alternative, the committee recommends that the time period be reduced from six months to four months, but that it not remain at six months.

#### **MANAGEMENT'S RECOMMENDATION**

Staff does not support this recommendation of canceling members after three months past due. Research shows that it takes the Membership Department several months to contact these late members before renewal is achieved. Staff needs at least six months of effort before canceling a member. Staff recommends to the Board that three months be extended to six months.

18. That the IIMC Constitution, Article IV (Officers and Region Directors, subsection D (Vacancies) be amended to add the following:

“6. In the event of a temporary or permanent vacancy in the office of the Executive Director, subject to approval by the IIMC Board of Directors, the IIMC’s Director of Education shall be appointed Interim Executive Director, reporting to the IIMC Board, until the Executive Director returns or a replacement is found. In the event that it is a permanent vacancy, the Executive Committee shall appoint an Executive Director Search Committee to oversee the hiring of a new Director. The recruitment process for the new Executive Director shall begin within six months of the date of the vacancy.”

#### **MANAGEMENT’S RECOMMENDATION**

Management fully supports this recommendation. We believe that it will provide continuity, stability and security to staff.

**Motion by Colleen Nicol and properly seconded to refer items 17 and 18 above back to the Policy Review Committee. The motion carried.**

#### **RECORDS MANAGEMENT COMMITTEE – CHAIR, LISA JOHNSTON**

- i. Records Management Report –
- ii. Gladwell’s Report to Adopt Revised Retention Schedule
- iii. Revised Retention Schedule

#### **COMMITTEE SUMMARY REPORT**

The Records Management Committee received three tasks for 2008-2009:

- a. Revise Record Management Technical Bulletins and IIMC Retention Schedule.
- b. Investigate the possibility of developing reciprocity agreements for a joint records management program with ARMA and/or NAGARA, leading to a separate IIMC certification.
- c. Recommend record management conference programs and/or presenters to the Conference Education Committee and Director of Education.

To date, the Committee has completed its assignment for Goal #2 (Records Management certification) and has forwarded a recommendation to the Conference Education and Program Review and Certification Committees. The Committee has also selected topics for the 2009 Annual Conference and is in the process of identifying speakers to present those programs (Goal #3). Work on the first part of Goal #1, Review of the Records Management Technical Bulletins, is progressing, but at a slower pace. A recommendation for the 2009-2010 Committee is planned by the end of the year. Member Diane Gladwell has been working with IIMC staff on the second part of Goal #1, IIMC Retention Schedule. Her contributions to the IIMC organization’s records management program are significant and noteworthy. The Committee has been most energetic and responsive as a mostly e-mail committee. This trend will continue and completion of goals is anticipated by the end of the year. The Committee will continue to monitor Records Management topics and issues and bring that information to IIMC members. The Committee recommends that the Board also receive the recommendation regarding the Records Management Certification, so that the Board may begin review concurrently with the Conference Education and Program Review and Certification Committees. The Committee feels that this program could be extremely beneficial to Municipal Clerks. The Committee also recommends special commendation to Diane Gladwell for her work with IIMC headquarters on improving the organization’s records management program.

#### **MANAGEMENT RECOMMENDATION:**

It is imperative that IIMC either produce or procure new Record Management Technical Bulletins for the membership. The request for funding was denied by the Budget and Planning Committee. However, IIMC, as a 501 C 6, cannot write grants. MCEF, which is a 501 C 3, has the ability to write and submit grants on IIMC’s behalf. Management suggests that the Committee find an IIMC member who is experienced in writing grants and have this individual work with the Committee and staff to develop and submit a plan.

Another option is to secure an affiliate agreement with NAGARA to produce new publications for sale, much like what we have with the National Association of Parliamentarians.

The 2009 Conference is replete with Records Management sessions, a total of seven in all. Management looks forward to the News Digest articles and is more than happy to publish them. As for a Certification designation, IIMC's Education Department would need to investigate further, but staff feels this can be accomplished especially if NAGARA would be awarding the records management certificate. This could be a value added service to existing members as well as a "selling point" to potential members.

Staff thanks Diane Gladwell for her time, experience and commitment to help IIMC.

**Motion by Glenda Morgan to approve the report, second by Linda Cohen. Motion carried.**

President Reese advised that Director Shalby must also have access to his Human Resources records. They are permanent records. **Stephanie Kalasz moved to retain the Executive Director's personnel file and individual Board comments in a locked file cabinet, second by Carolyn Brownfield. Motion carried.**

#### **2008 YEAR-END AND 2009 BUDGET**

##### 10. Financials

- a. 2008 Revised Budget
- b. 2009 Projected Budget

Included in the 2009 budget is a merit/COLA increase for staff. Staff has not received an increase since 2005. Funds are also included to purchase new computer equipment and software. There will be a decrease in the cost of the telephone and fax contract. Professional development was decreased by 50%. Due to the vacancy in IIMC's building, there was an \$18,000 reduction in income. Executive Committee travel was reduced by \$7000. Under Board Expense, \$11,000 was budgeted for elections but may not be needed. This year staff is recommending the purchase of liability insurance for Board Members. Funds were budgeted for Strategic Planning Phases 1 and 2 and \$1,000 for the Ethics Committee. Study Tour coordinator funding was declined as points earned through American Express will be utilized instead. Expected proceeds from the Chicago Conference was discussed. The Budget also includes the cost of the quarterly publication of the newsletter and a \$25 dues increase.

A question was raised as to whether or not we have advertisers on our web site. Director Shalby replied, "Only sponsors". Bernie White questioned the population basis for membership dues and why it is not the same across the board. Director Shalby replied that in New Orleans, the Board voted to return to a 3-tier dues structure with a percentage increase over a period of time. President Reese noted that even with the increase, her dues are still less than what they were three years ago.

A question surfaced regarding the potential of diminishing advertisements in the News Digest due to online publication. Director Shalby responded that he would discuss it with advertisers after the Board approves the recommendation. In addition, IIMC could sell advertising banners on e-briefings. Even if all the advertisers dropped out, it would not cost IIMC anything since we will be producing the News Digest electronically. Shalby acknowledged that IIMC will not produce a publication for those who do not have e-mail; however, we do plan to produce a quarterly publication. This recommendation is for 2009; nothing precludes IIMC from returning to the printed version in 2010 if funds are recouped. Some members expressed concern about the membership's reception to discontinuing the monthly printed version of the News Digest. However, Linda Cohen noted that her region started e-mailing their newsletter and it has been very successful. Linda Cohen recommended that we send out an e-mail to the association advising members that we are changing from printed version to electronic version to become greener. Shalby stated that IIMC will still print three hard copies throughout the year in March, June or July and November. He added that the result of discontinuing all but the three printed publications will reduce the 2009 IIMC budget by \$45,000.

It was noted that during consideration of the budget, concerns were expressed about the Executive Director's status as permanent vs. contract employee. This item has been placed on the agenda for the 2010 budget review.

Director Shalby stated that he would like to initiate a pilot program through e-Cornell if the school would waive the \$25,000 fee for six months. If so, we would gauge it after 90 days and again after six months to determine the success of the program. Members could pay for the complete track or ala carte.

**Motion by Sharon Cassler to adopt the 2008 Year-end Report and 2009 Budget as presented, second by Monica Simmons. The motion carried.**

## **11. STAFF REPORTS**

### **a. EXECUTIVE DIRECTOR – REGION XI UPDATE**

During the recent trip to the Society of Local Council Clerks Conference in Reading, UK, two of the items that SLCC's Chief Executive, Nick Randle proposed to his Board relating to IIMC included:

- 1) An SLCC 2009 International Experience Program to win a trip to the IIMC Conference in Chicago in May, 2009; and
- 2) An offer to SLCC members to join IIMC (18 G.B. pounds/approximately \$26US) when renewing their SLCC membership.

The International Experience Program has the potential of bringing five SLCC members to Chicago. In 2008, IIMC reduced its Region XI delegate registration fee to \$395. Since SLCC is sponsoring this program 100 percent, it's a win-win all around. SLCC is including in its membership renewal form an opportunity to join IIMC for a reduced fee (18 G.B. pounds).

#### **MANAGEMENT RECOMMENDATION:**

Management fully supports both recommendations. Management would also be open to a similar situation with any other Region XI Association (i.e., IMASA).

Director Shalby stated that while in the UK, he met John Austin, the Assistant Director of Corporate Governance, Enfield, England. The purpose was to discuss the potential of creating a new organization in the U.K. tentatively titled the Association of Democratic Service Officers (ADSO) a group similar to IIMC. The bulk of this group's membership belongs to ACSes, an organization formerly affiliated with IIMC. Pending the Board's approval, he would like to invite Mr. Austin to Chicago for the IIMC Annual Conference. John would be an excellent diplomat to promote IIMC. Tom Van Der Hoven has joined ADSO and serves on the Steering Committee and is helping to draft a constitution for them. They estimate a potential of 10,000 members. Chris would like to propose a joint membership with IIMC. All members that join the new association would automatically become members as well. Inviting John to Chicago will be a great benefit to establishing a joint membership.

#### **MANAGEMENT RECOMMENDATION:**

Management supports the recommendation to invite Mr. Austin to the Chicago Conference.

**A motion was made by Jane Williams-Warren to prepare a resolution of invitation, second by Stephanie Kalasz. Motion carried.**

**A motion was made by Stephanie Kalasz to reduce Joint SLCC membership dues to 18 G.B. pounds, second by Jane Williams-Warren. Motion carried.**

### **b. Membership – Janis Daudt presented the following report.**

Customer Service remains the highest priority in Members Services. In January 2008, IIMC's New Member First Year Plan was created. The plan is set up in this order.

1. New Member Kit
2. Three Month Membership Letter – Language of Local Government Book and Member Letter
3. Six-Month Membership Letter explaining steps toward earning CMC
4. Nine-Month Membership Letter touching upon committees, Mentor/Mentee Program, MCEF and Scholarships, News Digest and upcoming Annual Conference in Chicago, IL.
5. IIMC Dues Renewal Notice

The most favorable customer service feature is the “IIMC Wants to Thank YOU” e-mail. It is sent to all members that have paid their dues.

E-mail Blasts continue to reach 80% of the membership. However, due to a recent hacking into the host server, IIMC is unable to send the e-mail blasts. Instead, IIMC is now using Constant Contact to communicate by e-mail. The Membership Survey was sent to all IIMC Members with e-mail addresses using Constant Contact. Member Services has looked at a Dues Renewal Invoicing System and have added a reminder dues renewal to the mailing schedule.

Member Services had many accomplishments in 2008. The new IIMC Exhibit Booth was used for the first time at the IIMC Annual Conference in Atlanta. Zoomerang was used to complete the first IIMC Salary Survey since 2000-01. Staff is working on an IIMC Career Center for members and employers use through the web site and plans to receive non-dues revenue from this service. It will be free for members but employers will pay \$200. Staff is working with American Legal Publishing to create new search engines for the Membership Database on the Member’s Only Section of the web site. “Recruit a New IIMC Member” membership drive continues to be successful resulting in 63 new members since January 2008. A total of 152 new members have been recruited through the membership drive which will be conducted throughout the year. Plans are to run it throughout 2009. The IIMC postcard is being redesigned. IIMC Members services will be working with the members to help them realize the value of IIMC.

#### **RAFFLE WINNERS**

1. Mary Wilson
2. Judy Collins
3. Louise Hutchinson

All of these efforts strive to improve retention levels. Currently, retention rates range from 90% - 92% (10,131 members).

#### **NO ACTION REQUIRED – INFORMATION ONLY**

#### **C. MCEF Purchase Agreement – Dale Barstow and Director Shalby**

Executive Director Shalby presented the annual Purchase Agreement for staffing and expenses for MCEF support services. MCEF agrees to pay \$21,000 annually for services rendered by IIMC. MCEF Policy provides annual funding for education programs. All “new” advertising revenue generated by the Company will be shared with 90% going to the IIMC and 10% to the Foundation.

**Motion by Eddie Myers, second by Colleen Nicol, to approved the Purchase Agreement with MCEF as presented. Motion carried.**

#### **12. Annual Conference Updates**

- a. **2009 - Chicago, IL – Tim Seeden and Chris Shalby**
  - i. **Budget & Planning Letter**
  - ii. **IIMC MOU**

Tim Seeden gave a report from the 2009 Conference Host Committee regarding the IIMC 2009 Annual Conference in Illinois. A total of \$230,000 has been raised by the Illinois clerks to support the conference.

**Discount Proposal:** Director Shalby recommended that the Board extend the discount program to Regions 5, 6, and 7 as an incentive to get more clerks to attend. Board members expressed support of the recommendation to suspend the current policy and implement the proposal.

**Moved by Colleen Nicol; second by Monica Simmons to approve the discounts as proposed by staff. Motion carried.**

Chicago promotional post cards are to be sent to Director Shalby for NLC as well as to HQ to include in the new member package.

Members were urged to support the host hotel, The Palmer House, which is newly renovated. The hotel rate is \$159. It was also recommended that attendees seek roommates to offset costs.

2010 – Reno, NV – Tim (May 19 – May 28)

2011 – Nashville, TN

2012 – Portland, OR

Tim Seeden gave an update to the Board on plans for future conferences. He indicated that everything is on track for 2010.

### **NO ACTION REQUIRED – INFORMATION ONLY**

#### **13. SITE SELECTION FOR THE 2013 IIMC ANNUAL CONFERENCE**

- Atlantic City, New Jersey
- Hartford, Connecticut

Tim Seeden presented a short video clip highlighting each city's amenities. Clerks in both regions are excited about the prospect of hosting the conference and have vowed their support. Mr. Seeden has been in contact with the host hotels in both cities to discuss rates and discounts. Following a detailed discussion, the question was voted on by paper ballot. Attendees were asked to write their 1<sup>st</sup> choice on the ballot. The majority of votes were cast in favor of **Atlantic City, New Jersey**.

#### **14. National Affiliation and Association Activities – (NO ACTION REQUIRED)**

##### **a. IMASA – (South Africa) – President Reese**

President Reese noted that she joined IMASA during her visit in South Africa. IMASA has a lot of respect for IIMC and wants to piggyback on what IIMC already has established. She met with the Mayor of Durbin while attending the conference.

##### **b. SLCC – (England) – Dyanne Reese**

President Reese recounted her visit to England for the SLCC conference. During her visit, she forged a relationship with the leaders and spoke before SLCC Board of Directors. While there, President Reese joined SLCC and was assigned to a Branch. Director Shalby also attended and met members of the organization. As IIMC Executive Director, Mr. Shalby should be known by all of the international leaders. Nick Randle commented that President Reese was on a panel and did an excellent presentation of behalf of IIMC.

#### **15. Region Directors Reports**

The Board received reports from region directors updating members on activities within their regions.

#### **16. ADJOURNMENT – There being no further business, the meeting adjourned at 6:30 p.m.**

Respectfully Submitted,

Olivia Parks Woods  
Retired Municipal Clerk,  
City of Atlanta



**DRAFT                      DRAFT                      DRAFT**  
**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**  
**BOARD OF DIRECTORS**  
**ANNUAL MEETING MINUTES**  
**MAY 18, 2009**  
**PALMER HOUSE ~ CHICAGO, IL**

**President Reese called the meeting to order at 8:30 a.m.**

<b>MEMBERS PRESENT</b>	<p><b>Officers Present:</b> Dyanne Reese, President, Mary Lynne Stratta, President-Elect, Sharon Cassler, Vice President and Chuck Tokar, Immediate Past President.</p> <p><b>Board Members:</b> Linda Cohen, Bernice Dixon, Carol Jacobs, Jane Williams-Warren, Stephanie Kelly, Glenda Morgan, Barbara Blackard, Linda Cohen, Kathy, Dornan, Brenda Kay Young, Carolyn Brownfield, Shari Moore, Stephanie Kalasz, Rick Goeckner, Jerry Lovett-Sperling, Monica Simmons, Pam Kolacy, Colleen Nicol, Marc Lemoine, Bernie White, Nick Randle, Tom Van der Hoven.</p>
<b>ALSO PRESENT:</b>	Executive Director Chris Shalby, MCEF President, Dale Barstow and Parliamentarian, Olivia Woods.
<b>APPROVAL OF AGENDA</b>	<p>Colleen Nicol noted that she submitted a Supplemental Education Report. <i>Kathy Dornan moved to approve the agenda. Seconded by Carol Jacobs, the motion was adopted.</i></p> <p><b><u>ADOPTED</u></b></p>
<b>CONSENT AGENDA APPROVAL</b>	<p><b><u>ADOPTED</u></b></p> <p><i>Colleen Nicol moved to defer approval of the minutes listed on the Consent Agenda to allow for corrections to be made. Seconded by Kathy Dornan, the motion to defer approval of the minutes to allow corrections to be submitted was adopted.</i></p> <p><b><u>ACTION DEFERRED</u></b></p>
<ul style="list-style-type: none"> <li>• <b>DRAFT</b> Minutes of November 7-8, 2008 – Mid-Year Board Meeting</li> <li>• <b>Executive Session Minutes</b>-Handout</li> <li>• <b>DRAFT</b> Minutes of January 13, 2009 Board Teleconference – Approval and Ratification</li> <li>• <b>DRAFT</b> Minutes of February 10, 2009 Board Teleconference – Approval and ratification – Handout</li> <li>• <b>DRAFT</b> Minutes of March 9, 2009 Board Teleconference – approval and ratification</li> <li>• <b>Executive Session Minutes</b>-Handout</li> <li>• <b>DRAFT</b> Minutes of April 6, 2009 Board Teleconference – approval and ratification</li> </ul>	

<b>RECOGNITION OF GUESTS</b>	<p>President Reese recognized guests and asked that they introduce themselves to the Board. In attendance were: Susie Corbitt, President of Municipal Clerks of Illinois Association; Phyllis Clark, President of Illinois Institute Training Committee; John Browar, Institute Director of Illinois; Colleen Pellet, Region IX Candidate; Peggy Hawker, Incoming Region IX Director; Deborah Miner Incoming Region IV Director; Tami Kelly, Incoming Region V Director; Karen Goodwin, Incoming Region VII Director; Carol Alexander, Incoming Region VI Director; François Allers, Incoming Region XI Director; Lisa Burns, Incoming Region III Director; and Laurie Darcus, Chief Legislative Officer, Alberta, Canada (Region X).. President Reese thanked the guests for attending and excused them from the meeting during Executive Session.</p>
<b>EXECUTIVE SESSION</b>	<p><i>Properly moved and seconded a motion to go into Executive Session to resume discussion regarding IIMC's litigation settlement was approved.</i></p> <p><b><u>APPROVED</u></b></p>
<b>EDUCATION DEPARTMENT</b> <b>CHRIS SHALBY</b>	<p>Director Shalby noted that the staff prepared the report in the absence of the Education Director. It was reported that the CMC certification application process has been streamlined and there is currently no back log. College credits are being accepted at all levels. Copies of official transcripts are also being accepted. Recertification is progressing as well. Education Department staffers Jennifer Ward, Emily Maggard and Marilyn Sanzo are looking forward to making changes to expedite the certification process. The staff was complimented for their efforts to work through the process and for implementing several internal changes to improve and expedite the process. President Reese also thanked the staff.</p>
	<p>Staff was asked to notify the newsletter editors when certifications are awarded. During discussion of the grace period, it was noted that the number of points needed for certification will remain the same regardless of the grace period. (See the entire written report in the agenda, page 41 - 43).</p> <p><b><u>SUPPLEMENTAL REPORT</u></b></p>

	<p><i>Colleen Nicol moved to temporarily suspend the recertification four-year deadline and to remove the six points per year minimum requirement for to remain in the Master Municipal Clerk Academy, with review at the mid-year Board meeting. 2<sup>nd</sup> by Eddie Myers. Following additional discussion, the motion was approved. It was noted that the Program Review &amp; Certification Committee also Approved the recommendation. The Board will revisit the matter at its mid-year Board meeting.</i></p> <p><b><u>ADOPTED</u></b></p> <p><i>Colleen Nicol moved to clarify the intent that college degree/course work qualified a member for the grace period. 2<sup>nd</sup> by Eddie Myers, the motion passed. Bernie White commented on the wording of the motion noting that only clarification was needed.</i></p> <p><b><u>ADOPTED</u></b></p>
<p><b>EXECUTIVE DIRECTOR'S REPORT</b></p> <p><b>CHRIS SHALBY</b></p>	<p>Director Shalby gave the following report noting that IIMC had been proactive in maintaining financial stability prior to the current state of the economy by increasing dues, reducing expenses (the News Digest was published on-line saving over \$90,000) and the conference is expected to be profitable. There was no issue with advertisers in changing to the on-line News Digest. Although the proposal to double the education points received for conference attendance was controversial, it helped to increase registration. In addition, there was a reduction in the registration fee for adjoining regions. To date, 862 attendees have registered which is about 15% above the average number of conference attendees in today's economy. Sponsorship was off by only one sponsor for approximately \$10,000. Shalby noted that headquarters was still short of staff but concluded that overall the health of the organization is good. Colleen Nicol asked what future staff positions would be desired. Shalby replied that the top two would be an Education Director and a Public Relations and Marketing Director. There were over 260 first-time conference attendees registered. The three previous conferences totaled between 750 - 800 attendees. In addition, the Exhibit Hall was sold out. Shalby and IIMC staff members were commended for their successful efforts. <i>(See the entire written report in the agenda, page 43 - 46).</i></p>
<p><b>MCEF – Dale Barstow</b></p>	<p>Dale Barstow, MCEF President, gave an update on MCEF to the IIMC Board. He noted that due to the state of the economy, contributions were down this year.</p>

<b>ANNOUNCEMENTS</b>	<ul style="list-style-type: none"> <li>▪ MCEF will be joining the Board for lunch today.</li> <li>▪ President Reese announced that this evening's reception would be in her suite on 23<sup>rd</sup> Floor from 5:30 – 7:00 p.m.</li> </ul>
<b>COMMITTEE REPORTS REQUIRING NO ACTION</b>	
<b>BUDGET AND PLANNING REPORT</b>	<p>The report was given by Sharon Cassler. Mary Lynne Stratta and Sharon Cassler served on the committee and Chuck Tokar teleconferenced regarding pending issues. Efforts to present a balanced budget and a blueprint for financial stability while continuing to provide member services that meet the needs and demands of members was most challenging. Tough measures were presented to the committee for consideration. The committee explored all possibilities. Staff was commended for doing more with less. Director Shalby was recognized for his leadership during this process. Terry Tripp was also applauded for his leadership in chairing the committee. Past President Tokar complimented the staff as well as each and every Board member for their efforts in promoting the conference. (<i>See the entire written report in the agenda, page 47</i>).</p>
<b>ELECTIONS COMMITTEE REPORT</b>	<p>Linda Cohen gave the report. Linda and Brenda Cirtin served on the committee. Since the VP position was uncontested, there was no need for a membership wide election. Rewriting the Elections Manual is the most prominent issue pending for this committee. They plan to complete the task this summer and to prepare future articles for the News Digest. (<i>See the entire written report in the agenda, page 49</i>).</p>
<b>MENTORING COMMITTEE</b>	<p>Jerry Lovett-Sperling gave the report. The Committee redesigned the mentoring brochure and it was included in this year's conference bags and will be sent to all new IMC members. A mentoring table targeting first-time delegates was set up and will be manned throughout the conference to assist in pairing up newcomers with mentors. Jan Daudt announced that there are currently 25 mentors and 26 mentees in the program. (<i>See the entire written report in the agenda, page 51</i>).</p>
<b>PROGRAM REVIEW &amp;</b>	<p>Kathy Dornan gave the report. Much was accomplished by the committee this year including</p>

<b>CERTIFICATION COMMITTEE</b>	adding education points for the 2009 IIMC Conference. She stated that further study is needed on the Education Program Review. Colleen Nicol commented that Education Best Practices and Education Video demo Clips need to be added to the web site. The committee wrote one article for the News Digest. <i>(See the entire written report in the agenda, pages 53 - 57).</i>
<b>RESEARCH AND RESOURCE COMMITTEE REPORT</b>	Stephanie Kelly was on the Committee and Rick Goeckner and Tami Kelly also served on the committee. Stephanie stated that committee members processed inquiries received from IIMC members and that the clerks seemed to be pleased with their responses. Denise Cox noted that members are always grateful to receive different responses from various members regarding their issues. <i>(See the written report in the agenda, page 59).</i>
<b>SPECIAL ANNOUNCEMENT</b>	The Board wished Lisa Burns "Happy Birthday." The Board recessed for lunch.
<b>COMMITTEE REPORTS REQUIRING ACTION</b>	
<b>CONFERENCE EDUCATION COMMITTEE</b>	<p>Shari Moore and Pam Kolacy provided the report. The committee recommended creating a process to streamline the components of the education guidelines to create a new set of guidelines. With the Board's approval, staff can have revised guidelines by the Mid-year Board meeting in November 2009. Management also requests that the Board approve the following paragraph as a <i>brief news release</i> to share with the membership this week during the Region meetings and elsewhere outside the Conference.</p> <p><i>The IIMC Board of Directors has directed staff to work with the Education and Program Review and Certification Committees; and to incorporate the recent outcome from the membership survey and implement the Key Results Area findings from the on-going Board Development to revise the current guidelines and present recommendations to the Board at the mid year meeting in November. In the meantime, staff will continue to develop new internal methods of streamlining the approval process regarding certification and will continue to work with members to help the process along.</i></p>

	<p>Pam Kolacy reported that the Conference Education Committee was divided into three separate subcommittees. Subcommittee #1 was chaired by Mary Haynes to evaluate and review content and suitability of the education components for the conference. Subcommittee #2 was chaired by Carol Alexander to develop tracks and to coordinate with staff and PR&amp;C regarding the process for assigning numeric value for education points given for attending the conference. Subcommittee #3 was chaired by Catherine Benson to make recommendations for education programs that would be beneficial to Regions X and XI. Mary Haynes led the effort to look into using scanners to verify attendance at the conference so as to increase accountability. The committee checked with vendors but did not find a suitable option for this year. Sign in sheets will be used at this conference and will be a good introduction into the use of scanners beginning in 2010. It is being recommended that next year this committee be combined with the Conference Policy Committee and that a flow chart be developed to identify each area's responsibility as it relates to the annual conference. Shalby noted that Marilyn Sanzo will continue to pursue a vendor and will develop a flow chart of responsibilities. <i>(See the entire written report in the agenda, page 61 - 64).</i></p> <p><b><i>President-Elect Stratta moved to accept the report; 2<sup>nd</sup> by Pam Kolacy, the motion was approved.</i></b></p> <p><b><u>ADOPTED</u></b></p>
<p><b>CONFERENCE POLICY COMMITTEE</b> <i>(Agenda Pages 61 - 64)</i></p>	<p>Director Shalby stated that he was disappointed with the outcome of this committee because they took no action on the following proposed recommendations. He recommended that the Board accept the bullet points as Conference policy and that they be referred to newly formed Conference Committee to be approved at this meeting.</p> <ul style="list-style-type: none"> <li>▪ IIMC should not accept bids from known high-cost or first-tier cities;</li> <li>▪ All IIMC Conferences need to generate revenue; and</li> <li>▪ Future host cities must meet a financial obligation of a minimum of \$150,000 in cash (in-kind contributions are also accepted); and that the host city needs to pay at least 50 percent of its pledged financial commitment to IIMC no later than August 1 prior to the beginning of the conference year. The balance of the monies can be paid in two additional installments – January 1 and March 31 of the conference year.</li> </ul> <p><b><i>Colleen Nicol moved to accept Management's recommendation; 2<sup>nd</sup> by Bernie White, the motion was adopted. (See the written report in the agenda pages 65 - 67).</i></b></p> <p><b><u>REFERRED TO CONFERENCE COMMITTEE</u></b></p>

<b>INTERNATIONAL RELATIONS COMMITTEE</b>	This committee had an extensive report covering several goals/recommendations and a Technology Subcommittee report. ( <i>See the written report in the agenda pages 69 - 87</i> ). The report was given by Tom Van der Hoven and Nick Randle. ( <i>See the entire written report in the agenda pages 69 - 87</i> ).  President Elect Stratta announced that IMC had received an invitation from the VvG (the Netherlands) that could possibly result in a new affiliation with the organization.
<b>IMASA Certification Program</b>	Director Shalby reported that IMASA's application for an Institute is still pending. IMC is awaiting information from South Africa. The application will probably not happen this year; maybe in 2010.
<b>Tech Team Report</b>	The <i>IMC Technology Subcommittee</i> was established to address Emerging Web Technologies, aka social media, new media and the next generation of the World Wide Web. These emerging tools are primarily internet based activities for sharing, collaborating, and building common communities for interaction. The team was asked to develop a vision/strategy for the use of Web technologies to enhance our virtual community so as to increase member participation, communication and learning. A lot of research was conducted and the information was shared with the Board.
<b>IMC Study Tour 2009</b>	<i>The 2009 Study Abroad for Region XI</i> will be held in Wales, U.K. from October 17 – 25. Ten applicants have signed up to participate. Based on this number, the cost is estimated at \$1524.29 per person including SLCC conference registration ( <i>flights not included</i> ). A Study Tour draft Itinerary was distributed.  The purpose of the program is to introduce IMC to Region XI counterparts while building on established relationships. The committee recommends that the Board plan for future Study Abroad Programs and submit to the Budget and Planning Committees and/or Conference Policy Committees to develop and market at the annual conference. It was also recommended that an IMC staffer serve as Program Coordinator. The Ohio State Association is sponsoring a scholarship for the Study Tour. Tami Kelly stated that staff will be working with Monica Simmons for the 2010 Annual Conference to develop an off-site education program for Region X and XI delegates. Carol Jacobs asked about the 2011 Study Abroad Application and Tami Kelly replied that staff was just in the preliminary planning stages for 2011 program. Director Shalby requested the Board to

	<p>consider directing staff to provide education points for the Study Tour.</p> <p><i><b>The Exchange Program</b></i> – Members of IMC outside the U.S. have been asking for an Exchange Program. Two clerks participated in the 2008 Exchange Program. The 2009 Exchange Program deadline has been extended to July 31, 2009 to generate more interest.</p> <p><i><b>Colleen Nicol moved to accept the International Committee's Report; properly 2<sup>nd</sup>, the motion was approved.</b></i></p> <p><b><u>ADOPTED</u></b></p>
<b>MEMBERSHIP COMMITTEE</b>	<p>The report indicated membership was this committee's top priority. In an effort to determine what could hinder membership growth and to get members' feedback on suggestions for improvement, a "Good Will Calling" program was established. An e-mail comprised of four questions was sent to members. Feedback identified problems that the staff addressed immediately. It proved to be a good PR tool. In addition, two initiatives were conducted to grow membership:</p> <ul style="list-style-type: none"> <li>▪ <i><b>IMC Board Membership Challenge</b></i> - a friendly competition among the Region Directors. The Director who brought in the most new members by the deadline would receive two complimentary Delegate registrations for the 2009 IMC Conference. This challenge resulted in 40 new members. Nick Randle, Region XI won the challenge.</li> <li>▪ <i><b>The Recruit a New IMC Member Campaign</b></i> - This program continues to be a proven success. In 2008, IMC recruited 75 new members and as of April, 2009, 13 new members had joined.</li> </ul> <p>It was noted that membership growth is the strongest sign of a healthy organization. President Reese thanked the committee for a fantastic job and complimented staff for their assistance with the programs.</p> <p>Sharon Cassler commented on the size of the Membership Committee and accountability for committee members' participation.</p> <p>Reference was made to the Public Relations &amp; Marketing Subcommittee's <i>Membership Marketing</i></p>



	<p><i>Proposal which will be presented in the Public Relations &amp; Marketing Committee report (See Page 93 – 97 of the Agenda).</i></p> <p><b><i>Colleen Nicol moved to accept the Committee's report; 2<sup>nd</sup> by Carol Jacobs, the Motion was Approved. (See the written report in the agenda pages 89 - 91).</i></b></p> <p><b><u>ADOPTED</u></b></p>
<b>PUBLIC RELATIONS</b>	<p>Brenda Kay Young gave the report. This committee's priorities were as follows:</p> <ul style="list-style-type: none"> <li>▪ Assist in increasing IIMC membership</li> <li>▪ Promote Clerks Week – develop criteria and methodology</li> <li>▪ Update 5-yr Marketing Plan</li> <li>▪ Articles for the IIMC News Digest</li> </ul> <p>A target to recruit 100 new members each year was recommended for IIMC members. President-Elect Stratta commented that the new “<i>Region of the Month</i>” promotion to be started in June 2009 will be a great tool for recruiting clerks. Director Shalby reported that IIMC received 600 requests for press kits for Municipal Clerks Week, the most ever requested. This was a direct result of members providing IIMC staff with the e-mail addresses of their mayors and council members so the announcement of Municipal Clerks Week could be sent directly to them. This proved to be very successful.</p> <p>The committee prepared a <i>Membership Marketing Proposal</i> to assist the Membership Committee in recruiting new members. A question was raised regarding annual member cancellations and how it offsets new membership growth. Janice Daudt shared some insight into member cancellations as it relates to members gained. In 2004, 800 members canceled, 735 new members joined and 149 members were reinstated. In 2008, 744 members canceled, 571 new members joined and 48 members were reinstated. IIMC continues to gain new membership each year. Nick Randle noted that the industry standard for loss of members in an organization is between 6 – 9 % per year.</p> <p>The committee updated IIMC's 5-year <i>Marketing Plan</i> and it is attached to the agenda for</p>

	<p>reference. (See Pages 101 – 110 of the agenda)</p> <p>Director Shalby added that this Committee did not submit as many News Digest articles as was expected.</p> <p><i>President-Elect Stratta moved to accept the Committee's report and approve the updated 5-year Marketing Plan; 2<sup>nd</sup> by Jane Williams-Warren, the motion was approved. (See Pages 53 – 58 of the agenda for the committee's report)</i></p> <p><b>ADOPTED</b></p>
<b>POLICY REVIEW COMMITTEE REPORT</b>	
<b>Constitution Amendment 1 RELOCATION DURING TERM</b>	<p><i>Proposal to amend the Constitution, Article IV – Officers and Region Directors, (B).</i> That Article IV Officers and Region Directors, (B) be amended as follows:</p> <p>"In the event that an IIMC Board member relocates their employment outside the region they represent, they may retain their position based upon the following conditions:</p> <ul style="list-style-type: none"> <li>i. Written documentation of support from their state/province/country association which they moved from; and</li> <li>ii. Written documentation of support from at least 2/3 of the states/provinces/or countries from the region which they moved from; and</li> <li>iii. Must have no more than one year left to complete his/her term; and</li> <li>iv. Must be eligible to retain full or additional membership to hold office; and</li> <li>v. Copies of documentation shall be filed with IIMC Headquarters."</li> </ul> <p>This recommendation is needed because over the past decade, several IIMC board members and two presiding IIMC Presidents have relocated during their term but failed to provide proper documentation that their municipal officials supported them continuing in their IIMC position.</p> <p><i>Colleen Nicol moved that this be presented on the floor at the annual business meeting. The motion was 2<sup>nd</sup> by Marc Lemoine and discussion ensued. Tom Van der Hoven asked what happens if the officer failed to comply with rules. Bernie White replied that the officer would not qualify to continue to hold the position. Pam Kolacy expressed support of the proposal. President Elect Stratta noted that a Constitutional Amendment requires Notice to the IIMC Membership. Director Shalby advised that Notice was posted 21 days prior to the date of 2009 Annual Meeting. Tom Van der Hoven reminded members that 2/3 vote was required.</i></p>

	<p><b><u>ADOPTED</u></b></p> <p><i>Proposed amendment to previous recommendation regarding Constitutional amendment to Article IV Officers and Region Directors to add:</i></p> <p>"If a current Board member or Officer changes municipalities during their term regardless of whether that change is in the same state, out of state, province or country, IIMC requires a letter from the new municipality stating that the person is employed by that municipality and that the mayor and council are aware of their anticipation on the Board of Directors".</p> <p><i>Colleen Nicol moved to approve; 2<sup>nd</sup> by Bernie White, the motion carried.</i></p> <p><b><u>ADOPTED</u></b></p> <p>Colleen Nicol moved and it was seconded by Sharon Cassler that Policy M-4, Honorary Members, be amended to require 2/3 vote of the Board to award honorary membership. Motion carried.</p>
<p><b>ENDORSEMENTS BY EXECUTIVE COMMITTEE</b></p>	<p><i>Proposal to establish the following provisions governing the endorsement of candidates by the IIMC Executive Committee:</i></p> <p>Executive Committee Endorsements (Previous Recommendation #5) referred back to the Committee from IIMC Board Mid Year Meeting:</p> <ol style="list-style-type: none"> <li>Candidates are allowed unlimited e-mails to discuss their candidacy.</li> <li>IIMC staff will continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the Executive Director will submit the information to the Election Committee for their final recommendation. Candidates can appeal the Executive Director's decision <del>to the Election Committee</del>.</li> <li>The Executive Committee members should neither publicly endorse nor provide assistance to any candidate. (The committee members discussed if this recommendation was specific enough to address the Boards concern. The committee decided it would not be appropriate for the Policy Committee to include a list of rules for the candidates not to do. We agreed the word "publicity" included giving any support in writing, email, speeches, or money to a candidate would violate the policy).</li> </ol> <p><i>Bernie White moved to adopt with the deletion of words in the last sentence of Paragraph b. "to the Election Committee"; 2<sup>nd</sup> by Marc Lemoine and the motion was approved. Colleen Nicol abstained. (See page 113 of the agenda for the committee's report)</i></p> <p><b><u>ADOPTED AS AMENDED</u></b></p>

## BUDGET AND PLANNING COMMITTEE

### *Proposal to Amend Membership of Budget and Planning Committee as follows:*

**Prelude:** *The Policy Review Committee feels it is imperative to have a check and balance between the Executive Committee and the Budget and Planning Committee. The current policy and procedures, with the EC and their appointees as members do not allow this to happen. The proposed policy changes ensure an "arms length" between the EC and the Budget and Planning Committee. The non-EC members of the committee are proposed to be phased in over time as appointees of the Board of Directors as a whole.*

#### **Policy Manual, Policy B-1 – Committees – Creation and Appointment:**

##### **Budget and Planning Committee**

The Budget and Planning Committee shall serve as the financial advisory committee to the Executive Committee and Board of Directors. The Committee shall, along with the Executive Director, present the annual budget to the Board, review monthly reports, review the audited financial statements and report to the Board any areas of concern.

1. The Committee shall consist of not more than six (6) members.
2. The President and President Elect shall be voting members and fill two of the positions and the President shall serve as Board liaison.
3. Effective May 2010, the Board of Directors shall appoint four (4) members-at-large who, as far as practical, shall be from different regions with experience in financial budgeting. Committee applications will be received for the Board to consider.
4. Two appointees shall serve 3 year terms and two appointees shall serve 2 year terms; thereafter, all appointees will serve 2 year terms.
5. The Chair, Vice-Chair, and Secretary shall be appointed from the members-at-large by the Budget and Planning Committee.
6. The Chair of the Budget and Planning Committee will present the annual financial report to the membership at the annual conference.
7. The Executive Director shall attend all Committee meetings and participate as a non-voting member.

***Bernie White moved to adopt the proposed amendment and the motion was 2<sup>nd</sup> by Marc Lemoine.*** An extensive detailed discussion ensued. Sharon Cassler raised questions regarding a phase-in process for applications. President-Elect Stratta asked if the PRC Committee was to establish an application process, and also asked that this item be referred to the Budget and Planning Committee for comment, as a courtesy to the Budget and Planning Committee. Director Shalby did not support the recommendation of the committee, stating the current procedure was working well. Following extensive discussion, the ***motion was adopted with several members voting nay.*** (See page 113 of the agenda for the committee's report)

**ADOPTED**

<p><b>CONFERENCE CANCELLATIONS</b></p>	<p><i>Proposal to Amend Policy C-8 Conference Cancellations and establish a policy to address canceling membership to enjoy reduced conference rates.</i></p> <p>To establish a policy for conference cancellation and refunds. Scope: General</p> <ol style="list-style-type: none"> <li>(1) All requests for cancellations must be made in writing to ILMC Headquarters by mail, fax (909/944-8545). Telephone cancellations will not be accepted. Cancellations received postmarked on or after (date) <b>or e-mailed on or after (date)</b>, are non-refundable.</li> <li>(2) If written notice is received by (date) regardless of what is cancelled (Academy, Conference Registration or all), a full refund minus a US\$40.00 handling and processing charge will be received. If written notice is received between (date) and (date) 75% of the fee will be refunded. No refunds will be made after (date). Cash refunds are not available at the Conference.</li> <li>(3) Refunds will not be issued for late arrivals or early departure. No refunds will be made for skipped events. Registrants that do not attend the conference and did not cancel by the deadline, forfeit all registration fees paid, unless the inability to attend was due to verifiable personal or family medical emergency. In this instance, the postmarked deadline to receive the documented written request for a refund less US\$40.00 is (date). Regretfully, no considerations will be made after this date.</li> <li>(4) ILMC Headquarters will process any refund due within 30 days after the end of the Conference.</li> <li>(5) Any ILMC member canceling membership within 60 days of the conference and desiring to attend shall pay the non-member registration fee. Carry-over of paid conference fees to a future conference is not permitted.</li> <li>(6) Current ILMC members must attend the annual conference as full delegates. Current ILMC members cannot attend the annual conference as a guest or an exhibitor.</li> </ol> <p><i>The addition of the phrase “e-mailed on or after (date)” was approved by Unanimous Consent without Objection. Tom Van der Hoven moved to approve the proposed amendment; 2<sup>nd</sup> by Bernie White, the motion carried with one nay vote. (See page 114 of the agenda for the committee’s report)</i></p> <p><b><u>ADOPTED AS AMENDED</u></b></p>

## QUILL AWARD

### *Proposal to Amend Policy M-1 – Membership – Awards regarding the Quill Award.* ATTACHMENT #3

Policy Manual  
Policy M-1 – Membership – Awards

#### Quill Award Policy

The Quill Award is a prestigious award established to recognize Municipal Clerks who have distinguished themselves by making a significant and exemplary contribution to their community, their state or province, and in particular to ILMC and their peers.

1. The Quill Award is open to all members of ILMC, deceased members, retired clerks or a clerk who has change positions.
2. Nominations shall be solicited annually from the membership. The following documentation shall be submitted to Headquarters no later than April 1st:
  - a. Resume of Nominee and reason for nomination;
  - b. A written endorsement from the State/Provincial or National Association;
  - c. A written endorsement from the ILMC Region Director.
3. Those receiving the Award shall represent all of the following Criteria:
  - a. At least ten years of service as a Municipal Clerk
  - b. At least ten years of ILMC membership
  - c. Strong and extensive participation in ILMC
  - d. Service in teaching fellow Municipal Clerks
  - e. Involvement with the initiation or administration of an ILMC-approved training Institute or program or any other activity that enhances the professionalism of ILMC members
  - f. Leadership in State/Provincial/National Municipal Clerk professional organizations
  - g. Significant and exemplary contribution to their community
  - h. Significant and exemplary contribution to their State/Province/Country
  - i. Significant and exemplary contribution to ILMC; and
  - j. Significant and exemplary contribution to peers
  - k. Attainment of the CMC Designation
4. ILMC President shall appointment three past recipients of the Quill Award to review the nominations and select the recipient(s).
5. No more than three (3) Awards shall be granted in any one year.
6. The Award and lapel pin shall be presented at an appropriate ceremony during the annual conference.
7. Serving members of the Board of Directors or present and past officers of ILMC shall not be eligible for this award as that such service in itself is the membership's highest recognition, validation of worth, and statement of value to the organization.
8. The names of Quill Award winners shall be published in the conference program and a ribbon shall be provided to all past recipients in attendance at the conference denoting them as award winners.

*Colleen Nicol Moved to Adopt; 2<sup>nd</sup> by Bernie White. Following discussion, the Motion Carried. Later during the meeting, Eddie Myers Moved to Reconsider #27 on page 115; properly 2<sup>nd</sup>, the Motion was Adopted. The current language says current and past officers. Nicol moved to delete*

	<p><i>the words “and past”. Motion seconded by Dorman and carried.</i> (See page 115 of the agenda for the committee’s report)</p> <p><b><u>ADOPTED AS AMENDED</u></b></p>
<b>MEMBERSHIP AWARDS</b>	<p><i>Proposal to request the Ethical Standards Committee to develop a recommendation that would enable the IIMC Board to rescind awards/honors bestowed on an individual when membership is terminated not in good standing due to specified circumstances.</i></p> <p><i>Colleen Nicol moved to refer; 2<sup>nd</sup> by Stratta, the motion was approved. (See page 113 of the agenda for the committee’s entire report)</i></p> <p><b><u>REFERRED TO THE ETHICAL STANDARDS COMMITTEE</u></b></p>
<b>HONORARY MEMBERS</b>	<p><b><i>Proposal to amend Policy M-4 (Honorary Members –Standards), paragraph 2 as follows:</i></b> Upon retirement or assumption of positions other than Municipal Clerk, IIMC Past Presidents shall be presented to the Board of Directors for consideration of honorary membership status.</p> <p>Bernie White stated that IIMC already has an application process in place. Director Shalby agreed. He recommended that the President review the applicants and refer them to the full Board for selection.</p> <p><b><u>AMENDMENT NOT NEEDED – NO ACTION REQUIRED</u></b></p> <p><b><i>Proposal to amend Policy M-4 (Honorary Members –Standards), be amended to add a new paragraph 5:</i></b></p> <p>(5) Honorary Memberships may be terminated by recommendation of the Ethical Standards Committee and approval by the Board. If a membership is terminated, past record <i>of honorary status</i> will be stricken.</p> <p><b><i>The addition of the phrase “of honorary status” was Approved by Unanimous Consent without Objection. Colleen Nicol Moved to Approve the new Amendment; 2<sup>nd</sup> by President-Elect Stratta, the Motion Carried. (See page 115 of the agenda for the committee’s report)</i></b></p> <p><b><u>ADOPTED AS AMENDED</u></b></p>

MEMBERSHIP CANCELLATION DUE TO LATE PAYMENT OF DUES	<i>Proposal to amend regarding Policy M-3 (Dues) as follows:</i> To provide that memberships be cancelled when six months past due as is the current practice. Previous recommendation was three months. Director Shalby clarified that this works better for the Member Services staff. <b><u>NO ACTION REQUIRED</u></b>
NEW AWARDS COMMITTEE	
COMMITTEES – CREATION AND APPOINTMENT	<i>Proposal to amend Policy B-1- Committees – Creation and Appointment to add a new Appointment Process (All Committees except the Executive Committee and Budget and Planning.)</i> <i>During the discussion that followed, it was noted that the term “incoming President” was technically incorrect and should be replaced by “President-Elect.” Kathy Dornan moved to approve with the corrected language. The motion was 2<sup>nd</sup> by Colleen Nicol but Board members questioned the necessity for Board Committee members to be ratified by the Board. Motion by Jacobs and second by Williams-Warren to remove phrase “appointments to committee shall be ratified by the Board of Directors”. Motion carried. Motion by Dornan, second by Nicol that President may appoint ad hoc committees or task force with ratification by Board. Motion carried.</i> <b><u>REFERRED TO PRC WITHOUT OBJECTION</u></b>
Constitution Amendment 2 ANNUAL BUSINESS MEETING AND ELECTION	<i>Proposal to amend the Constitution, Article XI – Annual Business Meeting and Election so as to include Region X in waiver of requirement to have attended three IIMC Annual Conferences in order to be eligible for Region Director election:</i>  <b>Article XI Annual Business Meeting and Election</b>  (3) Qualifications of Candidates for Region Director Attendance at three (3) Annual Conferences for candidates from Regions I through IX and two (2) Annual Conferences for candidates from Regions X and XI, which attendance may include the conference at which the candidate's term would begin.  It was noted that the above proposal was included <i>for information</i> only as it has already been approved by the Board and will be presented to the Annual General Meeting for consideration. The



	<p>process for ratification by the general membership as described in the constitution will be followed if the proposed amendment is approved by the delegates at the AGM. Director Shalby confirmed that a Notice had already been published. Following discussion, <i>it was properly moved and 2<sup>nd</sup>, that the proposed Amendment be referred back to Committee, or amended to extend the provision to all IIMC regions or delete it altogether. A substitute motion to adopt as amended was approved. Colleen Nicol abstained. (See page 116 of the agenda)</i></p> <p><b><u>REFERRED TO PRC</u></b></p>
CONFLICT OF INTEREST	<p><i>Proposal to request the Ethical Standards Committee to develop Conflict of Interest requirements for Board Members.</i></p> <p>Recommend referral to the Ethical Standards Committee development of conflict of interest requirements for Board Members – to any member with a personal interest/gain in relation to a board consideration, must so disclose and recuse themselves from any participation</p> <p><i>Colleen Nicol moved to approve; 2<sup>nd</sup> by Stephanie Kelly, the motion carried. (See page 116 of the agenda)</i></p> <p><b><u>ADOPTED.</u></b></p>
MID-YEAR BOARD MEETING LOCATION	<p><i>Proposal to establish criteria for determining the location of the IIMC Mid-year Board Meeting.</i></p> <p>Recommend that the President work with staff to determine a viable meeting location for the IIMC Board of Directors Mid Year Meeting in the area of IIMC Headquarters (to occur at least every three years) to reduce costs, allow more IIMC staff to participate in this meeting--and board members to visit IIMC Headquarters.</p> <p><i>Colleen Nicol moved to adopt; 2<sup>nd</sup> by Monica Simmons.</i> A lengthy discussion ensued. Director Shalby reiterated management's recommendation noting that currently, the only policy pertaining to meetings states that "The times and places of these meetings shall be set by the President." There is no policy regarding how or why a location for the mid-year meeting is chosen, however, the practice has been for each President to choose a place, and for staff to negotiate the details. Management agrees that there should be criteria set for a mid-year location, taking into consideration costs, travel, accommodations, MCEF, etc. Director Shalby agreed with the recommendation that a mid-year meeting should be held in the area of IIMC Headquarters to <del>allow board members to visit headquarters and</del> have all of staff attend a local board meeting. The question was raised as to what would happen if a mid-year meeting could not be held at all. <i>Carol Jacobs moved to delete the last line of the provision "and board members to visit IIMC Headquarters"; 2<sup>nd</sup> by Sharon Cassler, the motion carried.</i> Following further</p>

	discussion, it was <i>properly Moved and 2<sup>nd</sup> to refer back to the PRC Committee to develop the Policy. The motion carried.</i> (See page 116 of the agenda)
	<b><u>REFERRED TO PRC</u></b>
<b>CONSTITUTION AMENDMENT OFFICERS AND DIRECTORS</b>	<p><b><i>Proposal to amend Article V – Board of Directors and Executive Committee B. Meetings</i></b></p> <p>Attendance: members of the Board of Directors shall be required to attend all regular meetings of the Board. When a Board member is absent <del>unexcused</del> from two regular meetings during a term of office, the position shall be deemed vacated and shall be filled in the manner prescribed in this constitution. Pursuant to Article VI (Powers and Duties of Board of Directors) the Board shall have the ability to <del>(F)</del> allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing, approved by the President and submitted to the Board for ratification at the meeting) <del>(F)</del> <b>However</b>, a Board member shall not relinquish their status during the last 12 months of their term if <b>additional absence(s) occur due to an emergency <del>absence</del>, the emergency and absence(s) are <del>is</del> approved by the President and ratified by the Board, and the term expires at the annual conference.</b></p> <p>During the discussion that followed, it noted that it had been recommended that some criteria be developed in case of an emergency or illness. It was also noted that “regular meeting” and “special meeting” need to be defined. Linda Cohen Moved to Amend by adding the following language; “Board members’ attendance shall be defined by the policy of the Board of Directors”; 2<sup>nd</sup> by Eddie Myers. Myers made a motion to refer back to PRC; 2<sup>nd</sup> by Sharon Cassler, the Motion Carried. (See page 116 of the agenda)</p> <p><b><u>ADOPTED</u></b></p>
	<p><b><i>The Policy Committee has referred the following requests to next year’s work program:</i></b></p> <ul style="list-style-type: none"> <li>(1) Develop a comprehensive organizational chart detailing internal and external relationships (IIMC, MCEF, etc.) and reporting authorities.</li> <li>(2) Develop recommendation regarding succession of the President to President Elect depending upon the amount of time remaining on the Presidents’ term.</li> </ul> <p><b><u>NO ACTION TAKEN</u></b></p>
<b>RECORDS MANAGEMENT COMMITTEE REPORT</b>	<p>Record’s Management Committee report provided. <b><i>Motion by Carolyn Brownfield to adopt; 2<sup>nd</sup> by Carol Jacobs, the motion carried.</i></b></p> <p><b><u>ADOPTED</u></b></p>

<b>FINANCIALS</b>	
<b>2008 YEAR END</b>	Director Shalby gave a report on the status of the 2008 budget. <b><u>INFORMATION ONLY</u></b>
<b>2009 YEAR TO DATE FINANCIALS</b>	Director Shalby reported on the projected 2009 budget. Colleen Nicol moved to approve the 2009 budget; properly 2 <sup>nd</sup> , the motion carried. Director Shalby stated that the Board would receive monthly financial summary statements.
<b>IIMC AUDIT</b>	A report was given that IIMC passed the audit performed by an outside auditor. The auditor recommended changing the method of reporting certain data. <b><u>INFORMATION ONLY</u></b>
<b>STAFF REPORTS</b>	
<b>Membership – Janis Daudt</b>	
<b>ANNUAL CONFERENCE UPDATES</b>	
<b>2009 - Chicago, IL – Tim Seeden/Shalby</b> <b>2010 – Reno, NV – Tim Seeden/Shalby</b> <b>2011 – Nashville, TN – Tim Seeden</b> <b>2012 – Portland, OR – Tim Seeden</b> <b>2013 – Atlantic City – Shalby</b>	<p>Tim Seeden gave an update on the 2009 Annual Conference noting that it was proving to be successful beyond expectation. The number of conferees had increased to almost the projected number in spite of the economy. He covered all that conferees had to look forward to this week.</p> <p>Tim then reviewed progress that had been made toward the 2010 Annual Conference. Monica Simmons also addressed the Board and gave a presentation on Reno/Tahoe, NV, the site for the conference. She brought the Board up to date on the progress that she and the Conference Planning Committee had made and thanked her state and region for their assistance and willingness to host the conference.</p> <p>Director Shalby spoke briefly about the 2013 conference that is to be held in Atlantic City and said that he would keep the Board informed as to any new developments pertaining thereto. <i>Jane Williams-Warren moved to accept the report; 2<sup>nd</sup> Sharon Cassler, the motion passed.</i></p> <p><b><u>ADOPTED</u></b></p>

<b>INTERNATIONAL AFFILIATION AND ASSOCIATION ACTIVITIES</b>	
<b>IMASA – (South Africa) – Dyanne Reese SLCC – (England) – Dyanne Reese SOLAR- (Scotland) – Dyanne Reese Region XI Affiliations and IIMC Membership</b>	<p>Updates were given by Director Shalby and President Reese regarding activities with International Affiliates of IIMC. Past President Chuck Tokar was complimented for his commitment to SOLAR.</p>
<b>REPORT FROM DIRECTORS</b>	<p>Region Directors gave updates on activities in their regions. President Reese thanked all of the outgoing directors for the contributions they made while serving on the Board.</p>
<b>OTHER BUSINESS</b>	<p>President Elect Stratta recommended that the VvG (Netherlands) be added to the list of targeted efforts toward increasing participation in Region XI. Discussion followed about membership in Belgium.</p>
<b>ADJOURNMENT</b>	<p>The meeting adjourned at 5:38 p.m.</p>

*Respectfully Submitted,*  
*Olivia Parks Woods*  
*Parliamentarian and Recording Secretary*

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**IIMC BOARD OF DIRECTORS MEETING  
NOVEMBER 6, 2009  
ALBUQUERQUE, NEW MEXICO**

The mid-year Board meeting of the IIMC Board of Directors was called to order by President Mary Lynne Stratta, MMC, at 3:30 p.m.

In Attendance:

President Mary Lynne Stratta  
Vice President Colleen Nicol  
Bernice Dixon, Region I  
Carol Jacobs, Region II  
Lisa Burns, Region III  
Barbara Blackard, Region IV  
Tami Kelly, Region V  
Carol Alexander, Region VI  
Karen Goodwin, Region VII  
Stephanie Kalasz, Region VIII  
Peggy Hawker, Region IX  
Marc Lemoine, Region X  
Francois Allers, Region XI

President Elect Sharon Cassler  
Immediate Past President Dyanne Reese  
James G. Mullen, Region I  
Jane Williams-Warren, Region II  
Stephanie Kelly, Region III  
Deborah Miner, Region IV  
Brenda Kay Young, Region V  
Shari Moore, Region VI  
Jerry Lovett-Sperling, Region VII  
  
Pamela Kolacy, Region IX  
Bernie White, Region X  
Nick Randle, Region XI

President Stratta reported an excused absence for Region VIII Director Monica Simmons to miss the Board meeting on November 6 due to work obligations. She will attend the Board meeting November 7.

Others in attendance included:

Brenda Cirtin, Candidate for IIMC Vice President  
Dale Barstow, MCEF Board President

IIMC Staff in attendance:

Chris Shalby, Executive Director	Denice Cox, Office Manager
Janis Daudt, Director of Member Services	Emily Maggard, Education
Pilar Archer, Accounting and Association Software Group, Finance Manager	Janet Pantaleon, Finance Specialist

President Stratta presented Bernie White with his Oath of Office as Region X Director.

**Motion to approve the agenda taking items out of order at the discretion of President Stratta:**

**Motion:** Stephanie Kelly

**Second:** Jerry Lovett-Sperling

**Action:** Motion carried unanimously.

### **MCEF Purchase Agreement**

The report was presented by Dale Barstow, President, MCEF Board. He gave an update on MCEF activity as follows: Unrestricted funds down 25%, 17 Endowments-Restricted funds (endowments) are up to \$200,000. From 1999 to current, funds are up by 1.5%. Over 10 years, the fund is up 1.5%. Investments are diversified and bonds are doing very well. Voluntary contributions are down 63%. Last year, MCEF received \$74,000 in voluntary contributions. This year they have received \$43,000. MCEF counts on these funds to grow the corpus. He said they are hoping to make the \$60,000 forecast for this year. In their research, all funds are down for other foundations as well. Mr. Barstow asked the Board to take the message back to their Regions that MCEF would appreciate any size donations.

The MCEF Online Auction has earned \$4,000 to date. MCEF attracted nine successful scholarship applications in 2009 for \$300 scholarships for MMC and \$100 for CMC. President Elect Cassler asked if an article for the News Digest could be written to educate the members on the criteria for the scholarships. It was reported this is already done annually.

MCEF President Barstow reviewed the Purchase of Services Agreement with IIMC. Executive Director Chris Shalby explained the purpose of the contract and what it entailed for \$1,750 a month and said IIMC and MCEF agree with the contract terms.

### **Motion to Approve MCEF Report and Development Contract agreement:**

**Motion:** Barbara Blackard

**Second:** Stephanie Kelly

**Action:** Motion carried unanimously.

### **Membership Services Report**

This report was presented by Director of Member Services Janis Daudt. Janis stated that membership has dropped. She reported that on average, she has 70 new members each month but hasn't been able to stop the "drops" due to budget constraints and the terrible economy. She has been offering payment plans to those members who cannot afford to make payments in full and is making phone calls to those that have not paid to find out why they are not keeping their memberships. Fifteen new members have been obtained from the Region Directors Challenge. President Stratta asked that all Region Directors also make phone calls and forward the information to their membership. President Stratta stressed the importance of reaching out to the members personally. It was reported that IIMC removes members from its membership list after six months delinquency in dues payment.

**No action required.**

### **Records Retention Schedule Revised**

This report was presented by Denice Cox, Office Manager. Denice reported that IIMC has hired temporary part-time employees to scan certification applications. Denice asked for clarification on vague points in the retention schedule regarding which four pages are to be kept permanently from applications

and asked for the retention time to be reduced from five to three years as it was prior to the current changes.

**Motion to accept the changes as recommended:**

**Motion:** Tami Kelly

**Second:** Stephanie Kelly

**Action:** Motion carried.

**New Education Initiative – Canada Institute**

This report was presented by Executive Director Chris Shalby, who recommended, if amenable to the Board, to ask Dr. Jack Novak, Institute Director at Dalhousie University, Newfoundland, Canada, to revise his report to include financial obligations regarding the University's proposed distance education on-line program. The revised report will be discussed in May 2010 at the Board Meeting in Reno. Bernie White mentioned that the on-line program can affect 4,500 municipalities and potential new members in Canada. Nick Randle and President Stratta also agreed upon the importance of the program, stating it may be a methodology by which to extend institute opportunities to members in Region XI as well.

**Motion to accept the proposal in principle and move forward with a request for additional information:**

**Motion:** Colleen Nicol

**Second:** Carol Alexander

**Action:** Motion carried unanimously.

**MCEF Report – New Web Site**

Mr. Shalby stated that according to MCEF's Policy 8, IIMC receives up to 7% of Policy 8 funds to use toward education programs. These are monies that MCEF is able to give to IIMC after inflation has been deducted. Monies are taken from interest on account, which amounts to a three-year average of total amount of unrestricted funds and inflation. Shalby asked the Board that a portion of this year's Policy 8 funds be directed to fund the new website as it will directly impact education through distance learning and online education.

**Motion to approve that a request to utilize a portion of Policy 8 funds for the new IIMC website with an educational component be presented to the MCEF Board for their concurrence:**

**Motion:** Dyanne Reese

**Second:** Jane Williams-Warren

**Action:** Motion carried unanimously.

**Annual Conference Updates**

Executive Director Shalby indicated that the contract with Association Solutions, Ltd., Event Management had been terminated. Mr. Shalby indicated he would be contracting with a new conference management company for conference planning. He then provided an update on future IIMC annual conferences in Nashville, Portland and Atlantic City.

**No formal action was required or taken.**

#### **National Affiliation and Association Activities**

##### VvG Declaration of Association

President Stratta explained VvG is the new Clerk's association in the Netherlands. She and Region XI Director Nick Randle met with them in October in the Netherlands regarding signing an affiliation agreement with IIMC. They have a university based educational program that provides courses for their Clerks. They are in the process of translating the program documents so that IIMC can consider their program as a recognized IIMC institute for CMC and MMC. President Stratta expressed great optimism about the future association with the VvG and the pursuit of an IIMC institute in the Netherlands. She reported she signed the formal affiliation agreement with the VvG when she met with them in the Netherlands and asked the Board to ratify the agreement.

##### **Motion to ratify the affiliation agreement with the VvG:**

**Motion:** Sharon Cassler

**Second:** Tami Kelly

**Action:** Motion carried unanimously.

##### ADSO Declaration of Association

President Stratta reported that the Association of Democratic Service Officers in the U.K. (ADSO) will be meeting to approve the Declaration of Affiliation on December 6, 2009. She stated she and Chris Shalby met with ADSO representatives in England in October at the SLCC conference and that the meeting went very well. She recommended the Board approve the affiliation agreement.

##### **Motion to approve the affiliation agreement with ADSO:**

**Motion:** Karen Goodwin

**Second:** Marc Lemoine

**Action:** Motion carried unanimously.

##### Affiliation Agreement with SLCC

While in attendance at the SLCC (Society of Local Council Clerks) Conference in October in Daventry, England, President Stratta signed a new affiliation agreement with SLCC. She reported that SLCC will also be submitting paperwork to IIMC to approve and recognize their Institute as an IIMC approved Institute. SLCC members will then be working on dual certification simultaneously. She expressed great excitement about the benefits to the Region XI members for such a joint effort.

##### **Motion to approve Declaration of Affiliation with SLCC:**



**Motion:** Lisa Burns

**Seconded:** Jerry Love Sperling

**Action:** Motion carried unanimously.

South Africa Declaration of Affiliation with IMASA.

While at the SLCC Conference, President Stratta met with IMASA President Ria Heitbrink and signed a Declaration of Affiliation with IMASA (Institute of Municipal Administrators of South Africa). At the mid-year meeting, President Stratta asked Francois Allers, Region XI Director, to also sign the agreement. President Stratta explained that IIMC has approved the curriculum plan for IMASA to launch a new IIMC institute in South Africa, but that funding was needed by IMASA to make this a reality.

**Motion to approve Declaration of Affiliation with IMASA:**

**Motion:** Tami Kelly

**Seconded:** Stephanie Kalasz

**Action:** Motion carried unanimously.

President Stratta expressed her deep appreciation to the Board for their support of continued growth and development in Region XI, stating she believed these affiliation agreements would further that purpose.

**Committee Reports Requiring No Action**

**Membership Committee**

The Committee report was presented by Colleen Nicol. It was reported the Region of the Month articles was being submitted to the News Digest monthly and President Stratta commented that this goal she had assigned to the Membership Committee had been very successful in spotlighting the regions. Dyanne Reese suggested that states submit significant articles from their state newsletters for the News Digest. Bernie White commended the Committee for the personal touch with the goodwill calling. Sharon Cassler talked about the recruit a new member program.

**Records Management Committee**

This report was presented by Carol Jacobs. The committee is working to write grants with MCEF to update the NAGARA publications. The Committee asked for \$5,000 to assist with grant writing processes. To date, it was not known if the grant was obtained.

**Research and Resource Committee**

Pam Kolacy and Jane Williams-Warren reported the Committee was working with the Small Cities Task Force to summarize the data from the survey conducted by the Task Force.

**Education Department Update**

Executive Director Shalby recommended that the department work through another conference before hiring a new Director of Education in August or September 2010. This allows some flexibility in the budget, as well as allowing the staff to work through the needs of the department. Director Shalby stated

he was working to update the job description. Director Shalby reported he had a candidate in mind for the position. The Board indicated support of his recommendation.

Discussion followed about the backlog with CMC/MMC application processing. It was stated that if the Program Review/Certification Committee recommendations relative to the guidelines were approved, it would help with the backlog. Staffing of the Education Department was discussed.

It was reported annual conference planning was underway and being implemented by Jennifer Ward. The course review process is being turned around in a matter of days rather than weeks. These are being handled by Jennifer Ward. Oklahoma is working toward establishing a Master Municipal Clerk Academy. Nebraska is also working on their institute. MMC Plaques are being turned around either the same day of approval or the same week at the latest. Sharon Cassler commented that she has received several comments from members regarding Marilyn Sanzo's customer service excellence and her encouraging the Clerks to continue on to the MMC program.

President Stratta called for a Board meeting recess at 5:30 p.m., asking the Board to reconvene at 7:45 am Saturday, November 7.

**Motion to recess:**

**Motion:** Jerry Sperling

**Seconded:** Stephanie Kelly

**Action:** Motion carried unanimously.

Meeting recessed until Saturday, November 7, 2010.

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Mary Lynne Stratta  
IIMC President

Recording Secretary:

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Janet Pantaleon

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**IIMC BOARD OF DIRECTORS MEETING  
NOVEMBER 7, 2009  
ALBUQUERQUE, NEW MEXICO**

The mid-year Board meeting of the IIMC Board of Directors was called to order by President Mary Lynne Stratta, MMC, at 8:00 a.m., Saturday, November 7, 2009.

In Attendance:

President Mary Lynne Stratta  
Vice President Colleen Nicol  
Bernice Dixon, Region I  
Carol Jacobs, Region II  
Lisa Burns, Region III  
Barbara Blackard, Region IV  
Tami Kelly, Region V  
Carol Alexander, Region VI  
Karen Goodwin, Region VII  
Stephanie Kalasz, Region VIII  
Peggy Hawker, Region IX  
Marc Lemoine, Region X  
Francois Allers, Region XI

President Elect Sharon Cassler  
Immediate Past President Dyanne Reese  
James G. Mullen, Region I  
Jane Williams-Warren, Region II  
Stephanie Kelly, Region III  
Deborah Miner, Region IV  
Brenda Kay Young, Region V  
Shari Moore, Region VI  
Jerry Lovett-Sperling, Region VII  
Monica Simmons, Region VIII  
Pamela Kolacy, Region IX  
Bernie White, Region X  
Nick Randle, Region XI

Others in attendance included:

Brenda Cirtin, Candidate for IIMC Vice President  
Dale Barstow, MCEF Board President

IIMC Staff in attendance:

Chris Shalby, Executive Director	Denice Cox, Office Manager
Janis Daudt, Director of Member Services	Emily Maggard, Education
Pilar Archer, Accounting and Association Software Group, Finance Manager	Janet Pantaleon, Finance Specialist

**Education and Professional Development Committee Report**

Carol Alexander presented committee report which included recommendations for a new education driven mission statement for IIMC; a new educational philosophy statement; a new professional certification statement; and a new educational partnership statement to be considered by the Board. President Stratta stated this report reflected the purpose of her desire to re-establish a committee solely devoted to the overall educational philosophy and educational future of IIMC. She requested that each of the statements that refer to “state” or “state/provincial” be changed to “state/provincial/national” to reflect our growing international relationships. It was reported the new mission statement would have to go to the membership for approval as a Constitutional amendment.

**Motion to approve the four statements as amended with “state/provincial/national” in place of “state” or “state/provincial”:**

**Motion:** Colleen Nicol

**Second:** Jerry Lovett Sperling

**Action:** Approved unanimously.

### **Program Review and Certification Committee Report**

Introductory comments were made by Board Liaisons Brenda Young and Lisa Burns. A detailed report was presented by Nancy Vincent, Chair of the Program Review and Certification Committee (PR/C), regarding the Committee’s recommendations and the input received from members, state/provincial/national associations and education committees, Institute Directors, and all stake holders. It was reported the amount of feedback and participation received from all stakeholders was outstanding.

#### ***Review minimum number of points per year to remain in MMC Academy:***

Chair Vincent reported that small city clerks were unable to attain the minimum points due to budget restrictions and time away from the office. Survey responses showed the mass majority in favor of removing the time constraints and the requirement for a minimum number of points per year to remain in the MMC Academy. Staff reported the Education Department supported this committee recommendation. Discussion followed.

**Motion that the requirement of a minimum number of points per year to remain in MMC Academy be removed:**

**Motion:** Colleen Nicol

**Second:** Stephanie Kelly

**Action:** Motion carried with two Board members voting no.

#### ***Review number of points for MMC:***

The report was presented in detail by Nancy Vincent, which indicated a PR/C recommendation that the number of points required for MMC be set at 100: 60 education points, 20 professional/social contribution points, and 20 flexible points that can be used in either category, depending on where the clerk needed the points. Staff agreed with the committee recommendation.

**Motion to set the number of points required to attain MMC at 100: 60 education, 20 professional/social contribution, and 20 combination (flexible) points that can be used in either category:**

**Motion:** Sharon Cassler

**Second:** Bernice Dixon

**Action:** Approved unanimously.

***Develop approved list of appropriate education subjects to be counted as MMC points:***

The report was presented by Chair Vincent, who stated such a list could be used by the staff and placed on the website so members know what will count toward MMC. Management agreed that a course list would be helpful to members and it was also commented that the list would be fluid and ever changing. Staff commented that the following would also be included in lists:

Courses not approved  
CMC approved courses  
Continuously updated list that includes new courses.

PR/C also asked that any courses submitted and not approved that are disputed by members be presented to the PR/C Committee for resolution. Executive Director Chris Shalby stated staff's recommendation was that disputes should continue to be addressed by staff.

**Motion to develop an approved list of courses for MMC and CMC and that the internal process for resolution dispute be continued:**

**Motion:** Colleen Nicol

**Second:** Sharon Cassler

**Action:** Approved unanimously.

***Number of education hours required for CMC remain at 120 hours instead of returning to the previous requirement of 100 hours for CMC:***

The report was presented in detail by Chair Vincent, who stated the Committee agreed with retaining the 120 hour requirement, although the input from stakeholders was varied. Staff was neutral regarding this PR/C recommendation. It was pointed out that members have other means to obtain the additional 20 hours for those institutes still only offering 100 hours. A lengthy discussion followed.

**A motion to call the question carried with a two-thirds vote.**

**Motion that the requirement for 120 hours for CMC remain:**

**Motion:** Dyanne Reese

**Second:** Tami Kelly

**Action:** Motion carried with 19 ayes and 7 nays.

There was a request for the no votes to be noted in the minutes.

**Voting no on the above motion:** Bernice Dixon, Lisa Burns, Stephanie Kelly, Barbara Blackard, Stephanie Kalasz, Marc Lemoine, Monica Simmons.

***Remove the current cap of 10 points for attending related conferences for the experience component of the CMC:***

Management agreed with the PR/C recommendation to remove the current cap.

**Motion to remove the current cap of 10 points for CMC candidates attending related conferences for the experience component of the CMC; and that MMC candidates be awarded points per hours like all other conferences.**

**Motion:** Colleen Nicol

**Second:** Stephanie Kalasz

**Action:** Motion carried unanimously.

***Remove caps on education points:***

Chair Vincent reported that the PR/C recommended removing all caps. Staff indicated a desire to see the MMC college cap mirror the CMC cap. Vincent clarified that the caps were for the experience side of the application for the CMC.

**Motion to accept the staff recommendation that, relative to the MMC, to remove all caps except the caps on degrees, which will be set the same as capped for CMC: 20 points for Bachelor's degree or higher in Public Administration or similar field; 10 points for Bachelor's degree or higher in an unrelated field; 5 points for Associate of Arts degree in Public Administration or related field.**

**Motion:** Sharon Cassler

**Second:** Stephanie Kelly

**Action:** Motion carried with one Board member voting no.

**Motion that all caps on the items listed on the CMC experience side of the application for training/education only be removed:**

**Motion:** Colleen Nicol

**Second:** Brenda Young

**Action:** Motion carried unanimously.

***Remove Caps on Distance Education:***

The report was presented by Nancy Vincent. She indicated PR/C recommended removing distance education caps. Management agreed with the PR/C recommendation. It was stated this would apply only to IIMC courses, institutes and courses on IIMC's approved list of courses.

**Motion to remove caps on distance education as recommended:**

**Motion:** Stephanie Kalasz

**Second:** Sharon Cassler

**Action:** Motion carried unanimously.

***Remove Caps on IIMC Conference Points:***

The PR/C Committee and staff recommended that this cap be removed.

**Motion to remove the current cap of 20 points for IIMC conference attendance:**

**Motion:** Carol Alexander

**Second:** Jane Williams-Warren

**Action:** Motion carried unanimously.

***Review the point structure for attendance at IIMC Annual Conference:***

Chair Vincent reported the PR/C Committee was recommending that up to eight (8) points for attendance at IIMC annual conferences be awarded. To earn eight points, a delegate must attend the entire session and scanning of attendance utilized. Management concurred but asked for the Board's support should disputes regarding scanned attendance occur.

**Move to accept the P/RC recommendation to award up to eight (8) points for IIMC Annual Conference attendance:**

**Motion:** Colleen Nicol

**Second:** Stephanie Kelly

**Action:** Motion carried with two members voting no.

***Review the concept of awarding points for teaching at Clerk Institutes and conferences:***

PR/C recommended that clerks instructing sessions at institutes, state association conferences, etc., should earn double the points awarded to the participants. Discussion followed.

**Motion was made that item 6 under Professional/Social Contribution points for MMC be deleted and that Category 11 allow a point per hour designation equal to that earned by participants for teaching time and preparation time for teaching; and that points be allowed on either side of the application for MMC.**

**Motion:** Colleen Nicol

**Second:** Pam Kolacy

**Action:** Motion carried unanimously.

***Review Study Abroad Program to ascertain what points should be awarded for participation:***

The report was presented in detail by Nancy Vincent

**Motion for PR/C Committee to develop criteria for Study Abroad Program education points and that points awarded would be ascertained relative to the particular study abroad program offered, working in conjunction with the International Relations Committee:**

**Motion:** Stephanie Kelly  
**Second:** Tami Kelly

**Action:** Motion carried unanimously.

***Removal of preapproval process requirement for Academies and Institutes:***

Chair Vincent provided the PR/C recommendation that preapproval by established academies and institutes be removed. Management agreed with the committee recommendation.

**Motion to do away with the preapproval requirement for institutes and academies:**

**Motion:** Stephanie Kelly  
**Second:** Tami Kelly

Motion carried unanimously.

***Preapproval for State/Provincial/National Associations:***

Vincent reported that PR/C had recommended that state/provincial/national associations receive one (1) education point for two (2) hours of training with preapproval, and one (1) point for four (4) hours of training without preapproval. Staff recommended one point for four hours as a compromise, with preapproval. It was suggested that another term other than “preapproval” be used. Discussion followed that indicated that state associations should have to preapprove to obtain education points in order for staff to ascertain that the training being offered meets the core curriculum requirements. Some Board members commented they were not comfortable allowing education points for state associations without preapproval by IIMC.

**Motion that State/Provincial/National Associations will continue to submit to IIMC for course preapproval for education points, but that the form/process be streamlined as much as possible:**

**Motion:** Jane Williams-Warren  
**Second:** Carol Alexander

**Action:** Motion carried unanimously

***Points awarded for State, Provincial and National Association Training:***

Nancy Vincent again outlined the PR/C Committee recommendation that state/provincial/national associations earn one education point for two hours of training with preapproval, and one point for four hours without preapproval. Discussion followed about inequalities between states and that some state associations were getting “double points” or institute level points (one point for two hours) with their Institute Director simply signing off on the state association training. It was clarified that this practice would no longer be allowed. In order to obtain institute level training, the institute must conduct the training.

Motion made and withdrawn: To allow one point for four hours for any educational opportunity that is preapproved, regardless of source; all other training gets one point for six hours.



Motion made and withdrawn to allow one education point for two hours for institutes. It was pointed out that this was the current policy; therefore, this action was not needed.

**Motion to allow one education point for four hours of instruction offered by state/provincial/national associations that is preapproved by IIMC staff; that all other training offered by state/provincial/national associations that meets guidelines earns one experience or professional/social contribution point for six hours of instruction without preapproval by IIMC staff:**

**Motion:** Colleen Nicol

**Second:** Deborah Miner

**Action:** Motion carried unanimously.

**Motion that all other training outside of institutes and state/provincial/national associations are awarded one experience or professional/social contribution point per six hours of instruction without preapproval:**

**Motion:** Pam Kolacy

**Second:** Tami Kelly

**Action:** Motion carried unanimously.

***Develop a written policy regarding the conduct of the Athenian Dialogue Series:***

Chair Vincent presented a lengthy policy recommended by the PR/C Committee. Management's recommendation was to allow the State/Provincial/National Associations to be in charge of their own dialogues. Each association could charge the fee they desired with no funds going to IIMC. In order to obtain a "fellow" designation from IIMC, a member would still have to join the Athenian Leadership Society for \$15. IIMC would remain as the "owner" of the program and provide oversight as to approved facilitators and books. It was stated that the PR/C could develop criteria based on management's suggestion.

**Motion to approve and accept Management's recommendations:**

**Motion:** Tami Kelly

**Second:** Bernie White

**Action:** Motion carried unanimously.

***Review Point Structure for participation in Athenian Leadership Dialogues:***

Chair Vincent reported the PR/C recommended three education or experience or professional/social contributions points be awarded per dialogue. Management recommended one point for four contact hours. Discussion followed.

**Motion to award two points to Athenian Dialogue participants, on either side of the certification application, with the satisfactory completion of a learning assessment instrument:**

**Motion:** Tami Kelly  
**Second:** James Mullen

**Action:** Motion carried unanimously.

***Eliminate the Recertification Program:***

It was reported the IIMC staff had recommended to the PR/C Committee that recertification for CMC be eliminated. It was recommended that, if the Board removes the recertification requirement, a policy be developed as to reinstatement of those members who have dropped out of IIMC and not pursued recertification. It was also stated that with the removal of a minimum number of points to remain in the MMCA, that clerks should be encouraged to enter the MMC Academy. It was also stated that some municipalities may not let their clerks continue their education without the recertification requirement. It was suggested that instead of eliminating recertification entirely, that the program be revamped to be more flexible. Concern about losing members was expressed, but some felt this was not an issue. It was recommended that returning members who dropped out some time ago be required to participate in some process to regain their CMC designation. President Stratta informed the Board that she had consulted with a non-profit attorney (at no expense to IIMC) about IIMC's ability to rescind CMC's for non-recertification. Counsel advised that since the CMC was IIMC's designation and that recertification was part of the requirements, that IIMC could rescind the designation for failure to recertify. The attorney did express concern about those who had already earned their CMC prior to the requirement for recertification and that perhaps the Board should reconsider that requirement.

**Motion to eliminate the recertification program and that the PR/C Committee review and recommend a process for reinstatement for clerks whose designation has been dropped due to non-membership:**

**Motion:** Stephanie Kelly  
**Second:** Colleen Nicol

**Action:** Motion carried with several members voting no.

At this time, President Stratta thanked the Board for their diligence and patience in spending so much time on education/certification related issues, but stated that the membership would be pleased that the Board had devoted the bulk of its time to concentrating on issues and concerns of the membership relative to the guidelines. She reminded the Board that the membership had expressed concerns since the changes were made in 2006 and, that through the process utilized today, the Board had addressed those issues and concerns. She also thanked PR/C Chair Nancy Vincent for her leadership and for taking the time to attend the Board meeting, expressing that her attendance made the Board's decision path more concise and clear. She expressed appreciation to the entire PR/C Committee for their hard work and dedication.

**Conference Committee Report – Addition to the Conference Manual**

The committee report was presented by Shari Moore.

**Motion to approve the Conference Committee guidelines as presented:**

**Motion:** Brenda Kay Young

**Second:** Jane Williams-Warren

**Action:** Motion carried unanimously.

### **Election Committee Report**

The Committee report was presented by Marc Lemoine and Bernice Dixon. President Stratta reported she had assigned the Elections Committee the duty of ensuring that Constitutional amendments were properly formatted and proper notice given to the membership as required by the Constitution.

#### **Motion to approve the recommendations of the Election Committee:**

**Motion:** Carol Jacobs

**Seconded:** Tami Kelly

**Action:** Motion carried unanimously.

### **International Relations Committee Report**

This item was presented by Tami Kelly, Francois Allers and Nick Randle. The \$800 requested for the 2011 study tour coordinator cost will be referred to the 2011 Budget Committee. It was requested that certificates of participation be presented to participants in the 2009 study abroad program at the 2010 annual conference. A booth for the 2011 study tour will be provided in Reno.

#### **Motion to approve the International Relations Committee Report:**

**Motion:** Brenda Young

**Second:** Sharon Cassler

**Action:** Motion carried unanimously

### **Mentoring Committee Report**

The committee report was presented by Dyanne Reese.

#### **Motion to approve the report:**

**Motion:** Carol Alexander

**Second:** Stephanie Kalasz

**Action:** Motion carried unanimously.

### **Policy Review Committee Report**

The report was presented by Shari Moore and she outlined each recommendation by the Committee.

The Board indicated the proposed constitutional amendment that defined a regular Board meeting was still unclear. It was agreed that this item would be referred back to the committee for further clarification.

1. *Policy Amendment:* Designate Official Posting Board for Constitutional Amendments at IIMC Annual Conference.

**Motion to approve this policy as recommended:**

**Motion:** Stephanie Kalasz

**Second:** Dyanne Reese

**Action:** Motion carried unanimously.

2. *Policy Amendment:* Consider reducing conference registration fee for Board Members. Policy Review Committee and staff did not recommend this action be taken.

**No action taken.**

3. *Policy Amendment:* Consider regional rotations to select the next Vice President. The Committee does not recommend changing the current election process for Vice President.

**No action taken.**

4. *Policy Amendment:* Develop recommendation regarding succession of the President Elect to President depending upon the amount of time remaining in the President's term. The Committee recommended no change in the current process.

**No action taken.**

5. *Policy Amendment:* Develop an application for the at-large members of the Budget and Planning Committee. The Committee recommended using the current volunteer application form.

**Action:** The Board agreed to not take action and let the Budget and Planning Committee review and comment on proposed changes to the structure and composition of the Budget and Planning Committee.

- 6&7. *Policy Amendment:* Require proof annually that IIMC is covered by errors and omissions insurance. Committee recommended adding this to Policy B-9.

**Motion to accept recommendation and add to Policy B-9:**

**Motion:** Sharon Cassler

**Second:** Jane Williams-Warren

**Action:** Motion carried unanimously.

8. *Policy Amendment:* Develop criteria for how the Budget and Planning Committee at-large member terms will be rotated.

**Action:** The Board agreed to refer to the Budget and Planning Committee for comment and input.

9. *Policy Amendment:* Discuss the criteria for the mid-year Board meeting to be held at Headquarters once every three years. Management's recommendation was to approve the proposed policy.

**Motion to approve the policy that the mid-year board meeting be held near headquarters once every three years:**

**Motion:** Dyanne Reese

**Second:** Carol Jacobs

**Action:** Motion carried unanimously.

10. *Policy Amendment:* Codification of Policy Manual.

**No action required; Executive Director Shalby will handle the codification of the policy manual.**

11. *Policy Amendment:* IIMC President shall keep Executive Director's official personnel file in his/her possession.

**Motion to approve the policy with a copy of the personnel file to be kept at headquarters:**

**Motion:** Tami Kelly

**Second:** Stephanie Kalasz

**Action:** Motion carried unanimously.

12. *Policy Amendment:* Revise policy regarding automatic honorary membership.

**Motion to send back to Policy Review Committee to formulate a constitutional amendment or policy to reflect a two-thirds vote by the Board to be named an honorary member or removed as an honorary member.**

**Motion:** Colleen Nicol

**Second:** Stephanie Kelly

**Action:** Motion carried unanimously.

13. *Policy Amendment:* Revise policy on standing committees to include the Education and Professional Development Committee and Conference Committee.

**Motion to approve recommendation of Policy Review Committee relative to Policy B1-Committees, except for section about the Budget and Planning Committee composition, which will be held in abeyance pending input and comment from the Budget and Planning Committee:**

**Motion:** Stephanie Kalasz

**Second:** Karen Goodwin

**Action:** Motion carried unanimously.

*14. Policy Amendment:* Remove “past officers” from Quill Award Policy. Committee recommended that IIMC Past Presidents be eligible for the Quill Award four years after completing service on the Executive Committee.

**Motion to approve the recommended change to Policy M-1, relative to the Quill Award:**

**Motion:** Jerry Lovett-Sperling

**Second:** Dyanne Reese

**Action:** Motion carried unanimously.

*15. Policy Amendment:* Require IIMC Constitution be included in the packets at the annual conference.

**No action required since this is the current practice.**

**Motion was made to refer the proposed Constitutional amendment relative to Article IV D, Vacancies on the Board, back to Policy Review Committee for further review, and ask the Committee to also look at Article IV B.**

**Motion:** Bernie White

**Second:** Marc Lemoine

**Action:** Motion carried unanimously to refer back to the Policy Review Committee.

### **Public Relations and Marketing Committee**

The committee report was presented by Stephanie Kalasz.

**Motion to accept Public Relations and Marketing Committee Report:**

**Motion:** Carol Jacobs

**Second:** Karen Goodwin.

**Action:** Motion carried unanimously.

### **Small Cities Task Force Report**

President Stratta stated she would like for the Board to see the data that was compiled by the Task Force before taking up consideration of the Task Force recommendations. A large amount of data has been compiled by the Task Force that needs to be put in a format for the Board’s perusal.

**Motion to refer this report to the May 2010 Board meeting:**

**Motion:** Bernie White

**Second:** Jane Williams-Warren

**Action:** Motion carried unanimously.

**Motion to enter Executive Session was made at this time:**

**Motion:** Barbara Blackard

**Second:** Deborah Minor

**Action:** Motion carried unanimously.

The Board meeting was called into open session following executive session.

### **Conference Selection**

A report was presented by Chris Shalby and he explained the items that needed to be considered in choosing a conference location. President Stratta asked the Board members if they would like to hear Management's recommendation. The Board members agreed they wanted to hear the Executive Director's opinion. Mr. Shalby explained the process and reasons for management's recommendation that Milwaukee, Wisconsin, was the best financial option for the 2014 annual conference, including: \$25,000 cash back to IIMC after the conference in 2014; no food and beverage minimum; strong state association; and convention center with 300 volunteers.

The vote was taken by paper ballot.

**Action:** Vote totals -

Madison: 0

Savannah: 6

Milwaukee: 18

**Abstaining:** Dyanne Reese and Carol Alexander

**Therefore, the 2014 conference was awarded to Milwaukee, Wisconsin.**

### **Annual Conference Grant Application Report**

Chair of the Committee, Jerry Lovett-Sperling, provided the report on this item.

**Motion to approve the report:**

**Motion:** Jerry Lovett-Sperling

**Second:** Barbara Blackard

**Action:** Motion carried unanimously.

### **Region XI Financial Assistance**

This report requesting financial assistance for Region XI directors to attend the annual conference was presented by Francois Allers.

**Motion to refer the request to the Policy Review Committee for a recommendation:**

**Motion:** Sharon Cassler  
**Second:** Colleen Nicol

President Stratta stated she would ask the Committee to quickly review and respond and then she would call a Board telecon to consider this item.

**Action:** Motion carried with Nick Randle and Francois Allers abstaining from the vote.

### **Honorary Membership**

President Stratta presented the name of Past President IIMC Tom Roberts for honorary membership upon his retirement in April 2010.

#### **Motion to approve Tom Roberts for IIMC honorary membership:**

**Motion:** Sharon Cassler  
**Second:** Tami Kelly

**Action:** Motion carried unanimously.

### **Approval of Minutes**

#### **Motion to approve the minutes of the following IIMC Board meetings:**

Mid-year meeting Executive Session minutes – November 7, 2008  
Executive Session minutes – February 10, 2009  
Executive Session minutes – March 9, 2009  
Board Meeting - May 23, 2009  
Board Telecons of July 9, 2009, and September 9, 2009  
Executive Session minutes – July 9, 2009, and September 9, 2009

**Motion:** Jerry Lovett-Sperling  
**Second:** Carol Jacobs

**Action:** Motion carried unanimously.

Other minutes (November 7-8, 2008, mid-year Board meeting and May 18, 2009, annual board meeting) were referred back for further correction.

### **2010 Conference Update**

The report regarding the upcoming Reno conference was presented by Monica Simmons.

**No action was required.**



This concluded the order of business for the 2009 mid-year Board meeting of the IIMC Board of Directors. President Stratta again thanked the Board members for their hard work, patience and diligence in handling so many important issues.

The meeting was adjourned at 6:35 p.m.

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Mary Lynne Stratta  
IIMC President

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Janet Pantaleon, Recording Secretary



MEETING MINUTES  
IIMC BOARD OF DIRECTORS TELECOM MEETING  
Monday, January 11, 2010

The Telecom Meeting of the IIMC Board of Directors was called to order at 9:02 am (Pacific Time) by President Mary Lynne Stratta.

**ROLL CALL:**

Board Members

Present:                   Executive Committee: Stratta, Cassler, Nicol and Reese  
                              Region I:     Dixon  
                              Region II:    Jacobs and Williams-Warren  
                              Region III:   Small (Burns) and S. Kelly  
                              Region IV:   Blackard and Miner  
                              Region V:     T. Kelly and Young  
                              Region VI:   Alexander and Moore  
                              Region VII:   Goodwin  
                              Region VIII: Kalasz and Simmons  
                              Region IX   Hawker and Kolacy  
                              Region X:   Lemoine and White  
                              Region XI:   Allers and Randle

Absent:

                              Region I:     Mullen  
                              Region VII:  Lovett-Sperling

Others Present:

                              Chris Shalby, IIMC Executive Director  
                              IIMC Staff Members: Ward and Maggard  
                              Nancy Vincent, Chair, Program Review and Certification  
                              Committee  
                              Kathy Dornan, Parliamentarian/Recording Secretary

President Stratta opened the meeting and thanked everyone for participating.

**APPROVAL OF MINUTES OF MAY 18, 2009, ANNUAL BOARD MEETING:**

President Stratta advised that these minutes were discussed at the mid-year board meeting and were sent back for further content corrections which have been made. She stated that a few grammatical errors were noted on the revised copy; that these corrections are being taken care of at headquarters, but that none of these change the content of the minutes. She asked for the Board's approval.

Motion by Blackard, second by Simmons, to accept the minutes of the Annual Board Meeting of May 18, 2009, with completion of the minor grammatical errors reported.

Motion carried unanimously.

**CLARIFICATION OF ACTION TAKEN AT MID-YEAR BOARD MEETING  
REGARDING EDUCATION POINTS FOR ATTENDEES AT STATE ASSOCIATION  
SEMINARS:**

President Stratta explained that following the mid year meeting, as staff was working on the synopsis of the actions taken, a question arose regarding the decision made by the Board relative to points received by members attending State Association education seminars, and whether that decision ended up being (1) point for (4) hours in “Education” or in “Experience” points. She noted there are several differences of opinions among the Board members on what was approved. She advised that the motion maker understood it was for “experience” points, however, several members feel the motion was worded for “education” points; that the minutes also reflect “education” points, and that she is bringing the issue to the Board today for clarification. She also informed the Board that Program Review and Certification Committee Chair Nancy Vincent was also participating in this telecom discussion regarding this issue, and she asked Nancy to explain the recommendation from the PR/C Committee.

PR/C Committee Chair Vincent advised the Board that the recommendation from the Committee was strictly for Education points, not experience points and that the Committee's discussion of this issue was always for education, not for experience points. She advised that the Committee understands that IIMC education is not a one size fits all endeavor; and that in this recommendation, they were trying to recognize the needs of small communities especially, knowing that many small community clerks are allowed to attend their state conference and seminars but nothing else, and by giving education points to these classes, with pre-approval of the class by IIMC required, this affords those clerks the opportunity to receive education points. She noted she was surprised to learn after the mid year meeting that this was being questioned at all; that it was her understanding at the mid-year Board meeting this was approved as education points as recommended by the PR/C Committee.

Verification Specialist Emily Maggard stated that she had been under the impression that this issue was more focused on the MMC applications, as the specific issue of Advanced Education points for approved State Associations coursework. She said the trouble with attaining Advanced Education for the MMC seems to be a huge outcry from the members. It was her understanding that PR/C was responding to the larger problems first, beginning with what was broken with the MMC. She felt there was no category changes for CMC and assumed these would remain allocated in the Experience category, and for the MMC in either category. She advised that staff's understanding was that CMC points would continue to go under Experience-Continuing Education for State Association educational sessions.

Director Burns-Small noted that she recalled the discussion on this issue, stating that in some States, like Florida, the Institutes only offer 100 hours, with the ability for the rest of the education hours required to be earned by attending State Association education seminars. She noted there has to be reasonable, cost effective ways to

earn education points, noting if education training was approved by IIMC prior to the seminars, then offering these at the State Association level created another way of obtaining these. She confirmed there needs to be a way to do this, that members and the Board have discussed this extensively and that she is surprised now that they are being considered otherwise.

President-Elect Cassler commented that she had taken extensive notes at the mid year Board meeting during this discussion; that she distinctly remembers the discussion by the Board; and that she had faxed her notes to President Stratta, which clearly indicate that the Board was agreeable to offering these as educational points, if the education session was pre-approved by IIMC.

Past President Reese questioned the member who seconded the motion and what they believed the intent of the motion was. It was noted the second came from Director Miner who was absent from today's telecom.

Vice President Nicol stated that she made the motion of approval at the mid year meeting. She noted that it had been a long day; there was a lot of business and discussion taking place; and apologized if her motion that day was not clear. She outlined the basis of the CMC program, noting that the Institutes are designed to accomplish certain things for a CMC, including providing the core curriculum, as designed by IIMC. She feels awarding points any other way is defeating the original design of the Institutes and that this would take away from Institutes. She added by allowing members to gain education points at State Conferences, this would undermine the authority of the Institutes. She questioned how the various Institute Directors would feel about this; that she would have never motioned approval of education points in this regard, and that if this was said, that she meant for it to be experience points.

Director S. Kelly noted that when the Institute is held in their state in March, this is done in conjunction with their State Association and that it would be very confusing if Clerks were not able to gain education points at this event.

President Stratta commented that she understood at the mid-year meeting that this was for education points also. She stated that she felt the Board had changed it to education with the pre-approval requirement caveat, noting that the motion recorded in the minutes also noted the pre approval requirement and that if only experience points are awarded, pre-approval is not even necessary. Therefore, if it was not intended to be education points, why would the pre-approval language even be a part of the motion?

President Elect Cassler commented that she respectfully disagrees on the aspect that allowing education points at state sponsored courses will take away from Institutes. She felt this was clearly two different things, and that IIMC is still not giving State Associations what we give to Institutes in regards to points allocations. She agreed that IIMC has to continue to rebuild its trust and respect with the Institute Directors, but still feels the triangular partnership (IIMC, Institutes, State Associations) is vital and important and that she does not see allowing education

points with pre-approval as a threat, but more as a cohesive method to offer education as an addition to the Institutes.

Director Young stated she agreed; that she does not see allowing education points in this manner as a threat at all. She commented that there was an Institute Director member on the PR/C Committee who was in agreement with this and that she also feels the vote at the mid year meeting was to allow these points as education, based on adding the pre-approval connotation, which was done.

Member Kolacy commented that she thought the pre-approval issue had to do with CMC pre-approval points. She stated that the point about Institutes providing only 100 hours and members needing points in other ways as mute as the 120 hour requirement remained intact and must be complied with. She noted that allowing education points is going to cause dissent among Region IX Institute Directors, who feel this was a threat to the Institutes' viability. She added that another concern is that certification has a prescribed set of courses and questioned if staff will have to track what courses fit into this in order to award education points and whether this is more work and more complicated for staff. She summarized stating she had no thought when voting at mid year that this had anything to do with education points, but that it was always intended for experience points. She added that there are a great deal of experience points needed for certification which are hard to get and that attending state education seminars is the mechanism to obtain these.

Director T. Kelly advised that she had reviewed her notes of the mid year meeting; that she agrees with Chair Vincent and her impression at that meeting and feels they were approved as education points. She confirmed that they must still file for course pre-approval, but in a simplified form, in order to even get the points. She advised that in this same context, she feels the minutes are correct in that the Board approved one point for every four hours for education.

Discussion was held on the issue of tracking points from State sponsored seminars, pre-approval forms and formats and the pros and cons of these courses having to be reviewed by the local Institute Directors, etc.

PR/C Committee Chair Vincent commented that through discussion and review of this recommendation, it was learned that not all institutes are providing 120 hours of education study as yet; that they have no issues working with the States to provide additional education; and that in some areas the Institute Directors were agreeable to allowing one point for every three hours of study for education by states.

Staff was questioned as to how many Institutes were not currently offering the 120 hours. Ms. Maggard indicated that there were perhaps 5 or less; and that these states had been finding other ways to handle these points and education needs.

Motion by Nicol, second by Hawker, that State Association sponsored education courses/seminars be awarded one (1) experience point for every four (4) hours of instruction with IIMC course pre-approval required.

President Stratta noted the importance of the Board Member's understanding of this and restated the motion, noting that if approved, for all education endeavors put on by State Associations, they will be awarded one "experience" point for every four hours of education provided, with IIMC pre-approval required.

Discussion was held on the motion; the fact that this was a new, different motion from what was included in the draft minutes of the mid year meeting; the confusion on this issue from the mid year meeting and exactly what action was taken by the Board, whether this should be experience or education points, etc.

Director Burns-Small advised that approval of this motion would mean that a State Association can no longer provide any CMC educational points through any education they offer to their clerks.

President Stratta again repeated the motion for clarification, noting this would allow one experience point to be granted for every four hours of instruction taken, again confirming in the experience category only, for CMC.

Executive Director Shalby advised the Board that Staff Member Ward wanted to clarify for the Board at this time that for experience points to be granted, NO pre-approval is required at this time; therefore, that part of the motion is in conflict with current provisions and would be creating a new requirement.

Vice President Nicol responded that she does not want to add criteria that does not exist now and therefore, she will amend her motion.

Amendment to motion by Nicol, second by Hawker, to remove the statement requiring IIMC pre-approval.

Discussion on motion and amendment to motion took place. Director Goodwin questioned that if the motion was approved, does this mean that a State Association would not be able to award any education points for any education provided for CMC Candidates.

President Stratta indicated yes. It was then questioned if the State could provide any method for clerks to obtain education points. President Stratta advised that if this motion is approved as is, then no, not for CMC candidates; they could only ever provide experience points. However, it already is possible to provide education for MMC points.

Director Burns-Small indicated that in Florida, education points have been awarded to CMC candidates in the past and that this would be a change to that practice. It was questioned if this was widespread practice among the states. Staff specialist Maggard responded yes, that if the education being offered was an institute approved program, that it qualified for education points in the past if pre-approved.

Discussion was held on the various ways States are providing education through their institutes, separate from that through the State Associations, the ways and

possibilities for IIMC members to obtain certification points, etc. It was noted that if this motion was approved, the only way for members to receive education points in their states towards CMC certifications would be through the Institutes; there would be no other mechanism in place.

Discussion was held on the ability to earn education points for MMC's and the fact that State Associations are allowed to offer education for those MMC candidates, what the requirements were, etc. It was clarified that with this motion, State Associations could offer education for MMC points with IIMC pre-approval of the course, but never for CMC points.

Vice President Nicol again stated that by the States being able to provide CMC education points, many feel that this undermines the Institutes and increases the possibility of the State's not offering the core curriculum as adopted.

Motion by T. Kelly, second by Reese, that the Chair call the question at this time.

ROLL CALL VOTE:

Yeas	(22)
Nays	(1)
Absent:	(3) Mullen, Sperling and White

MOTION CARRIED.

ROLL CALL VOTE ON MOTION, AS AMENDED:

Yeas	(10)
Nays	(13)
Absent	(3) Mullen, Sperling and White

MOTION FAILED.

Director Alexander questioned that if a State Association received IIMC pre-approval of a course, what about a proposal that would allow a Clerk to earn either experience points or education points and use them where they were needed. Verification Specialist Maggard advised that if the IIMC continues to award points for State education, the applicant already has the opportunity to use them in either category; that this is already allowed under the current guidelines.

Director S. Kelly questioned as to what has been communicated to the membership on this issue since the mid-year meeting was held. Director Shalby reported that he has purposely not reported on this matter since it became an issue immediately after the meeting. He noted that in e-briefings this has been advertised as CMC experience points, not education points.

Motion by Cassler, second by Burns-Small, that State Association sponsored education courses/seminars be awarded one (1) education point for every four (4) hours of instruction presented with IIMC course pre-approval required.



Discussion was held on the motion. It was questioned what points would be assessed if course pre-approval was not obtained by the State Association. Specialist Maggard indicated it would be one Experience point for six hours of education provided as indicated in current guidelines. She noted that this amount was reconfirmed by the Board at the mid year meeting.

ROLL CALL VOTE:

Yeas: (20)  
Nays: (3)  
Absent: (3) Mullen, Sperling and White

MOTION CARRIED.

Director Shalby advised that he will provide this information to the membership as quickly as possible.

**CLARIFICATION OF CONSISTENT APPLICATION OF POINT STRUCTURE FOR STATE/REGIONAL SPONSORED TRAINING WITH OR WITHOUT INSTITUTE DIRECTOR ENDORSEMENT:**

President Stratta advised the Board that some members are still under the impression that they can get an Institute Director to sign off on a State Association sponsored educational program and that by doing this, it qualifies them for double points towards certification. She said this was agreed upon by the Board at the mid year meeting. She requested that the Board clarify with everyone – members and ID's – that this practice was incorrect and not allowed, and that even if this occurred in the past, that this practice is over and prohibited. She advised that the only possibility of earning extra points or 1 point for 2 hours is if the education course is handled by and through the Institute. Discussion was held. The Board was in total agreement on the clarification as presented by President Stratta; that no "extra" or "double" points may be obtained with an ID signoff for a State Association provided program.

President Stratta thanked PR/C Chair Nancy Vincent again for her service and time spent today on the telecom. She advised that she will be proposing criteria received from staff in regards to programs in which a State Association partners with other entities for joint training ventures to the PR/C Committee and looks forward to their quick review and recommendation. Chair Vincent thanked the Board for their consideration and vote today and signed-off from the telecom meeting.

**POSSIBLE ANNUAL CONFERENCE OUTSIDE OF NORTH AMERICA IN 2015:**

Director Shalby advised that the 2010 Annual Conference was approved in 2005 - based on an unclear Board policy - for Australia. He stated this had to be canceled due to the country's economy issue, IIMC financial issues, etc. He noted that at the mid-year meeting, he spoke with Nick and Francois about a possible Annual

Conference being held in the UK. Director Shalby advised that if IIMC goes outside of North America for a conference, that they cannot go through the same proposal process as within the U.S. or Canada, advising that there are many differences in what the RFP needs to contain. He spoke on why the Rotterdam conference was successful, noting the better economy at the time, the number of IIMC members from the Netherlands and their help, etc. He stated that a conference outside of North America would be nice, but that it has to be the right thing to do for the organization after considering a number of variables. He felt that he, Nick and Francois agreed that a joint conference with the SLCC would be a great opportunity and by working with them and continuing to build their relationship with IIMC, that the year 2015 might be a good year to go abroad. Director Shalby indicated he was seeking the Board's permission to postpone sending out the RFP package for 2015 so that he may continue to research and see if 2015 annual conference outside North America is feasible. He advised that he would like to delay sending the RFP (normally done in March/April) until a full discussion can take place by the Board in Reno regarding a conference outside of North America, but more specifically, in the UK, and that he would have more information to present at that time.

Director Randle noted that he has sent this idea to his executive committee; that they will be discussing further; however, he suspects they will be very keen to support this. He added that he has talked to Chris about this; that they have talked with a booking agent; and they are seriously looking at booking possibilities and gathering as much information as possible to present to the Board in Reno.

President Stratta indicated that she does not see any problems with the Board agreeing to postpone sending the 2015 RFP until further discussion is held. President-Elect Cassler concurred. Upon survey there were no objections from the Board.

#### **EXECUTIVE SESSION:**

Motion by S. Kelly, second by Williams-Warren, that the Board enter into executive session at 9:55 a.m. (Pacific Time) for the purpose of receiving an update on a legal matter.

Motion carried unanimously.

Motion by S. Kelly, second by Alexander, to adjourn the executive session and return to the regular meeting at 10:18 a.m. (Pacific Time).

Motion carried unanimously.

Both Directors Allers and Randle left the telecom meeting at this time – 10:18 a.m. (Pacific Time).

#### **CONSIDERATION OF POLICIES RECOMMENDED BY THE POLICY REVIEW COMMITTEE:**

**A. Honorary Membership:**

President Stratta noted that this issue was basically discussed in executive session and that she would be asking the Policy Review Committee for their recommendation as to written criteria if and when considering the withdrawal of an honorary membership.

**B. Financial Assistance for Region XI Directors:**

President Stratta advised that Director Allers had brought forth a proposal for IIMC to help with costs for the Region XI Directors to attend the annual conference. She stated that this had been referred to the Policy Review Committee, who has come back with a recommendation that IIMC could consider paying up to \$2,000 for reimbursement for each Region XI director, upon submission of receipts, if their own Association would not cover these costs for them in order to participate on the IIMC Board of Directors. Because this money was currently not included in the budget, the recommendation was also sent to Budget and Planning for their comments. President Stratta advised that comments from Budget and Planning Committee members varied. She advised that two members are in favor of paying up to the \$2,000 as suggested; three members are in favor of paying up to \$1,500 and one member agrees to pay \$1,000 maximum. One member said there should be no support at all; that there are other board members who pay these costs out of their own monies and that State Associations do not help with Directors' travel costs in most cases.

Past President Reese commented for informational purposes that she approached the ICMA on this issue and has been advised that they have the same policy for all board members; they do not separate by paying for some and not others, they treat all the same.

President Stratta asked for Staff's recommendation on this issue. Director Shalby noted that his recommendation was as written to the Board, stating that regardless of what the Board decides on this, if any amount is approved, he would like the flexibility during the budget process to see if we can meet that amount. For example, if the budget needs to be reduced to meet the numbers, he would like to have the flexibility to reduce the amount contributed. He mentioned that IIMC does reimburse all costs for the mid-year meeting, so the only other meeting requiring travel and funding is the annual conference. He advised that IIMC used to give monies to Region XI Directors for annual conference purposes; that this was costly and that it is his feeling that if this can be worked into the budget that would be fine; but if not, again he would like the flexibility to limit the dollar amount provided.

Past President Reese stated that the reason she is hesitant on this issue is that she is aware of many other members who pay their own way to the annual conference, non Region XI members, and that she is not sure how to approach this or on what scale.

Vice President Nicol noted that the previous policy was to provide a complimentary conference registration and expenses up to \$2,000, noting this was done by IIMC in support of its international commitment and focus; however, this was amended in 2006 due to the severe financial situation of IIMC. She agreed that IIMC needs to encourage international participation, but also believes the organization needs to do this in a fiscally responsible manner. She noted she was comfortable in supporting up to \$2,000 to help cover costs, with this being subject to inclusion in the fiscal year budget if finances allow that.

President Stratta questioned if this would be effective for this May as these monies are not in the current budget. Director Shalby stated that he has no idea at this time what the budget can afford and suggested that we go through the end of March and review where we are registration wise with Reno. and at that time make a recommendation to Budget and Planning Committee, and if they approve, then the Board could consider approval. He advised that he prefers to use money that comes from conference registrations to cover this expenditure.

Director Kalasz suggested that if this is approved that within the policy it be stated that no monies would be provided if the conference was being held in Region XI.

Director Lemoine stated he was in favor of this in order to retain the international directors to the Board, but also was concerned about the backlash that may be received from the membership. He felt it would be better not to have a specified certain statement or policy with a specific amount but possibly a policy noting IIMC would help with costs if possible, and that these costs be the difference of the average costs that other members would pay. He suggested perhaps this could be an amount up to the average cost of airfare for other Board members and then reimbursement for some extra costs. Director Jacobs indicated she agreed and noted that perhaps only the airfare should be covered and maybe up to a \$1500 maximum.

President Stratta noted that these are all good ideas and suggestions that should be considered.

Past President Reese noted that she does not feel waiving registration costs is the answer for the reason that there are other Directors who may not have these costs covered either; that they have to pay these costs themselves.

Director Williams-Warren stated that it is certain the Board does not want to lose the International Directors on the Board, and that due to higher costs for them to travel and that if IIMC does not help, we may lose their representation, that perhaps the Board may want to consider an agreement wherein we pay an amount at least up to \$1500.

President Stratta noted that costs could result in the loss of Region XI Directors and noted she liked the idea of reimbursement of airfare above the average cost to regular members, but not to exceed \$1500, subject to budget allowances.

Director Shalby again stated that he would have a better idea of funding this endeavor by the end of March, based on conference registrations, and also indicated that staff can look at the possibility of using American Express credits/points to cover this cost. He noted this as another source to cover this without using actual dollars.

President Stratta commented that utilizing the American Express point credits would be great if there are extra points available and doing this does not take away Executive Committee travel that is necessary. She noted that these credits have covered most of her travel as President this year.

President Stratta stated a proposed policy reflecting the suggestions above would be formulated for the Board to review and consider.

President Stratta requested that each of the Directors talk to the membership in their Region encouraging membership, attendance at the Reno conference and to join an IIMC Committee.

She then thanked the Board and staff members for their time and participation, noting she looks forward to future discussions.

With no further business to discuss, the IIMC Board telecom meeting was adjourned at 10:38 p.m. (Pacific Time).

Respectfully submitted,

Mary Lynne Stratta, President

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Kathryn A. Dornan, Recording Secretary



**DRAFT**

**DRAFT**

**DRAFT**

**MEETING MINUTES  
IIMC BOARD OF DIRECTORS TELECONFERENCE MEETING  
MONDAY, FEBRUARY 22, 2010**

The teleconference meeting of the IIMC Board of Directors was called to order at 9:02 a.m. (Pacific Time) by President Mary Lynne Stratta, MMC.

**ROLL CALL:**

Board Members

Present:

Executive Committee: Stratta, Cassler, Nicol and Reese

Region I: Mullen

Region II: Jacobs and Williams-Warren

Region III: Small (Burns) and S. Kelly

Region IV: Blackard and Miner

Region V: T. Kelly and Young

Region VI: Alexander and Moore

Region VII: Goodwin and Lovett-Sperling

Region VIII: Kalasz and Simmons

Region IX: Hawker and Kolacy

Region X: Lemoine and White

Region XI: Allers

Absent:

Region I: Dixon

Region XI: Randle

Others Present:

Chris Shalby, IIMC Executive Director

Brenda Cirtin, Chair, Elections Committee (EC)

Kathy Dornan, Parliamentarian/Recording Secretary

President Stratta opened the meeting and thanked everyone for participating.

**DISCUSSION AND CONSIDERATION OF PROPOSED IIMC CONSTITUTIONAL AMENDMENTS:**

President Stratta advised that the purpose of today's telecon meeting was to discuss, consider and take action on the proposed Constitutional amendments being brought forward by the Policy Review Committee. She noted that some of these are "hold-overs" from last year, when because of not advertising properly, IIMC was not able to take them before the membership for a vote, and that some were new proposals. She stated that the Board needed to decide today on whether to move forward on these and present to the membership in Reno, as they must be published and advertised in the March News Digest. She advised that Director Shalby will put the advertising publication together after today's deliberations.

President Stratta commented that she had asked Registered Parliamentarian Bernie White and a local attorney who specializes in work for non-profits to review the format for the upcoming publication, and both agree the format is correct, appropriate and meets the intent of the Constitution. She advised that as a courtesy she sent the format to the IIMC member who objected to the written format and publication

last year, which precluded the proposed amendments from going forward for a vote, but that she has not received any response as yet. She noted that she would attempt further follow-up with this member.

President Stratta also indicated she would like to hear any comments from Director Lemoine on these proposals, as he is one of the Board liaisons to the Elections Committee. She noted that Board member Dixon is the other liaison, but that she is on vacation and absent from this telecon meeting.

President Stratta advised that she has invited the IIMC incoming Vice President candidate, who is running unopposed, Brenda Cirtin, current Chair of the Elections Committee, to present the amendment proposals on behalf of the Elections Committee. She congratulated Chair Cirtin on her position as incoming IIMC Vice President.

Chair Cirtin thanked the Board for their congratulations and well wishes and began her presentation of the **PROPOSED CONSTITUTIONAL AMENDMENTS for 2010:**

**PROPOSED AMENDMENT - DIRECTOR OF EDUCATION (HIRED BY THE EXECUTIVE DIRECTOR AND CONFIRMED BY THE BOARD OF DIRECTORS)** *(Language to be removed has strike-through. Proposed language to be added is underlined.)*

ARTICLE VI  
POWERS AND DUTIES OF BOARD OF DIRECTORS

In addition to powers granted elsewhere in this Constitution, the Board of Directors shall have the following powers:

1. to act to further the Mission and purpose of IIMC;
2. to establish membership dues and other revenues;
3. to authorize expenditures;
4. to approve the annual budget;
5. to require an annual independent audit;
6. to select the annual convention site;
7. to enact policies and procedures and have them organized in a Policies and Procedures Manual;
8. to establish a job description and appoint or remove the Executive Director;
9. ~~to establish a job description and appoint or remove the Director of Education, in consultation with the Executive Director, provided, however, this position shall report to the Executive Director;~~
10. to perform any other duties required in connection with the administration of IIMC Policies and Procedures.



## ARTICLE VIII EXECUTIVE DIRECTOR

The Executive Director shall be the Secretary-Treasurer of the Corporation; shall be responsible to the President for the day-to-day administrative and financial operation of IIMC; and shall be charged to carry out the policies established by the Board of Directors and Executive Committee.

The Executive Director shall be employed at will under the terms of an employment contract and shall be empowered to manage the staff, and resources of the Corporation in accordance with established policies and the annual budget.

Add: The Executive Director will hire the Director of Education, upon confirmation by the IIMC Board of Directors. The Director of Education will report to the Executive Director.

Add: In the event of a temporary or permanent vacancy in the office of the Executive Director, the IIMC Board of Directors shall name an Interim Executive Director and shall determine the process to be followed to hire a new Executive Director.

SUMMARY: This proposed amendment establishes that the Director of Education will be hired by and report to the Executive Director, following confirmation by the Board of Directors. Amendment also stipulates that the Board of Directors appoints an interim Executive Director in the case of a vacancy in the position; that the interim does not have to be the Education Director; and that the Board establishes procedures for a replacement.

Election Committee Chair Cirtin noted that this proposed revision would amend two different Articles of the Constitution, one being Article VI, Powers and Duties of Board of Directors (by removing the authority of the Board to hire the Director of Education; by specifying that the Executive Director shall hire the Education Director, upon confirmation by the Board of Directors; and that the Director of Education will report to the Executive Director) and two, Article VIII, Executive Director, by outlining the provisions for hiring the Education Director and also outlining criteria in the event of a temporary or permanent vacancy in the office of Executive Director and the naming of an Interim Executive Director.

Discussion was held on the fact that in the case of a vacancy of the Executive Director position, that it should not be “given” that this vacancy would be filled by the Director of Education; that it should be anyone the Board may want to consider as the best possible candidate at the time, etc.

Director Lemoine commented that the Elections Committee felt strongly that the vacancy of the Executive Director should be dealt with by the Board of Directors as a whole and that it not be an automatic replacement by the Education Director.

President Stratta noted that the Executive Committee had studied this proposed amendment and that it was their feeling the entire Board of Directors should determine the Interim Executive Director and outline procedures for the replacement of the person, not just the members of the Executive Committee. Discussion was held. She also advised that she had spoken with Frances Kersey, the Chair of the Policy Review Committee, who voiced no objection to the changes to the original proposal submitted, as suggested by the Executive Committee.

Director Shalby stated he agreed with President Stratta and Director Lemoine; that in the past it had been assumed that the Education Director was probably the next in line to act as an interim for this position when necessary. However, he agreed this should not be assumed to be the case and that it should be the

Board of Director's decision and that the Board should not be bound to the Education Director, that there would be lots of variables to consider at that time.

Member White suggested that perhaps the last sentence of the language proposed was not necessary. Discussion was held. It was agreed that the language as proposed clarifies the issue further and should remain as written.

**Motion by T. Kelly, second by Mullen, that the Board of Directors hereby agrees to submit the Proposed Constitutional Amendment regarding Article VI, Powers and Duties of Board of Directors, and Article VIII, Executive Director, as amended by the Board, to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT - HONORARY MEMBERSHIP** *(Proposed language to be amended/added is underlined.)*

**Article III  
Membership**

B.5.a. Past Presidents upon retirement or upon assumption of positions with Legislative Governmental Bodies other than Municipal Clerk, shall be presented to the Board of Directors for consideration of honorary membership status. There shall be no limit to the number of Past Presidents awarded Honorary Memberships in a given year.

SUMMARY: This proposed amendment allows for the Board of Directors to approve the bestowing of Honorary Membership to Past Presidents, so that it is no longer an automatic occurrence.

Chair Cirtin summarized the proposed changes to Article III which would amend the provision that Past Presidents are automatically awarded honorary membership when they retire. This would require their name to be presented to the Board for consideration and approval by vote for this status.

There were no comments on the proposal by Board Liaison Lemoine, ED Shalby, nor any further discussion.

**Motion by Jacobs, second by Williams-Warren, that the Board of Directors hereby agrees to submit Proposed Constitutional Amendment regarding Honorary Membership, Article III, Membership, to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT - BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE ABSENCES-ATTENDANCE AT MEETINGS** *(Proposed language to be amended/added is underlined.)*

**ARTICLE V  
BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE**

**B. MEETINGS**

4. Attendance: Members of the Board of Directors shall be required to attend all regular meetings of the Board. When a Board member is absent unexcused from two regular meetings during a term of office, the position shall be deemed vacated and shall be filled in the manner prescribed in this Constitution. Pursuant to Article VI (Powers and Duties of Board of Directors) the Board shall have the ability to allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing or by email, approved by the President and submitted to the Board for ratification at the meeting). However, a Board member shall not relinquish their status during the last 12 months of their term if additional absence(s) occur due to an emergency and absence(s) are approved by the President and ratified by the Board.

SUMMARY: This proposed amendment provides for a member of the Board of Directors to have one excused absence during a three year term, in addition to the allowed one unexcused absence, without forfeiting their position on the Board. In addition, it stipulates that the Director does not give up their position on the Board if there are additional absences during the last twelve months of their term. These absences, however, must be approved by the President and ratified by the Board.

Chair Cirtin noted that this amendment is to better define what constitutes an official Board meeting and to clarify the definition of attendance and summarized the changes. She noted that attendance was clearer before the Board began holding telecon meetings; and that this is to clarify absences from regular meetings.

President Stratta reported that after discussion, it is being questioned by the Board as to why there are two separate Constitutional amendments which both change the same article. She questioned if it would make more sense to take the last sentence of this amendment as proposed and move it to Item #11, as an addition thereto. She noted that in this way, it would combine two issues within the same Article into one Constitutional amendment proposal.

Chair Cirtin advised that each of these issues were studied by the Elections Committee as they were received, and that that these two issues were received for study at different times, with reviews and recommendations made. She advised she had no issue in putting them together and that this makes sense. Board Liaison Lemoine agreed.

Director S. Kelly questioned if a telecon meeting is a regular meeting. President Stratta noted that under the definitions as presented for attendance criteria they are not. Discussion was held on whether this clarification was already included in written language, the need to further clarify meeting attendance and email meeting notifications, etc.

Director Lemoine noted that some of the meetings were labeled special meeting, some regular, some telecon, etc. and that they should all be named with the same title whatever they cover and also that telecon meetings should be labeled as special meetings, since they are not “regular” meetings for the purpose of attendance. Director White advised that under Robert’s Rules of Order, there are regulations which apply to special versus regular meetings and that caution should be exercised about calling meetings “special” meetings. He felt the language written and proposed clarified the difference between regular face to face meetings appropriately.

President Stratta asked for discussion on Proposed Amendment No. 11. No comments were made. She requested that this be approved with the addition of the sentence removed from Proposal No. 3 and included at the end of Proposal No. 11.

**Motion by Nicol, second by Goodwin, to approve combining the last sentence of Proposal No. 3 with Proposal No. 11, and to approve Proposal No. 11 as amended by the Board, and that the Board of Directors hereby agrees to submit this Proposed Constitutional Amendment regarding Board of Directors and Executive Committee absences and attendance at meetings to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT – REMOVAL OF AN ETHICAL STANDARDS COMMITTEE MEMBER (New Language)** *(Proposed language to be added is underlined. Language to be removed has strike-through)*

Article X  
Ethical Standards

- D. Duties of the Ethical Standards Committee. The Ethical Standards Committee shall maintain a thorough knowledge and understanding of the implications and nuances of the Comprehensive Code of Ethics and develop recommended practices and standards for both the membership and the functioning of the Committee. Allegations of unethical conduct shall be submitted to the Chairperson of this Committee, provided, however, any allegations that concern Committee members shall be submitted to the President. The Committee shall thoroughly investigate allegations made and conduct quasi-judicial hearings as appropriate, accepting sworn testimony and summoning such documents as may be required; or the President may investigate, conduct quasi-judicial hearings, accept sworn testimony and summon documents in case of allegations involving members of the Ethical Standards Committee. The Ethical Standards Committee or President shall then summarize ~~it's~~ the findings and make a recommendation to the Board of Directors on the degree of censure, if any, to be applied to the person on whom the allegations were made. Any such proceedings will cease upon the resignation of the member from IIMC. In the case of allegations made against a member of the Board of Directors, the Board member shall serve until such time as the recommendations of the Committee are brought forward before the Board. At that time said member shall recuse themselves and await the decision of the body. Nothing in this article shall prohibit accused persons from providing a defense at the Board meeting. Action taken by the Board of Directors shall require a two-thirds majority and decisions of the Board of Directors shall be final.
- E. Members of the Ethical Standards Committee can be removed by a two-thirds vote of the IIMC Board of Directors. The President shall oversee any such investigation and bring findings to the Board of Directors.

SUMMARY: This proposed amendment provides for the removal of a member of the Ethical Standards Committee for specific violations, if the Board of Directors, by a two-thirds majority vote, elects to do so.

Chair Curtin advised that this amendment proposes a new section to the Constitution under Article X which allows the removal of a member of the ethical Standards Committee due to a violation of certain items, a conviction of a crime, unethical conduct, etc., by a 2/3 vote of the Board of Directors.

Director Allers noted that he does not see a written procedure for the removal of a member and questioned what that might be. He suggested additional language that indicates that any allegations of unethical conduct submitted to the Committee or the President shall be thoroughly investigated. Director White noted he agrees with procedure language, suggesting any such language be added to Paragraph E. He added that he agrees there should be a procedure established for the removal process.

Discussion was held on a proposed procedure process, who would conduct the review, where the report would be made, etc. It was agreed that the President should not have the ability to remove a member, but that they should have the ability to order an investigation, report the findings to the Board, with the Board taking a vote/action to remove the Committee member themselves if they so wished, based on the findings of the investigation.

Director White noted it was the intent of the proposal for the Board to have the authority to remove a member. He noted the current powers of the President within this article of the Constitution and advised that any new language covering this should not complicate the section.

Director Lemoine also noted that if there was an actual “list” of items that covered removal and something was done by a member that was not on the list, that removal could be challenged. He felt this was too vague and that any “listing” of items should be removed. The Board members agreed.

Past President Reese stressed the importance of this issue and questioned clarification on the process to remove a member from this committee. It was further explained and outlined that this provision would allow removal of a member, upon consideration and vote by the Board, with it requiring a two-thirds majority vote for removal.

Vice President Nicol stated she agreed with the comments being made and questioned if there could be an additional sentence included in Paragraph E allowing the President to oversee any investigation of a member, with the findings to be brought to the Board. It was the consensus that the President be added in both Paragraphs E and in D where appropriate as well.

**Motion by Director Alexander, second by Past President Reese, that the Board of Directors hereby agrees to submit the Proposed Constitutional Amendment regarding Removal of an Ethical Standards Committee Member to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT – NEW MISSION STATEMENT** *(Proposed language to be added is underlined. Language to be removed has strike-through)*

## ARTICLE II MISSION AND PURPOSE

~~The Mission of IIMC shall be “Professionalism in Local Government through Education.”~~

~~The purpose shall be to enhance the professionalism, status and image of Municipal Clerks throughout the world.~~

The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and benefits to its members worldwide.

SUMMARY: This proposed amendment enhances the existing Mission Statement of IIMC, and combines both the Mission Statement and Purpose into one clear, concise definition.

Chair Cirtin read the proposed new mission statement for the organization. President Stratta reminded the Board that this had been discussed and approved at the mid year meeting as recommended by the Education and Professional Development Committee; that this was part of the IIMC Constitution document; and would need to go before the members for approval and adoption in order to become effective.

**Motion by Director Mullen, second by Vice President Cassler, that the Board of Directors hereby agrees to submit this Proposed Constitutional Amendment, a new Mission Statement for IIMC, to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT - BOARD OF DIRECTORS VACANCY** *(Proposed language to be added is underlined. Language to be removed has strike-through)*

ARTICLE IV  
BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

D. Vacancies.

4. ~~In the event of a~~ **If a vacancy occurs** in the office of Region Director, the Region shall elect a new Director to serve for the remainder of the term as described in Article XI. B. 1. ~~Notwithstanding the above, If the vacancy is said term shall be~~ **for a period of 120 days or less than 120 days**, the office ~~shall~~ **remains** vacant for the remainder of the term.

If the ~~unexpired term~~ **vacancy is more than 120 days but** is one year or less, the Region Director elected to the **vacancy** ~~unexpired term~~ **is eligible for reelection and may serve a full three-year term.** ~~may continue to serve for a full three-year term, if elected.~~ If the **vacancy** ~~unexpired term~~ is more than one year, the Region Director **can only serve one year the remainder of the term and is not eligible to serve another full three-year term.** ~~may not be elected for a subsequent full year term.~~

5. When a vacancy occurs in the office of Region Director, the President shall notify the Board of Directors and the Presidents of the Municipal Clerks Associations within the region in which the vacancy has occurred. The Municipal Clerks Associations shall recommend one or more qualified nominees for consideration. Nominations shall also be accepted from any member in the region.

Summary: This proposed amendment clarifies that if for any reason, there is a vacancy on the Board of Directors, if the remainder of the term is 120 days or less, the office will remain vacant until the next election. If the remainder of the term is more than 120 days but one year or less, the individual appointed to fill the unexpired term may seek election for an additional three-year term. If the unexpired term is one more than one year, the individual appointed to fill that position will be deemed ineligible to serve another three-year term.

Discussion was held by the Board on the length of time a person should be able to fill a vacant position and qualify to fulfill another three year term as Director versus not being able to fill an additional three year term; what the time periods should be; the pros and cons of allowing less than a year versus longer than a year, etc.

It was the consensus of the Board after discussion to allow an individual appointed to fill a vacancy to be eligible for reelection and to serve a new, full three year term on the Board if the vacancy they filled is more than 120 days but is one year or less in time.

**Motion by Director T. Kelly, second by Director Young, that the Board of Directors hereby agrees to submit this Proposed Constitutional Amendment regarding Vacancies for Officers and Region Directors to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT - RETIRED MEMBERS HAVING SAME PRIVILEGES AS “ASSOCIATE MEMBERS”** *(Proposed language to be added is underlined. Language to be removed has strike-through)*

### ARTICLE III MEMBERSHIP

#### B. Definitions of Membership Classes:

6. Retired Member: ~~Full or Additional Full Member upon retirement.~~ Individuals who were designated as Full, or Additional Full or Associate Members prior to retirement.

SUMMARY: This amendment clarifies that for a Retired Member to be classified as such, they must have been a Full, Additional Full or Associate member at the time of their retirement.

Chair Cirtin noted that this proposal clarifies the definition of Membership Classes with regards to a Retired Member and to the timeframe of the designation. Executive Director Shalby pointed out that the language should read “Full, Additional Full or Associate members” and advised this would be corrected in the copy to the members.

**Motion by Director Mullen, second by Director Allers, that the Board of Directors hereby agrees to submit the Proposed Constitutional Amendment regarding Membership, Article III B, to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT - EXECUTIVE COMMITTEE IS NOT A DECISION MAKING BODY** *(Proposed language to be added is underlined. Language to be removed has strike-through)*

### ARTICLE V BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

#### A. Structure.

1. The Board of Directors shall consist of the Officers and Region Directors. Each board member is vested with the right to vote at meetings of the Board.
2. The Executive Committee shall consist of the President, President Elect, Vice President and Immediate Past President. The Executive Committee shall meet as



scheduled by the President ~~and may act in place of the Board of Directors between Board meetings on all matters except those specifically reserved to the Board by this Constitution~~ provided that a schedule of such meetings shall be provided to the Board of Directors, and a written report of each meeting shall be provided to the members of the Board of Directors within five (5) business days following the meeting. The Executive Committee is not a decision-making body and all action items are to be submitted to the Board of Directors for ratification.

SUMMARY: This proposed amendment stipulates that any actions taken by the Executive Board must be ratified by the Board of Directors or the actions become null and void. This establishes that the Executive Committee is not a decision-making body unto itself.

Chair Cirtin outlined that this amendment would require that any actions taken by the Executive Board must be ratified by the Board of Directors or the actions become null and void, noting the purpose is to establish that the Executive Committee is not a decision-making body unto itself. President Stratta recommended approval.

**Motion by Director T. Kelly, second by Past President Reese, that the Board of Directors hereby agrees to submit the Proposed Constitutional Amendment regarding Article V, Board of Directors and Executive Committee Structure, to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT - THE EXECUTIVE DIRECTOR REPORTS TO THE BOARD OF DIRECTORS** *(Proposed language to be added is underlined. Language to be removed has strike-through)*

Article VIII  
Executive Director

The Executive Director shall be the Secretary-Treasurer of the Corporation; shall report to the Board of Directors; shall be responsible ~~to the President~~ for the day-to-day administrative and financial operation of IIMC; and shall be charged to carry out the policies established by the Board of Directors and Executive Committee.

The Executive Director shall be employed at will under the terms of an employment contract and shall be empowered to manage the staff, and resources of the Corporation in accordance with established policies and the annual budget.

SUMMARY: This proposed amendment establishes that the Executive Director reports to the Board of Directors, not the President or the Executive Committee.

Chair Cirtin outlined this proposed amendment, which establishes that the IIMC Executive Director reports to the entire Board of Directors, not to the President or Executive Committee. President Stratta noted that the Executive Committee also prefers to strike the wording “to the President” out of the first paragraph, second sentence, and feels the clarification of the Executive Director’s daily duties would be better suited to be included in the job description of the Executive Director, rather than in the Constitution. The Board Members concurred.



**Motion by President Elect Cassler, second by Director Alexander, that the Board of Directors hereby agrees to submit the Proposed Constitutional Amendment regarding Article VIII, Executive Director, to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT - REGION DIRECTOR MOVES OUTSIDE THE REGION**

*(Proposed language to be added is underlined. Language to be removed has strike-through)*

Article IV  
Officers and Region Directors

(B) There shall be two Region Directors elected from each IIMC region. Region Directors shall be elected for three-year terms and terms shall be staggered so that the terms of both Region Directors from a region shall not expire in the same year. No two Region Directors shall be from the same Legislative Governmental Body.

Except in Region X and Region XI, Region Directors may not serve two successive full terms unless no other candidate puts their name forward for nomination.

In the event that an IIMC Board member relocates their employment outside the region they represent, they may retain their position based upon the following conditions:

- i. Written documentation of support from their state/province/country association which they moved from; and
- ii. Written documentation of support from at least two-thirds (2/3) of the state/province/~~or~~ country associations from the region which they moved from; and
- iii. Letter of support from the municipality (City Manager, Mayor or Council) stating the member is employed by the municipality and they are aware of the member's participation on the IIMC Board of Directors.
- iv. Must have no more than one year left to complete his/her term; and
- v. Must be eligible to retain full or additional membership to hold office; and
- vi. Copies of documentation shall be filed with IIMC Headquarters.

SUMMARY: This proposed amendment provides for the possibility that a Region Director may move during his/her tenure on the Board. The above delineates the procedure for that Director to follow to maintain their position on the Board of Directors.

Chair Curtin stated that this amendment deals with a Region Director who moves out of their region during their term as a Director. She advised that there have been several revisions to the language in the Constitution to address this issue which outlines criteria to remain serving in the region in which they were elected.

President Stratta noted that after review of this proposal by the Executive Committee, they have one small suggestion being that written documentation of support be required from at least two-thirds of the state/provincial/national associations from the region which the Director moves from. As Board Liaison, Director Lemoine indicated he had no objections to adding that requirement. Past President Reese noted that this has actually happened, and questioned if the Board felt the Director could actually do the job of representing a region in which they no longer lived or worked. Executive Director Shalby stated that this very issue has happened in the past and confirmed that proper paperwork was never submitted. He also advised that the proposal only mentions Region Director, and suggested the language should also include Executive Committee members as well.

Discussion was held on this proposal. It was questioned if a Director retires, can they remain a Board Member. It was clarified that retired members do not have the same rights as regular members and that they cannot remain on the Board.

It was questioned if this situation were to arise with Directors from other countries and if the requirements would differ in that instance. President Stratta advised that this is why the criteria required from the Association was added; and that IIMC affiliation agreements would also apply in this case.

Director Young questioned under A of the Article, the last sentence, and the fact that there can be no two Executive Committee officers from the same region and whether allowing EC members to remain on the Board in this situation could potentially be a problem in the future. President Elect Cassler advised that this area needs attention and review and that she will have the Policy Review Committee study this next year. She stated that there are some very large regions that contain a huge number of states and that she feels it is time to review this situation along with a few others. She noted they would also be looking at the issue of Executive Committee members who move out of the country.

**Motion by Lovett-Sperling, second by Mullen, that the Board of Directors hereby agrees to submit the Proposed Constitutional Amendment regarding Article IV, Officers and Region Directors, to the membership for a vote at the annual meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

**PROPOSED AMENDMENT – WAIVER FOR REGION X MEMBERS TO ATTEND THREE ANNUAL CONFERENCES TO BE ELIGIBLE FOR REGION DIRECTOR** *(Proposed language to be added is underlined. Language to be removed has strike-through)*

ARTICLE XI  
ANNUAL BUSINESS MEETING AND ELECTIONS

B. 3. Qualifications of Candidates:

- a. Region Directors: Candidates for Region Director shall meet the following qualifications:
  - served at least three (3) years as a Municipal Clerk or other office as defined in Article III;
  - been a member of IIMC for at least three (3) years;
  - attended at least three (3) Annual Conferences for candidates from Regions I through ~~IX X~~ and two (2) Annual Conferences for candidates from Region ~~X~~ and XI, which attendance may include the conference at which the candidate's term would begin;
  - be a Full or Additional Full Member, and if elected, remain a Full or Additional Full Member during the term of office;
  - provide written endorsement of candidacy from the Legislative Governmental Body they represent.

SUMMARY: This proposed amendment clarifies that the Region Directors from Regions I thorough IX must have attended at least three annual conferences; Regions X and XI must have attended at least two annual conferences in order to be eligible for service on the Board of Directors. The conference, at which they will be sworn in, may be counted to meet this requirement.

Chair Cirtin indicated this addresses attendance at Annual Meetings for Region X and Region XI members, allowing those two region members to attend only two annual conferences in order to be eligible to serve on the Board of Directors and that the conference they will be sworn in at may be counted to meet this requirement.

Director White advised that he requested this issue be reviewed and considered due to economic reasons for those living outside the United States. He added that due to the world economy at this time, this may be a provision that should not just apply to Regions X and XI, and that perhaps this should be reviewed for all regions in the future. President Elect Cassler indicated she would add this to her list for Committee review next year.

**Motion by White, second by Vice President Nicol, that the Board of Directors agrees to submit the Proposed Constitutional Amendment regarding Article XI, Annual Business Meeting and Elections, B. 3. Qualifications of Candidates, to the membership for a vote at the annual business meeting in Reno, NV, in May, 2010.**

**Motion carried unanimously.**

President Stratta noted that in order to meet public notice requirements, proposed amendments have to show the names of two members bringing the amendment forward. She noted that some of the amendments would name the individuals from the Policy Review Committee, but that any of which were amended by the Board, would include the name of the Board member who made the motion for approval and the member who supported the motion. The Board concurred.

Executive Director Shalby advised that he would be revising the amendments based on the discussion today; drafting the article to the members which he would forward to the Board for a final review and then he would be publishing the article, along with the proposed amendments, in the March Digest.

President Stratta stated she feels the proposed changes to the Constitution are good ones and that she looks forward to a positive vote by the membership in May. She thanked everyone for their review, study and due diligence on this important procedure, and especially thanked the members of the Election Committee and Policy Review Committee, the Committee Chairs and the Board liaisons for their hard work and efforts in bringing these forward to the membership.

With no further business to discuss, the IIMC Board telecon meeting was adjourned at 10:08 a.m. (Pacific Time).

Respectfully submitted,

Mary Lynne Stratta, President

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Kathryn A. Dornan, Recording Secretary



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** May 3, 2010

**Subject:** Executive Director's Update

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This past year, we've concentrated on resolving the education issues (which we did during the mid year meeting); paying down on the line of credit (35% has been paid down to date); maintaining membership in light of the economy; searching for a Director of Education; developing the strategic plan; creating and implementing a new web site; overseeing the codification of the new policy manual; and making the 2010 Conference in Reno a premier event and revenue generator. The following is a synopsis of some of the key areas. Membership and Education have full reports, and we'll preview the web site at the annual business meeting.

## **EDUCATION GUIDELINES**

Since the Board approved the recommendations from the Program Review/Certification, Education Professional Development Committees and IIMC Staff, we've experienced nothing but positive comments from the membership. We're turning our attention to developing new education programs and will continue working on streamlining the application process.

## **MCEF LINE OF CREDIT**

We continue to take great efforts to pay down as much as possible regarding the line of credit. The term of the loan is December 2013, but we're pushing ourselves toward a zero balance prior to the loan maturing.

## **DIRECTOR OF EDUCATION - UPDATE**

On Monday, April 26, staff and I spent approximately five hours with a potential candidate for the position of IIMC's Director of Education. After much conversation, it was determined that this individual would be an excellent fit for the Organization. Not only is the person qualified in areas of education and working with various committees and administrators but, philosophically, she espouses IIMC's mission, and regards continuing education key to a healthy professional and personal life.

We will be asking the Board to approve the hiring of this individual.

## **2010 CONFERENCE – RENO**

Considering the state, host clerk and volunteers have had only two years instead of the traditional five to help with this conference, it's a tribute to them that Reno will be a first-class event, despite the reduction in Delegates. We believe, by all indications, the economy has hurt this conference. However, we've been fortunate to work with an outstanding hotel in ways of renegotiating contracts, attrition and miscellaneous other items that will go a long way in helping IIMC maintain expenses.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Jennifer Ward, Associate Director of Education  
**Date:** April 27, 2010  
**Subject:** Education Department Annual Report

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The Education Department has had a busy 2009-2010 year that produced many positive changes in the area of education.

1. With the assistance of the Program Review and Certification Committee, we revised the Education Guidelines, eliminated the Recertification program and streamlined processes such as the course review process and the removal of the requirement for Institute Directors to comply with course review. The elimination of the recertification program was received well by the members and the majority have applied into the MMC program.
  - Since these changes were implemented at the Mid-Year Board Meeting and put into effect January 1, 2010, Staff has received nothing but accolades from the membership. They find the new guidelines and processes refreshing and understandable. They say over and over again, thank you for making these changes.
2. With the assistance of the Program Review and Certification Committee, we created an Athenian Leadership Society Dialogue Policy and point structure.
  - Until the Mid-Year Meeting, IIMC did not have a policy or adequate point structure for this program. Staff felt that in order to streamline processes in this area and to help the members have a clear understanding of what this program is and how it works, that a policy was needed. Since this policy has been listed on the website, questions regarding Athenian programs have lessened. More states and some Institutes have been taking advantage of hosting their own Dialogues. This not only brings points to the members, it also brings additional income to the states and Institutes.
3. With the assistance of the Program Review and Certification Committee, we reviewed the point structure for Annual Conferences and extended conference sessions (from 4 points to 8 points) in order to approve additional points at the rate of 1 point per 2 hours.
  - IIMC now has a clear understanding of the point structure for its Annual Conferences. The Education Department knows exactly how many hours and sessions are needed in order to maintain the points. Knowing this also assists the Education Department in preparing their budgets for future conferences. It also provides stability to the program. The members will know exactly how many points they will earn from each conference.

4. With the assistance of the Program Review and Certification Committee, we reviewed and approved three new Institute proposals – Oklahoma MMC program, Missouri Institute and SLCC UK Institute.
5. With the assistance of the Program Review and Certification Committee, we reviewed and approved a new IIMC online course, “101 Boardroom Problems and How To Solve Them.”
  - This brings the total number of IIMC online courses to seven and brings us a little closer to KRA’s #3 and #5 goals of increasing these programs.
6. With the assistance of the Program Review and Certification Committee, we reviewed and approved the content and point structure for the 2009 Study Abroad program.
  - The Education Department will review each Study Abroad program on a case-by-case basis along with the Program Review and Certification Committee and make a determination of points based on the information provided.
7. With the assistance of the Program Review and Certification Committee, we approved an expanded MMC topic list. As of 7/15/09, we also approved Advanced Elections courses for the MMC program.
8. Produced a top-notch Annual Conference Education program for the 64<sup>th</sup> Annual Conference in Reno.
  - The Education Department thanks the Reno Host Committee, Nevada Institute Director, Shera Alberti-Annunzio and the Conference Committee for their assistance in the suggestion and selection of education topics and presenters for this program.
9. Catching up with the CMC and MMC backlog of applications.
  - The Education Department Verification area is continuing to make significant headway in completing applications. This is due to the streamlining of processes, the overtime they have been granted and “Silent Fridays” (no phones or emails, applications only) and dedication to catching up with the backlog.
10. Worked in conjunction with the KRA #5 Education Committee to provide goals and objectives for the strategic plan.
11. Implemented Attendance Scanning and a Policy for Annual Conferences.
  - Scanning will ensure that Delegates receive an accurate account of education points based on their attendance. This process will begin with the 2010 Annual Conference in Reno, Nevada.
12. Smoothly transitioned out of the Grace Period without any issues.
  - Transitioning out of the Grace Period has helped to streamline processes and has assisted the membership in understanding the new guidelines. There is no longer any confusion over which set of guidelines they should follow.



13. Approved webinars for IIMC points.

- As of 3/5/10, the IIMC Education Department in conjunction with the Program Review and Certification Committee approved webinar produced training provided they meet the current Education Guidelines, the content is above the basic level for the MMC program, go through course review and have an assessment. Webinars are extremely helpful to those members whose budgets have been slashed and cannot leave their offices to attend training programs.

14. Maintained communication with the Membership and Institute Directors regarding all of the recent education changes and program requirements via E-Briefings, the News Digest, and website.

15. With the elimination of the Recertification Program, the Education Department mailed 409 letters to the Inactive members who may have dropped their membership due to the Recertification requirement. As of 4/28/10 we have received 20 membership forms back from Inactive Members who are now Active!

16. Again with the elimination of the Recertification Program, the Education Department mailed a letter to all CMC holders whose CMC certificate had an expiration date stating that IIMC would replace that certificate free of charge with a new one that did not have an expiration date on it.

- As of 4/28/10, we have processed and replaced 625 CMC Replacement Certificates out of 4,350 CMC designations.

17. Eliminated the CD ROM program.

- The IIMC Education Department has decided to eliminate the CD ROM program. The CD ROMs are expensive to produce and duplicate and they do not sell well. The technology is outdated. We will continue to sell the CD ROMs that we currently have in-house and will phase out each CD ROM after the supply of each one has sold. The Education Department would like to see IIMC move in the direction of hosting webinars and using other technology to implement training programs for our membership.

The Education Department is currently working on:

- Institute Director Guidelines – We have divided the Education Guidelines into three segments; CMC program, MMC program and the Institute Directors. With the exception of separating the programs out and updating them with the current Education Guidelines, not much has changed in this area. This clear and concise information will make it much easier for all to understand all requirements and Guidelines. We plan to send these guidelines out to the Institute Directors for their comments and discuss them at this year's Colloquium.
- Possible Dutch Institute – The Dutch Association, VvG, is very interested in having an Institute in their country. The Education Department has sent them the requirements and is waiting for their proposal.

- Education Ambassadors Program – The Education Department and the Program Review and Certification Committee have created an outline of this program. However, we have decided to wait until a new Director of Education is hired before proceeding any further with this program. The new Director of Education may have new ideas and insights to enhance this program.
- Webinars for IIMC – The Education Department would like for IIMC to begin offering webinars to the membership. We would like to begin offering these training programs after a Director of Education has been hired. IIMC could offer these programs at low costs and bring in additional income. We could also offer 2-3 webinars per year for free as an added benefit of IIMC membership. This would be a marketing tool for the Membership Department.
- Bringing back the Louisiana Institute – The Education Department is working with the Louisiana Municipal League to bring back the Institute in their state.
- iMIS Automated Task Manager System – This is an automated Task Manager system that the Education Department is working with Pilar Archer and Jennifer Strawn to streamline processes for the CMC and MMC Verification areas. We plan to implement the CMC Task Manager before we leave for the conference. After the conference we will begin working on the MMC Task Manager system.
- Hiring a new CMC Verification Specialist – With the recent resignation of CMC Verification Specialist, Marilyn Sanzo, the Education Department will begin searching for a new team member after the conference.

#### **MANAGEMENT’S RECOMMENDATION**

The Education Department continues to excel and has been formidable since it began operating without a Director of Education more than one year ago. Jennifer, Emily and Marilyn have collaborated effectively with various committees to bring to fruition much needed changes to the guidelines. At this point, the report stands on its own and the department looks forward to the hiring of a new Director of Education.

## **Proposal to IIMC**

The University of Wisconsin-Green Bay would like to partner with and extend the following opportunities to the membership of IIMC:

1. Earn 3 college credits on-line for attendance to any IIMC approved Clerks Institute or 30 hours of Master Academy/Athenian Dialogue programming
2. Earn an on-line Associate or Bachelor's Degree.

### **Earn 3 college credits on-line for attendance to the Clerks Institute or 30 hours of Master Academy/Athenian Dialogue programming**

The University of Wisconsin-Green Bay would like to offer IIMC members the opportunity to earn college credit for attending IIMC's Clerks Institutes or 30 hours of Master Academy/Athenian Dialogue programming. This 3 credit on-line course takes into consideration the hours spent at the Institute or Master Academy/Athenian Dialogue, then adds additional academic and critical thinking readings and writing assignments. This course is repeatable up to three times for a total of nine hours.

For the past two years UW-Green Bay has been offering an on-line credit option. Our students have appreciated the chance to receive college credit at the same time as earning their clerk credentials. We have not only experienced an interest for college credit from our programs, but a demand for earning a degree. Our University Faculty is very supportive of our hands-on training at the Institute. Their support is demonstrated by encouraging their traditional students to attend our programs.

Some important considerations in partnering with us are:

- UW-Green Bay is part of a Top 10 University system in the United States. This separates us as a fully accredited, nationally and internationally recognized institution.
- Tuition expenses are low. UW-Green Bay's on-line tuition is presently \$670.47 for a three credit class. Fees do increase every year.
- This course is upper level, which is important when earning a 4-year degree.
- IIMC members can take this course and transfer it to any institution they are presently attending (pending the Institution's approval) or members can earn an on-line degree through UW-Green Bay.

Taking the college credit option is simple. IIMC members will:

- Register on-line or by mail
- Pay for UW-Green Bay's college course tuition at the in-state rate
- Complete additional course work to earn the credit
- Supply proof of attendance from the Institute or Master Academy/Athenian Dialogue

### **Earn an Associate or Bachelor's Degree on-line**

UW-Green Bay would like to offer the option of earning on-line:

- Associate Degree
- Bachelor's Degree
- Associate and Bachelor's Degrees require an emphasis. The following emphases would be of interest to clerks:
  - Business Administration
  - Leadership in Public Service
  - Environmental Policy Studies
  - Self-Directed (developed by each student individually)

Strengths of working with UW-Green Bay:

- Highly respected Top 10 University system that is recognized nationally and internationally.
- Fully accredited
- Low cost
- Students are assigned an on-campus Adult Access academic advisor
- Use of cutting edge technology and teaching tools that are not commonly used in on-line formats
- High percentage of our instructors are regular faculty members

In closing, the University of Wisconsin-Green Bay would like to partner with IIMC and have their support in this endeavor. The benefits are multiple for both parties. To mention a few:

- Added value to IIMC's membership and positive endorsement for UW-Green Bay
- Links on both UW-Green Bay's and IIMC's website would be good advertising for both parties
- Using the IIMC logo and/or a statement of partnership on UW-Green Bay's brochures would be excellent exposure for IIMC and name recognition
- No cost to IIMC

These opportunities are not meant for everyone, but as another way of streamlining and giving the access to education to anyone, anywhere.

Thank you for your consideration. I very much appreciate the opportunity to present this idea to your organization.

Sincerely,

Kassie  
Kassie VanRemortel  
University of Wisconsin-Green Bay  
Institute Director  
Director of Government Affairs &  
Economic Development

**International Certificate Program in Management and Leadership**  
***An Online Professional Growth and Development Opportunity***  
***Designed For Global Administrators and Managers***

The ability of our global governments to successfully move into the future requires leaders that embrace the critical concepts of significance, resilience, and sustainability. Increasingly, we have come to understand the power of meaningful change, effective collaborations, global engagement, and innovative practices, in pursuit of a better future for our governments and the people we serve.

The Ramsey Executive Education Program, School of Public Affairs, at Arizona State University is pleased to offer an online international certificate program, specifically designed for global administrators and managers. We are looking for thoughtful practitioners with a dedicated interest in achieving personal, professional, and organizational excellence; a desire to enhance public service; and who are enthusiastic about the positive difference they can make, in their municipalities and countries.

**Benefits**

- Enhance administrative and management knowledge, skills and abilities
- Explore government policy development and implementation
- Expand professional networks
- Engage in online dialogue and learning that addresses real-world issues, challenges , and opportunities
- Learn about and utilize a variety of online communication tools
- Apply acquired knowledge through practical, work-related exercises and projects

**Presenters and Facilitators**

The professionals that serve as Program instructors, facilitators, and learning guides are carefully selected for their experience and expertise in the public, private, and non-government organization (NGO) areas. The ability to effectively teach in an online format that provides a dynamic learning environment, for our participants, is also a critical component of the selection process.

## **Course Descriptions**

### **Course I**

#### ***Issues in Administration and Management***

- Learning technology
- Global Leadership and Local Practices
- Policy Development and Implementation
- Managing in a Political Environment
- Organizational Behavior
- Managing Human Performance
- Managing Programs
- The Planning Process
- Economics and Finance
- Competition, Collaboration, and Partnering
- The Role of Entrepreneurship in Government
- Change and Change Management
- Strategic Application

### **Course II**

#### ***Systems Approach to Management***

- Viewing Organizations and Governments as Systems
- Tools and Techniques for Effecting Organizational Change
- Positioning for Results
- Implementation of Systems Concepts and Ideas
- Optimizing Performance
- Team Technology
- Strategic Application

### **Course III**

#### ***Decision Management***

- The Anatomy of the Decision Making Process
- Ethics and Decision Making
- Relationships Between Decision Makers and the Decision Environment
- Case Study Methodology
- Strategic Application

### **Program Delivery Processes**

Each of the three Program Courses consists of a number of Modules. The Modules are offered in a one week format and may consist of assigned readings (made available online), power point with voice over presentations, assignments, and 'discussion boards'. Other online tools will also be utilized.

At the end of each Course, participants will complete a Strategic Application Project that utilizes the information gained from the Course and applies it to a work-related issue, challenge, or opportunity.

There is a four to six week break between each of the three Courses.

### **Course Fees and Payment**

Course One	\$1,050.00 US
Course Two	\$ 750.00 US
Course Three	\$ 750.00 US

Course Fees are due and payable before the beginning of each Course. One pre-payment for all three Courses is also offered, as an option.

### **Registration Process**





2010



# **International Institute of Municipal Clerks**

## **Proposal for a Self-Study Program**

**Dalhousie University College of Continuing Education**  
Suite 201, 1535 Dresden Row  
Halifax, Nova Scotia B3J 3T1  
CANADA  
[www.dal.ca/cce](http://www.dal.ca/cce)



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## Summary

Dalhousie University is a leading university in Canada with a full array of undergraduate, graduate, doctoral and professional programs. Dalhousie University College of Continuing Education (The College) is a senior academic unit within the University that offers a wide range of continuing education and professional development programs. The College is a recognized IIMC institute.

The College proposes to develop a self study, internet based, distance education program that would satisfy the educational requirements in Canada and internationally for certification with the IIMC. This educational program and the certification process would be streamlined to provide a clear learning path, to encourage participation by the municipal clerk community and to ultimately promote membership and participation with the IIMC. Students who successfully complete the prescribed course of study, have two years of appropriate experience and who have met the membership criteria for IIMC would be eligible for the CMC designation.

This streamlined approach is an essential feature of the proposal and recognizes the importance of creating an important first milestone that can then be used as a point of departure for a life of learning. This is particularly important considering that in municipal government in Canada many individuals have post secondary education and would be unwilling to commit to a program in which the reward is not commensurate with the effort. Moreover there is a plethora of potential professional affiliations all competing for scarce attention and resources including a variety of management, human resource and municipal associations. Certification and association with IIMC must be seen as inviting.

The curriculum would seek to develop skills and knowledge in three areas:

1. skills and knowledge specific to the role of the municipal clerk
2. skills and knowledge relating to improving managerial capacity
3. skills and knowledge that help the municipal clerk participate as a senior member of the municipal team

This program would be designed so as to be applicable to the Canadian experience but easily adapted to an international market.

## Dalhousie University

Dalhousie University is a leading Canadian university offering a full range of undergraduate, graduate, doctoral and professional programs with a total student population exceeding 30,000. The College of Continuing Education is a senior academic unit within Dalhousie that is charged, along with other parts of the University, with the responsibility of ensuring that the rich and varied resources of the University are made available to the community.

The College of Continuing Education provides an array of professional programs for working adults who wish to improve their skills for the betterment of their profession and their community. In doing so, the College has worked closely with individual learners, professional associations, community organizations and government departments. This collaborative approach

to education—coupled with the recognition that learning is a form of empowerment that not only helps to nurture and advance professional development, but also helps contribute to a healthy and vibrant democracy—has distinguished the College from other providers and has accounted, in great measure, for its continued success.

Since 1936, the College of Continuing Education and its predecessor organizations, Henson College and the Institute of Public Affairs have offered seminars, workshops, conferences and distance education programs for both elected and appointed municipal officials regionally and nationally and more recently internationally. Our content knowledge, our understanding of the context within which this knowledge is exercised, along with our expertise in adult pedagogy, has enabled us to balance the need to ensure academic relevance with the need for practical instruction and application.

This is expressed most notably in the National Advanced Certificate in Local Authority Administration (NACLAA). The NACLAA program is an award winning national program intended for municipal administrators exercising administrative and or managerial functions. While the program is intended to foster good management practices and effective decision making, its super ordinate goals are to promote enlightened democratic governance and develop a learning community.

NACLAA provides a nationally recognized credential through advanced learning opportunities for local government officials wishing to increase their mobility and career advancement opportunities within the municipal civil service. NACLAA requires the successful completion of twelve, 13-week courses. The program provides nationally relevant but regionally sensitive theoretical and practical knowledge necessary for outstanding performance in local authority administration.

In addition to our emphasis in the municipal arena, we are also actively engaged in a variety of other fields, many of which find expression in municipal administration. These include leadership development, problem solving, project management, entrepreneurship, negotiation and collaborative problem solving, adult education, citizen engagement, strategic planning, financial management and board staff relations.

We have a history of working collaboratively with a number of stakeholder communities. These communities include police officers, firefighters, board executives, non-profit, regional development authorities, first nation's communities, and community literacy networks. In addition, we have developed an increasing presence in the international arena with recent initiatives in Indonesia, Barbados, Belize, China and Abu Dhabi.

With over 40 full time staff, and an annual budget of nearly \$5 million, the College is the largest university continuing education unit in the Atlantic Canada. The College operates on a Faculty model which is fairly unique among university continuing education in Canada. In addition to our own faculty we also work with colleagues in other academic departments and other universities, as well as employ a network of private consultants and adult educators.

While the College of Continuing Education is recognized as an IIMC Institute, specific institutes have never been offered. Rather, individuals who have aspired to IIMC certification have been able and even encouraged to use the College's distance education programs and other programs to satisfy the educational component of certification.

## Our Competencies

We bring to the “table” a number of competencies and values which we believe are especially well suited to the design, development and delivery of a program of study for Canadian clerks and those from developing nations to achieve the CMC designation.

- Considerable experience in developing and leading professional development programs for the private, public and non-profit sectors including formal, degree and non-degree credit programs and short workshops and seminars.
- Experience and expertise in designing learning programs using innovative adult education methods and current instructional design templates.
- A deep appreciation for the value of consultation and stakeholder involvement.
- Broad municipal experience locally, regionally, nationally and internationally including a comprehensive knowledge of municipal structures and processes. And a belief that municipal government is the place where citizens can best understand and participate in the democratic process.
- Setting clear project goals and learning objectives which serve as a monitoring tool for all stakeholders.
- A strong teaching commitment to leadership development that focuses on ethics, interpersonal communications and self-awareness and public service.
- A comprehensive knowledge of government structures and processes including an understanding of the complex dimensions of local government leadership.

## Selected Comparable Experience

The College has provided training expertise on contract to many organizations interested in enhancing the capacity and effectiveness of their human resources. Much of this work relies on strong partnerships.

- University of Alberta: The College jointly develops and delivers a national, in-service education program for local government officials in Canada. This online program, introduced in September of 2002, is the first of its kind in Canada. The program's name is NACLAA, an acronym for National Advanced Certificate in Local Authority Administration.
- Credit Union Institute of Canada (CUIC): the College was selected to lead the design of their educational programs leading to an accreditation process for credit union employees in or preparing for middle- and upper-management positions.
- Service Nova Scotia and Municipal Relations: following the municipal elections in 2004, the College was asked to develop an orientation program for newly elected municipal officials.
- Halifax Regional Municipality (HRM): the College has a long history of developing and delivering training to HRM staff and Council. Currently, the College offers over 20 days/year of contract training to employees of HRM on topics such as financial

management, municipal government orientation, citizen engagement and consultation and council–staff relations.

- St. Lawrence Seaway Management Corporation: the College helped develop the curriculum for 18 managers who are involved in China’s enormous Three Gorges Dam project on the Yangtze River.
- Human Resources and Skills Development Canada (Service Canada): from 1993 to 2007, the College was under contract to deliver the Self-Employment Benefit Program which has helped over 1600 clients achieve economic independence.
- Neil and Gunter Nova Scotia Limited (now Stantec Consulting Ltd.): the College developed and delivered a 100-hour leadership development program designed to address succession planning and build “bench strength” among their upper and middle management.
- Qada Leadership Program: the College developed and delivered an 18 month leadership development program for young UAE nationals to develop the next generation of leaders for the Presidential Ministry.
- Nova Scotia Association of Regional Development Authorities: the College designed and delivered a series of modules on board development for RDA Executive Directors and board members.
- The College has developed national internet based programs for police officers and firefighters who wish to develop managerial and leadership based competencies.

## Proposal

The current array of distance education programs at the College requires a serious long term commitment to professional development. The programs are long, rigorous and assessed through essays, online discussion, projects and exams. Indeed completion with exemplary performance will permit a student to apply for graduate school without the completion of a traditional undergraduate program. For many, this is an appropriate level of training, particularly for those who want to have mobility within the organization and within the field of local government. However, there are also many for whom this educational commitment is just too great and a more modest commitment would be, at least initially, more appropriate.

In the case of IIMC certification we believe that the College’s current distance education offerings may be a disincentive. Moreover IIMC’s own somewhat complex formula based criteria for education and experience may also serve to discourage participation. This proposal is intended to respond to both of these issues.

First, we propose to develop a specific program that would be marketed to municipal clerks who wish to be certified by IIMC. This program would be offered nationally using the internet and would be comprised of about 20 courses or modules. Each course would take approximately 10 hours for reading, online activity and assessment. Course content would be reflective of the needs of the clerk community and would be determined after consultation.

Prospective students, who have prior learning, would have the opportunity to apply for advanced standing. We already have an existing regime within which to handle these cases. In essence, students would be responsible for demonstrating that the course or program for which advanced

standing is being sought, has been taken from a credible post secondary educational institution, that there is comparability of curriculum and rigor, that it was assessed and that a second class (B) standing or better was achieved.

Second, we want to simplify the process for certification. The program would be pre approved by IIMC thereby eliminating the need for student documentation and IIMC review. This would also require a waiver of the current rule permitting only a portion of education through distance to qualify. The program of study would be conducted over two years. Students that join the IIMC at the start of the program would satisfy the membership criterion at about the same time as they complete this program of study. We propose that, given the level of expected program rigor, successful completion would entitle a graduate to achieve maximum points for completion of an IIMC recognized institute and for continuing education and professional development under the experience category.

Indeed, aside from having successfully completed the program of study and having been a member of IIMC for two years, we propose that the only other requirement be that the candidate be employed as a clerk or a deputy clerk or equivalent position for two years. This would create a clear and doable career path that would serve to make the prospects of certification and association with IIMC more appealing. Notwithstanding, there may be other IIMC requirements such as a commitment to a code of ethics that would not limit any of the foregoing.

The Canadian market is quite large with about 4,500 local governments albeit spread over a vast territory. Against this backdrop however is an array of provincial based programs and other educational opportunities that appeal to clerks who often have post secondary education and whose job responsibilities have been expanded to include tasks beyond that which originally characterized the clerks' role. To make the process of certification appealing and hence membership in IIMC, we must introduce the reforms suggested above in order to effectively compete for the attention and loyalty of this cohort.

Streamlining the education process and requirements, as well as the certification process, is a central feature of the proposal. The target market already has many choices for in-service training and an equal number of choices for professional affiliation. Any perceived barriers or unnecessary roadblocks will serve to discourage participation and ultimately be inimical to our shared objectives.

We also believe that this overall approach has international relevance and would like to make this available to a wider international audience. In particular, our approach to seeing the development of managerial competence within the context of strengthening democratic institutions would make this program especially well suited for the developing world and emerging democracies.

## **Delivery Methodology**

All courses will be offered through online distance education using a self-study format with objective testing. The courses will be self-paced and self-assessed with periodic instructor oversight and participation. The time it takes to complete a course will vary between students. At the end of each course, there will learning checks. The learning checks will help students evaluate their understanding of the material. The program will provide a variety of relevant assessments to the students in order to develop a full picture of their understanding, such as pre- and post-tests, review questions, pause for thought and personal reflections.

The self-study method is ideal for busy municipal clerks who are committed to enhancing their knowledge but have time constraints or learning preferences that make an individual program preferable. This option provides the most flexible approach and gives students the freedom to create their own study plans while devoting as much time as you like to any particular module or topic while preparing for IIMC Certification.

For each course a student will be given a study guide, a course syllabus, an overview of the instructional design, required reading materials, suggested readings, learning activities and self-test questions. When a student is ready they can complete an online objective test that if successfully completed will allow them to move to the next course. All students would have access to mature student advisors, technical support and instructor support. Students would never be alone.

The College has been developing and delivering online learning opportunities for over a decade. Participants will benefit from the opportunity to network, critically examine contemporary issues, build community and cross-departmental connections, and develop and share innovative practices beyond the classroom.

Our experience strongly suggests that the online experience can create a community of learners similar to that which would develop in the classroom. Although the program will be individualized and self-paced we still see the opportunity to introduce many elements in the overall program design that would help to create and sustain this community. These would include:

- Encourage the collaboration between learners through peer to peer communication and information and knowledge sharing.
- Promote relevant and contemporary discussion topics that would be available to all learners irrespective of their progress in the program.
- The introduction of guest “lectures.”
- Interaction with College staff and faculty.
- Questions that encourage students to interact in their workplace and to integrate these results with their online learning.

## **Program Curriculum**

Our approach engages participants in the application of theory, concepts and skills in the real world. It is an approach to learning featuring courses that, in their design, require participants not only to understand and value the knowledge they are gaining but to encourage them to apply what they are learning in the context of their profession and organization.

We will rely on sound adult education pedagogy in the design, delivery and evaluation of the program. Good adult education practice involves the application of learning methods that tap into the practical wisdom of individuals and is, above all, respectful of the participants and their ability to learn from one another.



Our approach reflects our belief that adult education is a tool for change and that good practice not only legitimizes people's existing knowledge, it also must provoke new ideas and challenge old practices. For it to have a transformative effect, it must increase an individual's knowledge of themselves and how they work and communicate with others.

The program of study will be characterized by:

- A self-study approach—creates activities and situations that put the students in charge of their own learning.
- Deliberate instructional design that hinges on linking learning objectives to specific learning activities and measurable outcomes.
- Assignments that will challenge them at a high level and require they demonstrate a range of knowledge, skills and attitudes that will also have relevance to their real-life worlds.
- Reflective exercises that have a practical, work-related focus and employ case study methodology.
- A discussion space for learners to talk openly about the course (expectations, uncertainty, what they like, dislike, their participation, progress, etc.).
- Activities to enhance student learning and address multiple learning styles.
- Activities to develop critical thinking and problem-solving skills.
- The preparation of a learning journal which will allow learners to reflect on what they learn and provide personal meaning to the information.

The courses will be designed and delivered by a team with extensive experience in designing and facilitating adult learning and a personal and professional commitment to the goals of this proposal. In addition, the team brings to the project the collaborative skills and values that will ensure an excellent working relationship with all stakeholders.

In terms of content, the curriculum would fall under three general headings;

1. Skills and knowledge specific to the profession of the municipal clerk. These courses might include the organization and conduct of meetings, rules of procedure, running municipal elections, records management and municipal law.
2. Skills and knowledge that would enhance the managerial capacity of the municipal clerk. These courses might include organizational behaviour, financial administration, ethical conduct, policy planning, communications, human resource management and personal development and growth.
3. Skills and knowledge that would enable the municipal clerk to become an integral part of the senior management team. These courses might include history and evolution of local government, strategic planning, citizen engagement, and sustainable communities.

There would be a balance between the development of skills and knowledge, the development of critical perspectives and personal development and growth. We see as an implicit goal the development of analytical skills. We would also strive to create lifelong learners and would see this too as an implicit goal of the program.

The final curriculum will be the product of a needs analysis that will be undertaken through conversations with potential learners, contact with professional associations, focus groups as well as conversations with senior municipal officials.

## **Evaluation**

The evaluation of courses is an important component of our program design/delivery. Participants will have the opportunity to evaluate each course in a formal evaluation questionnaire which will be administered at the end of each course. Participants will be asked to assess:

- the degree to which the learning objectives were met
- the appropriateness of the content to meet their learning needs
- the method of delivery
- the appropriateness of the support material and additional resources
- the relationship with the College staff and faculty

## **Budget**

The operation of the program including program administration, academic oversight, instructor support and student support would be supported through tuition. We would need to identify sources of funding to support a needs analysis, the development of course materials and an appropriate instructional design model. Our initial estimate of costs is as follows:

### **Needs analysis**

This would involve consultation with the stakeholder community, professional associations and individual learners. We would also conduct two focus groups; conduct many informal conversations especially with leaders in the municipal community and review pertinent legislation.

Estimated cost \$ 25,000

### **Instructional design**

This would involve the development of the instruction template. The template would include overall program outcomes, specific course objectives, online design element, student assessment and program evaluation.

Estimated cost \$ 15,000

### **Course development**

The development of each course would vary depending on the amount of material that is readily available versus that which will have to be researched and written. The estimated average cost for each course is \$4000 which includes some time for stakeholder consultation and field testing.

Estimated cost \$ 80,000

The process is consultative for two reasons. We believe that the consultative approach simply produces better results. We also believe that through consultation we build commitment to the program that translates into student registrations.

## Suggested Timetable

<b>Completed by:</b>	
July 1, 2010	Approval by IIMC
December 1, 2010	Funding in place
February 1, 2011	Needs Analysis and multi stakeholder consultations completed
February 1, 2011	Instructional Design completed
April 1, 2011	Promotional program underway
June 1, 2011	First 10 courses developed
September, 2011	Course begins
December 1, 2011	Second 10 courses developed

## MANAGEMENT'S RECOMMENDATION

This is a comprehensive and detailed report whose contents would be attractive to any clerk in the world. We have two concerns:

1. The cost of the needs analysis and implementation. Currently, if we need funds for education programs, we rely on our foundation (MCEF). However, they don't have that type of funding. We may be able to procure the initial \$25,000 to start the process, but that would not be delivered until year end 2010. The rest of the monies would take us several years to fund. Our sponsors are not of the ilk where those types of dollars would flow freely. In essence, I would hate to start and then put it on hold for awhile.
2. With the hiring of the new education director who will start on September 1, 2010, it would be beneficial to have this person on board if we move forward. There may be areas where this individual can help.

Management agrees with Dr. Novak that this is a four stage process. First it is critical to have the proposal and the underlying changes to the certification process endorsed by the IIMC Board. Without this there is no partnership. The second stage will involve securing the necessary financial support by working together to see what doors to knock on. We are stronger if we do this together. The application of the program to developing nations means that there may be more doors than we think. For the right agency/department/foundation/bank the budget would not represent an obstacle if the proposal is seen as having merit. The third stage will be to develop the curriculum and the last stage will be to market and deliver the program.

I have a propensity for moving quickly and have reflected this in a rather ambitious timetable but will yield to your judgment as it applies to your Board and organizational context.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Mary Lynne Stratta, President &  
Members of the IIMC Board of Directors

**From:** Robert Pritchard,  
Chair, Budget & Planning Committee

**Date:** April 10, 2010

**Subject:** Annual Report – May 2009 to April 10, 2010

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**Recommendation:**      **Receive for information**

## **Background:**

We are pleased to submit herewith our May 2009 to April 2010 Annual Report to the Board of Directors of the International Institute of Municipal Clerks. In each of the past 3 years, its financial picture has continued to improve. An outstanding litigation issue was resolved in 2009; and, repayment of a line of credit related thereto and secured by MCEF is ahead of schedule. Budget highlights and current and future concerns are addressed herein.

## **Report:**

- ☐ IIMC ended the 2009 fiscal year with an outstanding net profit of \$232,027 excluding litigation fees. This is the 3<sup>rd</sup> year in a row where IIMC has realized a year-end profit;
- ☐ To April 2010, the secured MCEF line of credit containing a 5-year repayment term has the principal reduced by 35%;
- ☐ A general reserve fund of approximately \$200,000 has been established;
- ☐ A building reserve fund of \$20,000 has been created and funded;
- ☐ 2009 was the 2<sup>nd</sup> year in a row where membership dues exceeded \$1 million. 2008 and 2009 are the only two years where the \$1 million mark has been achieved;
- ☐ Staff secured a tenant for vacant rental space in IIMC's headquarters;
- ☐ Monthly Financial and Year-End Statements are reviewed by this committee and shared with the IIMC Board;
- ☐ New fiscal policies and procedures are being adhered to by the Executive Committee the IIMC Board of Directors; and
- ☐ All outstanding issues have been addressed as contained in the Auditor's Management Letter and Report dated April 24, 2009 .

## **Current & Future Concerns:**

- ☐ The uncertainty of relying on tenants to assist with payments on the headquarters mortgage;
- ☐ The headquarters building is old and requires major repairs. To date, only a piecemeal approach has been undertaken and future repairs will prove to be costly;
- ☐ The impact of the economy on future membership and conference revenues; and
- ☐ The funding of expanded education programs.

Respectfully submitted,

## **Committee Members**

Robert W. Pritchard, Chair; Marian Karr, Vice-Chair; Mary Lynne Stratta; Sharon Cassler; Colleen Nicol; Dyanne Reese; Eddie Myers

## **MANAGEMENT'S RECOMMENDATION**

We thank this committee for their input, insight and support this past year. We are pleased with the progress that the Board and staff continue to make in being timely with financial reports and adhering to financial procedures (See Auditor's Notes in Financials). We agree with the Committee that there are current and future concerns that staff will need to research thoroughly and present options to the Budget Committee at its annual meeting in August. We are keeping a watchful eye on our finances, especially in current times where economic conditions have greatly affected our membership and will continue to do so for a few more years.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** The Executive Committee & the Board Directors

**From:** Brenda M. Cirtin, Chair  
The Elections Committee

**Date:** April 12, 2010

**Subject:** Year End Report



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This has been a busy year for the Elections Committee as we were asked to consider and provide input on several issues; some routine and some were breaking new ground.

## Looking Back:

Early in the year, we were asked for input and comments on two issues:

- **Was the process for filling the Director's position in Region X followed as intended by the Constitution?** The Committee reviewed the documents that had been sent announcing the vacancy, reviewed the letter received from the only candidate, and concurred that the process had been followed and that the Board could proceed with the appointment of Bernie White to fill the vacancy in Region X.
- **Language change for presenting proposed Constitutional amendments to the IIMC membership to ensure adequate notice is provided.** The Elections Committee submitted language to the Board of Directors that was believed to clarify the duties of the Election Committee as it pertains to notification to the membership, the Executive Director and the President.

## Since Mid-Year:

In March, 2010, the Elections Committee reviewed and prepared for submission to the Board of Directors and the membership, twelve proposed Constitutional Amendments. The Committee prepared the final form for submission of the Amendments as they were presented to us. The committee added the language that explained what this change would accomplish, and clarified that the individuals who had made and seconded the motion, were considered to be the authors of the proposed amendments.

Once the Committee had reviewed and approved the format of the proposed amendments, they were submitted to the Board of Directors for approval. Brenda Cirtin, Chair of the Elections Committee met with the Board via a conference call and reviewed the proposed amendments. Once the Board had taken final action on the proposed amendments, an article was submitted to Chris Shalby, Executive Director for IIMC, for publication to the membership of IIMC. In addition to the News Digest article, an e-blast was sent to all members notifying them of the proposed amendments, and the amendments will be displayed on a designated posting board near Registration at the Annual Conference in Reno, Nevada.

**Still Working On:**

As there was no election for Vice President, the Elections Committee did not need to be involved in this process. However, we will be involved in the process for the election involving the adopting of the proposed constitutional amendments during the annual business meeting in Reno. Following the meeting, we will be involved in the ratification by the membership of the adopted changes.

We need to complete the rewriting of the Elections Manual for the Committee. There are changes that haven't been incorporated into the Manual and the changes and advances in technology also need to be included.

The Committee will be meeting in Reno and will determine an action plan for achieving our accomplishments for 2011.

**MANAGEMENT'S RECOMMENDATION**

This Committee was utilized several times this past term, reviewing Digest election articles, organizing and coordinating the implementation of the Constitutional Amendments that will be discussed at the Annual Business Meeting, ascertaining that the correct language was implemented regarding the Region X election. We believe their first task in their new term is to rewrite the Election Manual since it's badly outdated.



**To: MADAME PRESIDENT AND MEMBERS OF THE  
IIMC BOARD OF DIRECTORS**

**From: MARY L. HAYNES, MMC, MENTORING  
COMMITTEE CHAIR**

**Date: APRIL 12, 2010**

**Subject: FINAL MENTORING COMMITTEE REPORT**

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**REPORT:** The Mentoring Committee is charged with pairing experienced Clerks (Mentors) with those new to the profession (Mentees). In addition, we are charged with providing educational opportunities and other opportunities for connection at the Annual Conference for our Knowledge Knights who wish to attend. Our goals this year were to promote the Committee to increase the mentoring activity and to provide at least two educational sessions of interest to retirees at the 2010 Reno Conference.

Currently, we have 65 Mentors and 49 Mentees. We have worked with the State Presidents to increase our numbers. We do have a professional brochure to introduce Clerks to the mentoring experience and to encourage experienced Clerks to sign up and share their knowledge. The Mentor Program Brochure goes out to all Institute Directors for their Institutes, new member packets, conference confirmations, new replacement letters, and all emails to interested non-members along with a member application

In Chicago, Mentors had ribbons identifying them as Mentors and we hope that carries forward in Reno. We are also working on a Digest article to showcase how the mentoring experience works “in action.” In addition, we have suggested three sessions for the Reno Conference for retired Clerks. Two were chosen from the content and have the titles, “On Track With Your Financial Plan?” and “Change Ready: The ART of Letting Grow and Moving On.” President Stratta has assured us she will introduce the Mentors at the first-timers meeting in Reno, which I think will be an excellent opportunity to showcase this important networking opportunity.

In Chicago, the Mentoring Committee operated a Welcome Table, greeting all first-timers and helping them to network into the Conference. Many of our retirees manned our booth when the active clerks had to be in session, and for that we are grateful. Approximately 16 clerks manned the table and greeted approximately 240 first timers. Due to Fire Codes, our table in Chicago was not placed near the registration and this confused many of our arrivals. People did not know the purpose of our table. To that end, we recommended that the Welcome Table be placed in line with registration and have an identifying sign. We will again have a First Timer table at registration in Reno, NV, and we have people prepared to man it. The “IIMC Welcomes You.” Sign will clearly guide first-timers in Reno.

A budget request in the amount of \$162.00 for the welcoming table top sign identifying the Mentor Table and incidentals was approved and we are ready to go in Reno.

Summary            The personal touch provided by the Mentor Committee and its committee members to new clerks and first-time attendees is invaluable. IIMC has always been known for providing many mentoring experiences of various kinds. We urge you to continue this important function.

On behalf of the Committee, thank you for the opportunity to serve as the Mentoring Chair and thank you for your continued support of this valuable networking vehicle. We express our deep appreciation to IIMC's Janis Daudt, without whom we could not have accomplished our mission, and to my co-chair Diane Collins, who is poised to continue this important work. We had a wonderful committee of working members and we are grateful for their contributions.

#### **MANAGEMENT'S RECOMMENDATION**

This committee continues to grow and lend its experience where needed with new members. Once again, they'll be staffing a booth by the conference registration area and lending a hand with the First-Time Delegate Orientation. There are sessions in the education program geared toward retired Clerks.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS

**From:** POLICY REVIEW COMMITTEE  
FRANCES KERSEY, CHAIR

**Date:** APRIL 23, 2010

**Subject:** FINAL REPORT 2009-10

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## **Background**

The Policy Review Committee is charged with monitoring and providing policy guidance to ensure purpose, consistency, accuracy and fair applications to IIMC policies and procedures. The Policy Review Committee will review current policy manuals and recommend revisions to ensure policies reflect current Board practices, submit proposals for new policies to the Board of Directors, and review policies submitted by other IIMC committees when requested.

## **Discussion**

The Policy Review Committee members were divided into three groups to assist the formulation of 12 constitutional amendments and considered 36 policy amendments. Policy Review Committee meetings were held monthly beginning in June and sub-committees met on an as needed basis. After the mid-year report was submitted, the committee met on October 11, 20, 29, November 3, and February 8.

## **Financial**

The Policy Review Committee utilized the IIMC teleconference line for their meetings.

## **Summary**

The Policy Review Committee formulated recommendations regarding various IIMC policies and amendments to the IIMC Constitution. A list of the policies and constitutional amendments the Policy Review Committee considered in 2009-2010 is attached.

## **Recommendation**

Report be received.

## **MANAGEMENT'S RECOMMENDATION**

Thanks to this Committee's efforts, the Constitutional Amendments will be voted on at the annual business meeting on Thursday, May 27, 2010. The list of Board approved Policy Manual Amendments have been implemented and are being processed into the new Policy Manual which, as of this writing, is being codified. The addition of these policies has been instrumental in a variety of areas most notably finance and governance.

# CONSTITUTIONAL AMENDMENTS

## 1. New Mission Statement

### ARTICLE II MISSION AND PURPOSE

~~The Mission of IIMC shall be "Professionalism in Local Government through Education."~~

~~The purpose shall be to enhance the professionalism, status and image of Municipal Clerks throughout the world.~~

The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and benefits to its members worldwide.

Moved by Catherine Benson, seconded by Norma Rodriguez.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment enhances the existing Mission Statement of IIMC, and combines both the Mission Statement and Purpose into one clear, concise definition.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individuals who made and seconded the motion to be the authors of the proposed amendment.

## 2. Honorary Membership

### Article III Membership

#### B. Definitions of Membership Classes:

##### 5. Honorary Member:

- a. Past Presidents upon retirement or upon assumption of positions with Legislative Governmental Bodies other than Municipal Clerk. All nominations for Honorary Membership from this category shall be presented to the Board of Directors for consideration of Honorary Membership status. There shall be no limit to the number of Past Presidents awarded Honorary Memberships in a given year.

Moved by Vicky Miel, seconded by Tom Roberts.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment allows for the Board of Directors to approve the bestowing of Honorary Membership to Past Presidents, so that it is no longer an automatic occurrence.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individuals who made and seconded the motion to be the authors of the proposed amendment.

### **3. Definition of Retired Member.**

## **ARTICLE III MEMBERSHIP**

### **B. Definitions of Membership Classes:**

**6. Retired Member:** ~~Full or Additional Full Member upon retirement.~~ Individuals who were designated as Full, or Additional Full or Associate Members prior to retirement.

Moved by James Mullen, seconded by Francois Allers.\*

Statement of the reason the proposed change(s) is being recommended: This amendment clarifies that for a Retired Member to be classified as such, they must have been a Full, Additional Full or Associate member at the time of their retirement.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individual Board members who made and seconded the motion to be the authors of the proposed amendment as it was approved by the Board of Directors.

### **4. Region Director moves outside their region.**

## **Article IV Officers and Region Directors**

### **B. Region Directors.**

There shall be two Region Directors elected from each IIMC region. Region Directors shall be elected for three-year terms and terms shall be staggered so that the terms of both Region Directors from a region shall not expire in the same year. No two Region Directors shall be from the same Legislative Governmental Body.

Except in Region X and Region XI, Region Directors may not serve two successive full terms unless no other candidate puts their name forward for nomination.

In the event that an IIMC Board member relocates their employment outside the region they represent, they may retain their position based upon the following conditions:

1. Written documentation of support from their state/province/country association which they moved from; and
2. Written documentation of support from at least two-thirds (2/3) of the state/province/country associations from the region which they moved from; and
3. Letter of support from the municipality (City Manager, Mayor or Council) stating the member is employed by the municipality and they are aware of the member's participation on the IIMC Board of Directors.
4. Must have no more than one year left to complete his/her term; and
5. Must be eligible to retain full or additional membership to hold office; and
6. Copies of documentation shall be filed with IIMC Headquarters.

Moved by Jerry Lovett-Sperling, seconded by James Mullen.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment provides for the possibility that a Region Director may move during his/her tenure on the Board. The above delineates the procedure for that Director to follow to maintain their position on the Board of Directors.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individual Board members who made and seconded the motion to be the authors of the proposed amendment as it was approved by the Board of Directors.

## 5. Board of Directors Vacancy

### ARTICLE IV OFFICERS AND REGION DIRECTORS

#### D. Vacancies.

4. ~~In the event of a~~ If a vacancy occurs in the office of Region Director, the Region shall elect a new Director to serve for the remainder of the term as described in Article XI. B. 1. ~~Notwithstanding the above, If the vacancy is said term shall be~~ for a period of 120 days or less ~~than 120 days, the office shall remain~~s vacant for the remainder of the term.

If the ~~unexpired term~~ vacancy is more than 120 days but is one year or less, the Region Director elected to the vacancy ~~unexpired term~~ is eligible for reelection and may serve a full three-year term. ~~may continue to serve for a full three-year term. if elected.~~

If the vacancy ~~unexpired term~~ is more than one year, the Region Director can only serve one year the remainder of the term and is not eligible to serve another full three-year term.

~~may not be elected for a subsequent full year term.~~

Moved by Tami Kelly and seconded by Brenda Young.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment clarifies that if for any reason, there is a vacancy on the Board of Directors, if the remainder of the term is 120 days or less, the office will remain vacant until the next election. If the remainder of the term is more than 120 days but is one year or less, the individual appointed to fill the unexpired term may seek election for an additional three-year term. If the unexpired term is more than one year, the individual appointed to fill that position will be deemed ineligible to serve another three-year term.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individual Board members who made and seconded the motion to be the authors of the proposed amendment as it was approved by the Board of Directors.

## 6. Executive Committee is not a decision making body.

### ARTICLE V BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

#### A. Structure.

2. The Executive Committee shall consist of the President, President Elect, Vice President and Immediate Past President. The Executive Committee shall meet as scheduled by the President ~~and may act in place of the Board of Directors between Board meetings on all matters except those specifically reserved to the Board by this Constitution~~ provided that a schedule of such meetings shall be provided to the Board of Directors, and a written report of each meeting shall be provided to the members of the Board of Directors within five (5) business days following the meeting. The Executive Committee is not a decision-making body and all action items are to be submitted to the Board of Directors for ratification.

Moved by Sheri Pierce, seconded by Frances Kersey.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment stipulates that any actions taken by the Executive Board must be ratified by the Board of Directors or the actions become null and void. This establishes that the Executive Committee is not a decision-making body unto itself.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individuals who made and seconded the motion to be the authors of the proposed amendment.

## 7. Absences.

## ARTICLE V

### BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

#### B. MEETINGS

4. **Attendance:** Members of the Board of Directors shall be required to attend all regular meetings of the Board. When a Board member is absent unexcused from two regular meetings during a term of office, the position shall be deemed vacated and shall be filled in the manner prescribed in this constitution. Pursuant to Article VI (Powers and Duties of Board of Directors) the Board shall have the ability to allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing or by email, approved by the President and submitted to the Board for ratification at the meeting.) However, a Board member shall not relinquish their status during the last 12 months of their term if additional absence(s) occur due to an emergency and absence(s) are approved by the President and ratified by the Board.

Moved by Colleen Nicol, seconded by Karen Goodwin.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment provides for a member of the Board of Directors to have one excused absence during a three year term, in addition to the allowed unexcused absence, without forfeiting their position on the Board. In addition, it stipulates that the Director does not give up their position on the Board if there are additional absences during the last twelve months of their term. These absences, however, must be approved by the President and ratified by the Board.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individual Board members who made and seconded the motion to be the authors of the proposed amendment as approved by the Board of Directors.

#### **8. Director of Education Hired by the Executive Director and Confirmed by the Board of Directors; Vacancy in Executive Director Position; Executive Director Reports to Board of Directors**

## ARTICLE VI

### POWERS AND DUTIES OF BOARD OF DIRECTORS

In addition to powers granted elsewhere in this Constitution, the Board of Directors shall have the following powers:

1. to act to further the Mission and purpose of IIMC;
2. to establish membership dues and other revenues;
3. to authorize expenditures;
4. to approve the annual budget;



5. to require an annual independent audit;
6. to select the annual convention site;
7. to enact policies and procedures and have them organized in a Policies and Procedures Manual;
8. to establish a job description and appoint or remove the Executive Director;
9. ~~to establish a job description and appoint or remove the Director of Education, in consultation with the Executive Director, provided, however, this position shall report to the Executive Director;~~
10. to perform any other duties required in connection with the administration of IIMC Policies and Procedures.

## ARTICLE VIII EXECUTIVE DIRECTOR

The Executive Director shall be the Secretary-Treasurer of the Corporation; shall report to the Board of Directors; shall be responsible ~~to the President~~ for the day-to-day administrative and financial operation of IIMC; and shall be charged to carry out the policies established by the Board of Directors and Executive Committee.

The Executive Director shall be employed at will under the terms of an employment contract and shall be empowered to manage the staff, and resources of the Corporation in accordance with established policies and the annual budget.

The Executive Director will hire the Director of Education, upon confirmation by the IIMC Board of Directors. The Director of Education will report to the Executive Director.

- In the event of a temporary or permanent vacancy in the office of the Executive Director, the IIMC Board of Directors shall name an Interim Executive Director and shall determine the process to be followed to hire a new Executive Director.

- Moved by Tami Kelly, seconded by James Mullen.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment establishes that the Director of Education will be hired by and report to the Executive Director, following confirmation by the Board of Directors; provides a process to address a vacancy in the position of Executive Director, requiring action by the Board of Directors to name an Interim Executive Director; and establishes that the Executive Director reports to the Board of Directors, not the President or the Executive Committee.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individual Board members who made and seconded the motion to be the authors of the proposed amendment as it was approved by the Board of Directors.

## 9. Removal of an Ethical Standards Committee Member (New language)

### Article X Ethical Standards

D. Duties of the Ethical Standards Committee. The Ethical Standards Committee shall maintain a thorough knowledge and understanding of the implications and nuances of the Comprehensive Code of Ethics and develop recommended practices and standards for both the membership and the functioning of the Committee. Allegations of unethical conduct shall be submitted to the Chairperson of this Committee, provided, however, any allegations that concern Committee members shall be submitted to the President. The Committee shall thoroughly investigate allegations made and conduct quasi-judicial hearings as appropriate, accepting sworn testimony and summoning such documents as may be required; or the President may investigate, conduct quasi-judicial hearings, accept sworn testimony and summon documents in case of allegations involving members of the Ethical Standards Committee.

The Ethical Standards Committee or President shall then summarize ~~it's~~ the findings and make a recommendation to the Board of Directors on the degree of censure, if any, to be applied to the person on whom the allegations were made. Any such proceedings will cease upon the resignation of the member from IIMC. In the case of allegations made against a member of the Board of Directors, the Board member shall serve until such time as the recommendations of the Committee are brought forward before the Board. At that time said member shall recuse themselves and await the decision of the body. Nothing in this article shall prohibit accused persons from providing a defense at the Board meeting. Action taken by the Board of Directors shall require a two-thirds majority and decisions of the Board of Directors shall be final.

- E. Members of the Ethical Standards Committee can be removed by a two-thirds vote of the IIMC Board of Directors. The President shall oversee any such investigation and bring findings to the Board of Directors.

- Moved by Carol Alexander, seconded by Dyanne Reese.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment provides for the removal of a member of the Ethical Standards Committee for specific violations, if the Board of Directors, by a two-thirds majority vote, elects to do so.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individual Board members who made and seconded the motion to be the authors of the proposed amendment as it was approved by the Board of Directors.

## 10. Waiver for Region X Members to attend 3 annual conferences to be eligible for Region Director.

## ARTICLE XI

### ANNUAL BUSINESS MEETING AND ELECTIONS

- B. 3. Qualifications of Candidates:
- a. Region Directors: Candidates for Region Director shall meet the following qualifications:
- served at least three (3) years as a Municipal Clerk or other office as defined in Article III;
  - been a member of IIMC for at least three (3) years;
  - attended at least three (3) Annual Conferences for candidates from Regions I through IX ~~X~~ and two (2) Annual Conferences for candidates from Regions X and XI, which attendance may include the conference at which the candidate's term would begin;
  - be a Full or Additional Full Member, and if elected, remain a Full or Additional Full Member during the term of office;
  - provide written endorsement of candidacy from the Legislative Governmental Body they represent.

Moved by Bernie White, seconded by Colleen Nicol.\*

Statement of the reason the proposed change(s) is being recommended: This proposed amendment clarifies that the Region Directors from Regions I through IX must have attended at least three annual conferences; Regions X and XI must have attended at least two annual conferences in order to be eligible for service on the Board of Directors. The conference, at which they will be sworn in, may be counted to meet this requirement.

\*The proposed amendment was submitted by the Policy Review Committee and in accordance with the Constitution, the Elections Committee considered the individuals who made and seconded the motion to be the authors of the proposed amendment.

## POLICY AMENDMENTS

1. Designate the official posting board for constitutional amendments at the annual conference.
2. Consider reducing conference registration fee for Board members.
3. Consider regional rotations to select the next Vice President
4. Develop recommendations regarding succession of the President Elect to President depending upon the amount of time remaining on the presidents' term.

5. Develop an application for the at-large members of the Budget and Planning Committee.
6. Require proof annually that IIMC is covered by errors and omissions insurance.
7. Develop criteria for how the Budget and Planning Committee at-large member terms will be rotated.
8. Discuss the criteria for the mid-year board meeting to be held at headquarters every three years.
9. Codification of Policy manual.
10. Policy on maintaining the Executive Director's personnel file.
11. Revise policy regarding automatic honorary membership.
12. Revise policy on standing committees to include the Education and Professional Development Committee and Conference Committee.
13. Remove "past officers" from Quill Award Policy.
14. Require the IIMC Constitution be included in the packets at the annual conference.
15. Compile policy amendments approved by the 2008-09 Board.
16. Develop a comprehensive organizational chart detailing internal and external relations (IIMC, MCEF, etc.) and reporting authorities.
17. Develop a mandatory requirement for all region directors to remain on the board (leadership class, etc.)
18. Consider terms for members of the Ethical Standard Review Committee and removal of an Ethical Standard Review Committee member (stagger terms and include abstain from voting in case of a conflict of interest in the policy, include requirement to sign Oath of Office and Confidentiality Agreement)
19. Policy amendment to allow retired members who have their CMC's and are active with IIMC to pursue their MMC.
20. Consider bidding mid-year board meeting site.
21. Assist in developing a policy that all future IIMC annual conference budgets include a ten percent profit to the organization.
22. Discuss the need for a policy that a current board member cannot be a host clerk for an upcoming annual conference.
23. Amend the policy relating to the Election Committee.
24. Amend the policy relating to the Conference Committee.
25. Amend the policy relating to the Budget and Planning Committee.
26. Develop a Network and Electronic Resources Policy.
27. Develop an IIMC Board of Directors Accord of Trust and Confidentiality Agreement.
28. Develop an Ethical Standard Committee Oath of Office and Confidentiality Agreement.
29. Develop Credit Card Policy.
30. Require written report from Committee Chairs regarding participation of committee members (yes/no form)

31. Considered Region Director Rotation.
32. New statements for Educational Philosophy, Professional Certification, and Educational Partnership.
33. Reimbursement expenses for Region XI Board Members.
34. Assist with development of an application for the at-large members of the Budget and Planning Committee.
35. Develop criteria for how the Budget and Planning Committee at-large member terms will be rotated.
36. Defining “regular meeting” in attendance policy.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Honorable President and Members of the  
IIMC Board of Directors

**From:** Elisa D. Olson, MMC, Chair  
Conference Committee

**Date:** April 12, 2010

**Subject:** Final Committee Report

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**Background:** The Conference Committee has 17 members. The Conference Committee was combined with the Conference Education and Conference Policy Committee to make one committee. This committee was charged with making recommendations on conference education topics, speakers, sessions, and general speakers. It also worked with staff in reviewing the overall conference process and how to improve exiting formats. I would like to thank my Co-Chair Aimee Nemer and the rest of the Conference Committee.

## **Discussion:**

***GOAL #1 (part one) – Evaluate and review the content and suitability of the educational components of the annual conference to ensure that the varying levels of education, experience and job responsibilities of all IIMC members are being met.***

Phil Campbell chaired this subcommittee. His members included Linda Alire-Naranjo, Vinny Buttiglieri, Kurt Frederick, and Board Liaison Monica Simmons. I also reviewed education sessions. **This goal was completed and it was an excellent process.**

***GOAL #1 (part two) – Make a recommendation for improvements to the Director of Education and the Host Committee and provide a report on educational quality following the conference to the Education and Professional Development Committee.***

**The Committee will provide a report following the Reno Conference.**

***GOAL #2 - Recommend annual conference educational sessions that would be beneficial to Region X, Region XI and retired members.***

Tracy Davis chaired this subcommittee. Her members were Aimee Nemer, Paula Paschal and Board Liaison Margaret Hawker. The sub-committee chair has suggested arranging tours for the International Guests to attend a local City Council Meetings, tour City Hall and other City facilities, such as wastewater treatment plants, water system, etc. Possibly have some classes on management practices. **This is a goal we would like to expand on in 2010-2011.**

***GOAL #3 – Develop a flow chart for conference education program development.***

Allan Susen was to chair this subcommittee but had a change in his job duties. The members of his committee were Marilyn Swing, Jennifer Ward and Board Liaison Shari Moore. A draft flow chart was submitted, reviewed and sent back.

***GOAL #4 - Develop a plan for a four-day annual conference without decreasing number of educational opportunities while maintaining as many current social/networking events as possible.***

Chris Wilder chaired this subcommittee. Her committee members were Sandra Russo-Driska, Christie Jamieson and Board Liaison Monica Simmons. The subcommittee prepared an excellent report that is attached to this report. **They have made recommendations and this will be a continuing goal for 2010-2011.**

***GOAL #5 – Update and revise the conference manual, combining conference education and conference policy committee's policies into one manual and submit to Policy Review committee for review and submission to the Board of Directors.***

The Chair of this committee was assigned this goal. The members of the subcommittee are Jeremy Gillis, Deborah Benning and Board Liaison Shari Moore. **The goal has not been completed.**

***GOAL #6 – Develop or update the policy to host and bid on a future Region XI conference and provide input to the Budget Committee on development of a financing strategy and a conference reserve fund.***

Lynnette Ogden chaired this subcommittee and her members were Chris Shalby and Board Liaison Margaret Hawker. **In a follow up with IIMC staff, this goal was completed in May 2009. Details will be provided upon request.**

**Scanners.** Scanners were purchased and will be used for the first time at the Reno conference. This committee also reviewed and made recommendations on a Conference Scanning Policy.

**Financial.** None at this time

**Summary & Recommendation:**

**Goal #1.** Recommend this committee provide a report following the Reno conference for any improvements to the Board and Host Committee and a report on the education quality to the Education Professional Development Committee.

**Goals #2, 3, and 5.** Recommend continuance of all goals with completion of said goals in 2010- 2011.

**Goal #4.** Recommend the Board of Directors provide guidance on the recommendations of the subcommittee and continue this goal to 2010-2011.



**Scanners.** As Chair, I would recommend a report be provided with an update on the scanners used at the Reno conference.

**Thanks.** This Conference Committee appreciates the opportunity to serve IIMC.

Attachment (4-day conference)

#### **MANAGEMENT'S RECOMMENDATION #1**

We believe the collaboration between the sub committee, staff and the miscellaneous suggestions sent forth to headquarters worked well for the 2010 conference. We look forward to receiving a report after the conference to determine the outcome and quality of the education program.

In lieu of the recent flooding in Nashville, TN (home to IIMC's 2011 Conference), Staff recommends that the President assign this Committee to work with staff to develop the following:

- a contingency plan regarding future conferences and disasters and relocation
- a contingency plan on disasters occurring while Delegates are attending a conference

Staff will be looking into alternatives regarding these scenarios as well.

#### **MANAGEMENT'S RECOMMENDATION #2**

This off-site program was created to allow our Region X and XI delegates to explore areas of cities that could offer insight into programs that may directly affect Region X and XI Delegates in their respective cities. However, with the point system now being offered at our conference, this is one afternoon where these delegates will not earn those points. Therefore, it's imperative that if we continue this off-site program, we make it as weighty as possible. We look forward to working with the subcommittee to expand this goal.

#### **MANAGEMENT'S RECOMMENDATION #3**

A flow chart was created that describes the process of how to suggest speakers, topics for the education program and will be distributed to all future host committees. See attached.

#### **MANAGEMENT'S RECOMMENDATION #4**

While we believe this is a good first-round effort regarding how to make a four-day IIMC Conference viable, we think a thorough discussion with staff regarding the education program, points, finances, and other budgetary items is warranted. A more comprehensive report can be produced for the 2010 Mid year Board meeting.

#### **MANAGEMENT'S RECOMMENDATION #5**

This manual is in dire need of revising and we need updating and a fresh perspective since we've made many changes over the years. The manual needs to reflect the Board approved policy that conference net 10% revenue, as well as contingency plans for emergencies.

#### **MANAGEMENT'S RECOMMENDATION #6**

Board approved policy is now in place regarding how to bid on a future Region XI conference.

#### **Goal #4 - Conference Committee – Attachment**

1. Develop a plan for a four-day annual conference without decreasing number of educational opportunities while maintaining as many current social/networking events as possible.

**Christina N. Wilder, CMC**  
**Subcommittee Chair**  
Retired Municipal Clerk  
From the Township of Hamilton  
38 Topaz Lane  
Hamilton, NJ 08690

**Monica M. Simmons, MMC**  
**Board Liaison**  
City Clerk  
City of Henderson  
34 Brays Island Drive  
Henderson, NV 89052

**Christie L. Jamieson, MMC**  
**Member**  
Borough Clerk  
City & Borough of Wrangell  
P.O. Box 531  
Wrangell, AK 99929

#### **RECOMMENDATIONS**

One of IIMC's primary goals is to actively promote the continuing education and professional growth of our members. With university-based Institute programs, the Online Learning Institute and the CD Rom Program this goal is being met. Of what benefit, then, is attendance at the conference? More of the same, of course, but also registrants earn points toward CMC and MMC certification and/or qualification to run for office on the Board of Directors. Keeping this in mind perhaps we should rethink the structure of the conferences. It may be better to concentrate more on the Academy Sessions, Athenian Leadership Dialogues and ancillary meetings that are an important part of our organization's structure and less on providing thirty concurrent education sessions on seven subject tracts (using Reno as an example). The individual concurrent sessions do not provide points toward certification whereas the Academy and Athenian sessions do. In addition, participation on committees and attending the meetings earns points and gives participants insight into the administration of our organization thereby making them better board members/officers.

If the objective is to reduce the conference to four days in order to lessen the cost to registrants then obviously cuts and or reductions must be made. Below are the recommendations of our subcommittee.

1. Consider offering Master Municipal Clerk Academy sessions throughout a four-day conference in addition to the concurrent education sessions. Currently a participant can only attend four four-hour sessions (two on pre-conference day 1 and two on day 2). Reduce the number from twelve to six and schedule two sessions per day for three days during the four-day conference, two subjects per day, rotated in the morning and afternoon.

*Upside: Eliminates pre-conference day 1 and pre-conference day 2 of current schedule, individual could attend as many as six MMCA sessions and/or participate in other education sessions as well. Fewer speakers would result in less expense.*

*Downside: Meeting room space may be limited. Reduced expense of speakers is offset by reduced revenue from participants*

2. Reduce the number of concurrent education sessions in order to accommodate the inclusion of Academy sessions and Athenian Dialogues during the four days of the conference.

*Upside: Flexibility in scheduling, opportunity to attend more Academy and Athenian sessions, additional revenue.*

*Downside: Can't think of any*

3. Hold the Opening Reception at the host hotel, not offsite. The purpose of the opening reception is to 'meet and greet' old friends and new, provide a food event and expose registrants to one of the city's attractions.

*Upside: Eliminate major transportation costs, contribute to IIMC's mandatory hotel catering minimum and perhaps save the attraction for an all-conference event or guest excursion. Also, it would enable late arrivals an opportunity to attend.*

*Downside: Can't think of any.*

4. Eliminate the DJ and Dancing. This social event serves only a minority of the attendees. Alternate Recommendation – Move the opening reception to the first evening of the conference and provide DJ and Dancing this evening for one night only.

*Upside: Most registrants have arrived and can participate, reduces cost of entertainment and room.*

*Downside: If hotel is in a less than desirable location nearby social opportunities may be limited.*

5. Reduce the number of general sessions to one and consider a boxed lunch to "Grab 'n Go" to the general session, preferably the day of the all-conference event.

*Upside: Topics of general sessions tend to be generic whereas concurrent education sessions are more specific. Providing a lunch will encourage attendance at the general session and having only one big name speaker will save money.*

*Downside: Noisy during presentation.*

# International Institute of Municipal Clerks



## Annual Conference Education Program Guidelines

Revised September 30, 2009

### **Preface**

The following guidelines supplement information provided in IIMC's Conference Planning Manual (revised August 2008). They are meant to assist the Host Education Committee in proposing conference education programs jointly to the IIMC Education Department. They include conference education programming, key steps involved in the planning and implementation process and tips and cautions for those involved in this activity.

### **Specifics**

There are several specifics that underlie the Conference Education Program planning, development, administration and delivery processes:

1. As an IIMC-sponsored activity, IIMC is ultimately responsible to its members for developing, administering, and delivering the final Conference Education Program. This includes, but is not limited to contract negotiations, the selection of speakers and speaker fees.
2. Planning successful Conference Education Programs requires collaboration among the following groups:
  - IIMC Education Department
  - IIMC Conference Committee
  - Host Education Committee
  - Host State Institute Director
3. Prudent budgeting of education resources is a central concern regarding the theme of the conference, the format of the sessions, the distribution and level of subject matters, speaker recruitment, audio visual rental and the budgeting of space and materials. IIMC is ultimately responsible for all contracts and education expenses.
4. The IIMC Education Department is responsible for the final selection of all education sessions.
5. This is a highly collaborative team approach to conferences. Once the sessions have been scheduled, "afterthought" sessions and presenters are impossible to consider. It is therefore imperative that suggestions are e-mailed to IIMC by the deadline date of July 1<sup>st</sup> on the year before your conference. For example, if your conference is in May 2010, your suggestions are due by July 1<sup>st</sup>, 2009.

### **Steps In The Process**

The following are some general tasks undertaken during the education program development and implementation process. They are outlined below under the headings Pre-Conference Planning and Implementation.

### **Pre-Conference Education Planning**

1. Host Committee to provide the IIMC Education Department with the name and contact information for the Host Committee Education Chair.
2. Telephonic and e-mail communication with the Director of Education and Education Analyst are sometimes held with the Host Education Committee to review basic design issues involved in the education program. Typical questions raised during telephonic meetings or e-mails include:

### **Program**

- What is the education program theme or emphasis?
- What particular topics, sessions or educational activities would the host committee like to include in the program?
- Will final decisions consider input from other sources and will they also be reviewed by the Conference Education Committee?
- Must the subjects and venues have educational value and justify awarding educational points?
- Who will initially contact local speakers, find out their areas of expertise, probable fees and transmit this information to the IIMC Education Department?
- Once the proposed list of speakers and topics is submitted to the IIMC Education Department and is reviewed collaboratively with the Conference Education Committee, will IIMC will contract and take care of all logistics with the selected speakers?

### **Deadlines**

1. IIMC posts its Call for Presentations Form on its website after the conference site has been selected by the Board of Directors at their Mid-Year Meeting. The deadline for submission for this form is July 1<sup>st</sup> on the year before your conference. After the Host Education Committee proposals are received at IIMC by the deadline date, the Host Education Committee's job is complete. However, the IIMC Education Department may refer to them for their guidance to local speakers.
2. It is imperative that the Host Education Committee e-mail the session proposals to IIMC by the deadline date of July 1<sup>st</sup> on the year before the conference. For example, if your conference is in May 2010, your suggestions are due by July 1<sup>st</sup>, 2009.

**Process For List of Proposed Topics and Speakers**

1. The IIMC Education Department will schedule approximately 1-4 (1.0 hour) General Sessions, 42 (2.0 hour) Concurrent Education Sessions and 12 (4.0 hour) Advanced Academy sessions. Please make sure to include enough suggestions for each of these program components.
2. When looking for speakers, the IIMC Education Department strongly suggest that the Host Education Committee utilize the resources offered by their Institute Director, local colleges and universities and/or Municipal League. Please keep in mind that the sessions will need to be at the intermediate to advanced level. When sending the list of proposals to the IIMC Education Department, please make sure to categorize the topics and speakers by General Session, Advanced Academy or Concurrent Education and include any costs (if known). This will assist the IIMC Education Department in the planning process.
3. Once the suggested topics and speakers list is received by the IIMC Education Department, they will combine the list with suggestions that have been received from the membership, facilitators, committees, consultants and other organizations. They will then send the combined list to the IIMC Conference Education Committee for their recommendations. After the recommendations have been received from the IIMC Conference Education Committee the IIMC Education Department begins to contract and schedule speakers.
4. The following is a list of **suggested** Conference Education topics:
  - Records Management
  - Human Resources
  - Leadership and Management
  - Finance and Budgeting
  - Communication
  - Public Administration
  - Project Management
  - Technology
  - Strategic Planning
  - Organizational Change
  - Ethics
  - Elections

**On-Site Implementation**

1. Prior to the start of each education session, the IIMC Education Department will “make the rounds” checking on room set-ups, audio visual equipment, greet presenters, deliver handouts, make sure signage is posted, etc.

## Annual Conference Education Program Guidelines

2. During the education sessions, the IIMC Education Department will visit each room to determine if any problems exist, such as the need for additional materials or handouts and trouble-shoot any problems.
3. After each education session, the IIMC Education Department will return to each room and collect any unused handouts and make sure that the rooms are ready for the next set of education sessions.
4. The IIMC Education Department is entirely responsible for the on-site implementation of the conference education program including, but not limited to:
  - Room assignments
  - Audio Visual equipment requirements
  - Presentation handouts and materials
  - Scheduling of sessions
  - Trouble shooting and problem solving

If you have any questions regarding these processes, please contact Education Analyst, Jennifer Ward at [jward@iimc.com](mailto:jward@iimc.com) or by phone at (909) 944-4162.

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### Synopsis

Step 1 – Host Education Committee submits their suggested proposal list to the IIMC Education Department by July 1st on the year before the conference.

After the Host Education Committee proposals are received at IIMC by the deadline date, the Host Education Committee's job is complete. However, the IIMC Education Department may refer to them for their guidance to local speakers.

Step 2 - The IIMC Education Department will combine the list with suggestions that have been received from the membership, facilitators, committees, consultants and other organizations. They will then send the combined list to the IIMC Conference Education Committee for their recommendations. After the recommendations have been received from the IIMC Conference Education Committee the IIMC Education Department begins to contract and schedule speakers.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Kathy Dornan, Chair  
Susan Phillips, Vice-Chair  
Education and Professional  
Development Committee

**Date:** April 12, 2010

**Subject:** Committee Report – Year End (May 2010)



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### **Background/Discussion:**

**Goal No. 1 - Ensure that IIMC acts as a facilitator in meeting the educational needs of its members.**

The Committee really did not “specifically” study this goal or take any action. The first half of the year since forming in May of 2009, we were busy working in conjunction with the Program Review and Certification Committee in reviewing education guidelines, making recommendations on these and developing a new mission statement for the organization. This Goal is something that should continue and perhaps this Committee should be the one assigned to act as the “Watchdog” and keep its eyes and ears open to the membership to make sure they are being offered the education they need and desire; that it is reachable and attainable; that there are no education “fires” which exist and need attention, etc. We consider this a continual process. In saying this, it should be clearly defined as to how data would be gathered to make the decisions necessary in this process, for example, word of mouth; complaint driven; request driven? Perhaps criteria and further definition needs to be considered so that members have a formal mechanism of how they report their education needs and wants and to what authority/or person do they report this to: Staff; Education Director/Dept; Committee?

**Goal No. 2 - Review overall Education Guidelines in conjunction with the Education Department staff, Institute Directors and State/Provincial/National Education Chairs, to ensure that IIMC’s educational guidelines address the specific needs of all members of IIMC, while streamlining processes and procedures as much as possible.**

The Committee focused on this goal the first half of the year and reported on those findings for your mid year meeting. From this came approval by the Board of a new Mission Statement (to be voted upon by the membership in May, 2010), confirmation of IIMC's educational philosophy and new education guidelines, etc.

**Goal No. 3 - Study the possibility of on-line web based programs as a means for Clerks to obtain additional distance education.**

This was the Committee's focus goal since mid year. The Committee agrees that IIMC needs to offer on-line web based programs as a means of long distance learning and education for clerks. We feel it is critical to implement this as quickly as possible, as the need for education at the lowest cost possible is relevant and more important than ever in these hard economic times. We also understand that this will now be possible with the implementation of the new IIMC website, which contains webinar capabilities.

We also suggest that IIMC partner with the individual states already offering webinar learning to their members, such as Florida and Colorado. We feel that IIMC should establish a program in which they can either utilize the program already being done in a state and provide that same program to other members through IIMC webinar capabilities, or assist the States already doing webinars with offering their program directly to IIMC members. Either way, members win through webinar education which could be provided through numerous entities under the guidance of IIMC at very low cost. Of course details on how to do this, fees/costs, etc. would all have to be determined and is all being suggested under the premise that webinars, whether offered by IIMC or the individual states, would be fee-based education, with revenues generated going to IIMC or to the State Associations or entities providing the webinar service. A report from both the Colorado and Florida State Associations on their webinar programs providing details and information on the establishment of these programs is attached.

It may also be the mission of this Committee during the next year to research and provide suggestions for "alternative" education delivery modalities beyond webinars.

**Goal No. 4 - Review the report of the Conference Committee regarding the quality of the educational program offered at the Annual conference.**

This was another Goal not addressed by the Committee. It seems this goal needs to be reviewed and accomplished immediately after the May conference. Since the Committee "hit the ground running" in June of last year on education guidelines, etc. by the time we could get into a review of education for past/next conference, the education program was basically established for May of 2010. We believe it is critical that this Committee study this issue immediately following the May, 2010 conference in Reno and report education program pros and cons, highlights and failures, suggestions for future education, etc, all while working in conjunction with the other appropriate committees on this topic.

**Financial:** No financial request was made by this Committee.

**Summary:**

It has been an honor and privilege to work with the dedicated and professional members of the Education and Professional Development Committee. Each and every member, including IIMC staff who were invaluable, brought something to the table that was helpful and important. All discussion was constructive and the work submitted to you this year is the effort of everyone involved. Vice Chair, Susan Phillips, was extremely helpful when it came to the webinar study as she is instrumental in helping her state establish this for the Colorado Clerks. I truly appreciated the opportunity given to me as Chair of this Committee and wish more could have been accomplished.

**Recommendation:**

The Education and Professional Development Committee hereby requests the Board's Consideration of the following:

- 1) That IIMC continue the work of the Education and Professional Development Committee and re-assign Goal No. 1 as an "on-going" goal, process and responsibility and to develop the process for data gathering and reporting.
- 2) That IIMC establish and implement on-line web based programs as a means of long distance learning and education for clerks, with webinar courses being available to the membership by January, 2011, and with emphasis being on developing classes that are "generic" for all members. Two white papers are attached to this report outlining the webinar process from Florida and Colorado – for informational purposes.
- 3) That Goal No. 4 – Review the report of the Conference Committee regarding the quality of the educational program offered at the Annual Conference (more specifically a review of the education program offered/executed in Reno, NV) be assigned to the Committee as their first priority after May, 2010.

**MANAGEMENT'S RECOMMENDATION**

This Committee's primary objective is to ensure that education and professional development programs meet the members' needs, their areas of expertise and any changes not impede individual progress, but work cohesively with member goals. Based on the attached reports regarding webinars, IIMC's Education Department is looking into the possibility of developing webinars and allowing them as a source of education for IIMC members. We would appreciate feedback regarding conference education programs.

## **Colorado Webinars**

The Colorado Municipal Clerks Association's (CMCA) Web Committee was requested to study the membership's request to provide Education through Webinars for CMCA. The Committee researched several software applications for Video Streaming and Web Conferencing. The Website Committee brought forward a recommendation to the Membership to utilize Cisco WebEx as a proposed solution for education services. Cisco WebEx offered a discounted rate based on the non-profit status of CMCA and the number of members of CMCA.

There are two options available to CMCA through Cisco WebEx:

- WebEx will allow sharing of visual content over the web in real time as your phone conference, or
- WebEx will allow sharing of recorded sessions for self-paced learning.

Ideally this solution would save CMCA members in travel costs and time away from the office to attend training.

The Web Committee had concerns regarding the costs to implement this service. The costs are significant and do not make sense with the economic situation many municipalities are faced with at this time. Based on the estimates received to conduct either options listed above; CMCA may require a significant increase in the amount of the registration for the "On the Road Workshops" in order to break even with the costs to conduct the sessions. The On the Road Workshops have already had a fee increase this year and many of the sessions scheduled this year have been canceled due to the decrease in participation. The CMCA Executive Board voted to set Webinar sessions at a cost of \$30.00/session. The CMCA Executive Board felt the membership would support this cost for this type of service.

The Proposed bid offered for a *limited* 6-month pilot program from Cisco WebEx came in for a total cost for a year at \$6000.

The Website Committee instituted a pilot program and CMCA designated a CMCA instructor to try out this service that is comfortable with technology, had broadband internet connectivity and is able to install a Video Camera on their computer where they will be seated to instruct. CMCA also purchased a traveling Video Camera that will be sent to the instructors that do not have Video capabilities for a cost of \$90.00 Cisco WebEx will provide a training-session prior to the scheduled event to assist with the instruction on the tool for all instructors.

Participants are able to see and hear the instructor via their computer. During the session, participants are able to dial into a conference number where are able to provide interactive questions or use the "Chat" feature to ask questions. All participants are logged into the session and each name is visible to the participants.

The Website Committee recommended that the CMCA Education Curriculum be broken down into 2 hour increments. The Website Committee anticipates that Members would not be able to, nor willing to, sit at their computer for more than a two-hour session. All webinars will be made up of two sessions at two hours each. This would limit the impact to rural communities or clerks who are already stretched to be away from their regular duties. In order to get the total four hours for one point for IIMC Education, CMCA members are required to register for both sessions of the Webinars.

In addition, the CMCA Education Committee revamped the assessment tool to accommodate the online webinars to allow ample completion-reporting process for the members. The assessment tool is up loaded to the website and submitted to the instructor for evaluation. The results are then sent to the CMCA Education Committee.

CMCA also is able to accept online payments for Registration of Education Sessions/ Membership/ CMCA Products. CMCA had concerns that there would be a fee associated with accepting these online payments. The Website Committee recommended that this small fee be passed onto the membership as part of the service. This fee occurs when utilizing a third party vendor to process payments. The banking institution that holds the organizations funds is willing to work with “merchant services.” Merchant services require an individual to have a credit card machine. Members would submit in writing, their credit card payment which would be processed through an individual. This would be another task for CMCA to process payments. (i.e. treasurer manually entering credit card numbers.) The CMCA Executive Board approved the organization to setup an account with Pay Pal to process Webinar registrations for the membership. This eliminated some of the manually entry. Pay Pal also allows us to utilize the ECommerce-PayFlow Pro Gateway to accept donations and for other CMCA merchandise.

CMCA is charged per month for webinar functions whether we use it or not. There may be months that the system may not be utilized.

- ✓ 30 participants per session maximum. (Rates increase based on the number of participants)
- ✓ There is a \$199 one time set up fee.
- ✓ CMCA is providing this service to the membership at a cost of \$450/month. This includes the “questioning online phone minutes at an average of 240 minutes.” We will monitor this to see if can be reduced.
- ✓ The Webinar is branded with CMCA logo and Hosted website (coloradomunicipalclerks.webex.com)
- ✓ 1 Gig of storage for recorded events (about 50 hours of recording space) at no additional cost. (To store the webinars which will be recorded during the live sessions) There was also discussion to utilize this feature for the CMCA Executive Board for those times they need to call a special meeting. This way an individual can “see” the board meeting rather than attend.” There was also discussion to utilize this function for actual Board meetings for live broadcasting- don’t know when we can address this.
- ✓ 28-bit SSL Encryption- Security!

- ✓ Unlimited training for the length of our relationship with WebEx (This may need to be implemented for awhile for each of those CMCA trainers that will want to instruct a Webinar)
- ✓ Unlimited Support for the length of our relationship with WebEx!
- ✓ Record and Edit Package
- ✓ Dedicated Client Support Manager
- ✓ Lifetime Product upgrades and enhancements
- ✓ E-Commerce Platform for Enterprise Edition (Advance Registration for sessions) This is only for the webinars- not conferences.

Judy Egbert was our “Test Pilot” for the “dry run” of our program on March 19, 2010. This worked very well and we had our “Support Engineer” Michael Thome (Cisco WebEx) helped us through the first time. Our First Liquor Webinar is scheduled mid April (after April Elections.)

The following “On the Road Workshops” are webinars for Colorado with more to come in the near future:

*Liquor*  
*Elections*  
*Records Management*

## WEBINARS - A MEANS FOR LONG DISTANCE LEARNING FOR CLERKS

The Florida Association of City Clerks (FACC), in cooperation with the Florida Institute of Government (IOG) and the Center for Florida Local Government Excellence (CFLGE) at FSU, recently developed and delivered two extremely successful educational webinars for their membership. One of the major factors that motivated the FACC to offer education and training through this new technology was Florida's recent economical challenges. With local government budgets severely reduced and almost all travel restricted throughout the state, the FACC President, Pamela Smith, along with the Professional Education Committee (PEC) Chair, Loredana Kalaghchy, began researching other alternatives to provide continuing professional education to their membership.

Because the IOG and the CFLGE had already begun offering webinars for other associations, it was a natural partnership based on cost-effectiveness and our mutually shared goals of providing educational excellence. The IOG had already purchased the software and licensing needed through Adobe Connect™, so the upfront development costs for the FACC were minimal/non-existent. Also, because the webinar technology had already been tested and utilized extensively with other groups (with early problems resolved), and both the moderator and the technology staff were well-experienced in the planning, implementation, and delivery of this type of distance learning, the FACC leadership was able to focus exclusively on the core subject matter and expertise needed to match the requirements of the Clerk's educational goals.

As the attached evaluation summaries clearly indicate, over 95% of the webinar participants rated each webinar as an excellent venue for continuing education and found the content of each (Applied Ethics and Elections), engaging and useful to their duties as Florida City Clerks. For many, the affordability and ease of participating from their own offices provided a learning experience that they would not have otherwise been able to afford nor attend. We offered the first webinar at a special "first time" discount of \$35 per participant. The second webinar was offered at \$50 per FACC member/\$75 per non-members. Both had over 70 registered participants, so we feel the pricing was fair, reasonable and affordable for access to each of these webinars (even with a \$15 difference between the two.)

The development of each webinar began with the FACC Leadership surveying their membership on "hot topics" and/or other subjects that were deemed critically necessary to the City Clerks for additional training. Once the FACC determined the webinar topic and learning objectives, subject matter experts (including experienced City Clerks) were recruited to serve as panelists. The CFLGE Executive Director, Dr. Robert Lee, would then serve as the coordinator and moderator of the panel, leading them through practice sessions and possible Q & A segments prior to the actual 'live' webinar. Having an experienced, professional moderator, along with a technology assistant to take care of any technical 'glitches', has been a critical component for the webinars' success. Of course, the core educational content developed through the Association and the quality of subject matter experts was of equal, if not the most determining factor, for the success of the webinars (i.e., as the content and delivery method in a webinar are particularly symbiotic.)

When participants registered to attend each webinar, they were given an access code to the webinar website, a toll-free number to dial in, and a link to test their connection in their confirmation letter. Links to referenced downloadable documents and the PowerPoint presentation were then sent to all participants about a week prior to each webinar (which they could use to print out or review in advance). Once participants logged into the actual webinar, there was a "chat box" they could use to either text each other and/or submit questions to the moderator, which provided a sense of interaction and active participation (in lieu of passive learning.) Also, based on the first webinar's evaluations, we increased the amount of graphics and included pictures of the moderator/panelists as they were speaking to increase the dynamics for the visual learners. At the end of each webinar, an evaluation and "Ideas to Action" form popped up on the participant's screen, and they were not given credit until these two documents were emailed or faxed to the IOG. The Adobe Connect™ software also kept a log of the exact times each participant logged into and out of the webinar, so we were able to use this as an official "sign-in" sheet to meet IIMC requirements.

In summary, we are confident that these webinars will continue to be a successful and affordable method of providing high quality education to our FACC members, as well as other organizations as well. Although we have focused primarily on Florida-specific issues, we would welcome the opportunity to work with other states' City Clerks' Associations as well as the IIMC, with the development and delivery of future programs that would meet the needs of a wider audience.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: The Board of IIMC**

**From: Tom van der Hoven**

**Date: 7th April 2010**

**Subject: End of Year report - International Relations Committee**



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This Committee met during the Conference in Chicago. Since then, there have been e-mail discussions to work on the Goals & Objectives set out by the President.

## **Background - Goal 1**

Develop a business plan for Regions X and XI to maintain, strengthen and develop new affiliate relationships; identify and provide needed/desired services; and increase membership in those regions. A proposed budget must accompany this plan.

## **Discussion**

The Business Plan is attached. We have identified the challenges ahead and the Key Results areas we are concentrating on are:

- Identify and provide needed/desired services.
- Maintain, strengthen and develop new affiliate relationships.
- Increase membership – which will follow if the product is right and attractive.

## **Recommendation**

That the Business Plan be adopted.

## **Background - Goal 2**

Oversee and promote the Study Abroad Tour to be held in October 2009.

## **Discussion**

A very successful tour to Wales took place in October 09.

The Program looked at Government and Local Government in Wales. Although Wales is part of the United Kingdom it does have considerable autonomy and some significant differences in approach to England including a major focus on the Welsh Language, which is having a renaissance at present.

All 2009 IIMC Study Abroad Program participants received FOUR (4) POINTS for CMC Experience - Continuing Education, CMC Recertification Education and MMC Advanced Education. The IIMC Board of Directors with input from the Program Review/Certification Committee and IIMC's Education Department awarded the points on a one-time basis. To receive the FOUR (4) POINTS, all participants were required to write a practicum essay.

IMASA in South Africa has confirmed that they have moved their conference for 2011 to Cape Town, South Africa, which should prove to be a major attraction for that tour.

Tami Kelly, Nick Randle and SLCC have been the driving force behind the success of the tours. A provisional program has been submitted by IMASA.

An invitation has been received from SOLAR to host the 2013 tour. It will be up to the Board to decide how future tours are to be allocated.

### **Financial**

Contribution to the cost of the coordinator - \$800. The success of the tour very much depends upon this person's participation.

### **Recommendation**

1. That \$800 be contributed towards the cost of the coordinator of the 2011 tour.
2. That consideration be given to the 2013 tour destination to enable the organizers to start planning well in advance. The Board may wish to also consider the destination for 2015 at this stage.

### **Background - Goal 3**

Promote the use of the ListServe to Region X and XI members.

### **Discussion**

A new website is being developed following Board approval.

### **Background Goal – 4**

Work with Public Relations/Marketing Committee to promote the Exchange Program.

### **Discussion**

Suggestions have been put to PR & Marketing and their response is awaited.

SLCC and IMASA have indicated that they will soon launch their own exchange programs and it would be advisable to package the 3 initiatives as one so as not to confuse our members.

## **Recommendation**

1. That a leaflet be produced to go into the delegate conference bags at the next conference to promote the international exchange program.
2. That the international exchange program be re-packaged as a single initiative once SLCC and IMASA are ready to launch their programs.
3. That further consideration be given to promoting the programs once the recommendations of PR & Marketing Committee is received.

## **Background Goal – 5**

Submit a minimum of three IIMC News Digest articles of importance and value as related to global/international issues and the promotion of the Study Abroad program.

## **Discussion**

Discussions were held with international associations and members for articles. It has been suggested that articles on international members who attend our conference are published in the News Digest.

## **Financial**

No financial implication at this stage.

## **Recommendation**

1. That articles on international members who attend our conference be published in the News Digest.
2. That staff work with international associations to provide articles.

## **Background Goal - 6**

Identify and recommend to the Conference Committee topics and speakers of global relevance.

## **Discussion**

Committee members are working with host committees. A further survey is being undertaken to identify areas of interest. This will be an ongoing initiative.

## **Recommendation**

That progress be noted.

## **Background Goal - 7**

Study the feasibility of extending the IIMC/SLCC membership model to other Region XI associations

### **Discussion**

The Committee has not made much progress with this. Now that affiliation agreements have been renewed/signed with various international associations, IIMC has to work with them to establish models that will suit them - one model will not necessarily fit all.

### **Recommendation**

That progress be noted.

### **MANAGEMENT'S RECOMMENDATION - #1**

When this business plan was first proposed in 2008, we agreed that it was the most comprehensive plan regarding growing IIMC with its international partners. We still feel this way and this past year IIMC has affiliated with several new Region XI Associations – VvG; ADSO and SOLAR. Also, IIMC just approved its first Institute in the United Kingdom – The University of Gloucestershire. We are currently working on increasing members through the Institute process. Some of the plan's action steps have been accomplished or are a work in progress. We recommend that this plan with its action steps be part of the strategic plan, making it a living document that will be adjusted to reflect new accomplished goals.

### **MANAGEMENT'S RECOMMENDATION - #2**

We will ask the Budget and Planning Committee to include the \$800 in the 2011 budget. We need to promote the 2011 Study Abroad Program as soon as possible. The 2007 and 2009 Program were successful on many levels – education, networking and relationship building. We recommend that the Board approve a 2013 Program, but to wait on 2015 since there could be a possible IIMC Conference outside of North America. The budget impact on 2015 Study Abroad Program and attending a Conference in Region XI may be taxing on our members.

### **MANAGEMENT'S RECOMMENDATION - #3**

Our web site is up and running. We anticipate great traffic and we will continue to expand on its reach. There is a global network module that will allow members to access each other via this venue.

### **MANAGEMENT'S RECOMMENDATION - #4**

We would be happy to promote this program. We've done our best through E-Briefings and there is an article in the May on-line Digest that promotes the Exchange Program. We agree that more promotion and marketing is needed.

### **MANAGEMENT'S RECOMMENDATION - #5**

We have several articles from the 2009 Study Abroad Program participants that will be published in the coming months. As far as international articles, we've published quite a few this past year in the magazine. We ask Committee members to submit when possible.

**MANAGEMENT'S RECOMMENDATION - #6**

We are holding a session during the conference week dealing with this topic. Also this week, a group of delegates from Regions X and XI will be visiting Reno City Hall as part of the outreach education program for those Regions.

**MANAGEMENT'S RECOMMENDATION - #7**

Now that we have an IIMC approved Institute in the United Kingdom, IIMC and SLCC are working together to grow this membership. We are also working with the VvG in the Netherlands to develop a similar Institute.





International Institute Of Municipal Clerks

# **BUSINESS PLAN**

## **2010 to 2013**

To put the focus on IIMC's international role

# Introduction

IIMC has valid aspirations to be an international professional body but while it has an international dimension to its membership it is currently a primarily North American organisation. This Business Plan discusses some of the issues which IIMC needs to address to achieve its aspirations to be the pre-eminent organisation for Clerks worldwide and makes proposals which might form a basis for moving forward.

IIMC has in the past invested time, energy and resources into developing itself into an international organisation. It now wishes to grow further its engagement with the Clerks profession internationally. IIMC has a number of advantages in being able to do this. These are:-

- Being based in the USA and drawing its membership from within state organisations in USA and Canada it has a relatively large membership and an infrastructure which already makes it an umbrella organisation with the participation of a range of state organisations.
- The solid foundations of an organisation which has existed for 60 years.
- International contacts, alliances and some international members which have resulted from earlier initiatives.
- A high quality annual conference which has provided a basis for encouraging and developing international relationships.

The major obstacles which need to be overcome in building a successful international organisation for clerks are various but the major ones can be identified as:-

- **Identification of the characteristics of the international member**
- **Defining membership benefits which will attract international members**
- **Finance**
- **The tyranny of distance.**

(Extract from a joint report by Nick Randle and Tom van der Hoven to IIMC Board)

I would like to thank the members of the International Relations Committee for their contributions and support. This Business Plan should be seen as the start of a process which would see IIMC grow its relationship with similar associations world wide. It should not be treated as a standalone document but integrated into IIMC's overall strategy for the future.

Tom van der Hoven

Chairman of the International Relations Committee



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## Part 1: Overview

### 1.1 Role and membership of the International Relations Committee

A number of Committees advise the Board on matters that affect the aims and aspirations of the organisation.

The purpose of the International Relations Committee is to facilitate the exchange of information, knowledge and experience between IIMC members, assist in developing joint educational programs that lead to various IIMC certifications, and increase the number of members in Regions X and XI.

#### **Membership of the Committee**

- Tom Van Der Hoven – Chairman
- Tony Russell, CMC - Vice Chairman

#### **Members**

- Mina D. Barberis, CMC
- Ronny Frederickx
- Lindsay A. Howes, CMC
- Andries Knevel
- Glen Knox, CMC
- Bojana Nedeltcheva, CMC
- Billi Jo Richter
- Linn Teetzel

- Sandra Thompson, CMC
- Lucinda Williams, MMC
- Angie Blevins - CMC
- Francois Allers - Board Liaison
- Tami K. Kelly, MMC - Board Liaison
- Bernie White, MMC - Board Liaison
- Nick Randle - Board Liaison
- Denice Cox - Staff Liaison

## 1.2 Goals and Objectives

1. Develop a business plan for Regions X and XI to maintain, strengthen and develop new affiliate relationships; identify and provide needed/desired services; and increase membership in those regions. A proposed budget must accompany this plan.
2. Oversee and promote the Study Abroad Tour to be held in October 2009.
3. Promote the use of the ListServe to Region X and XI members.
4. Work with Public Relations/Marketing Committee to promote the Exchange Program.
5. Submit a minimum of three IIMC News Digest articles of importance and value as related to global/international issues and the promotion of the Study Abroad program.
6. Identify and recommend to the Conference Committee topics and speakers of global relevance.
7. Study the feasibility of extending the IIMC/SLCC membership model to other Region XI associations

## 1.3 Past Year

- Study Abroad tour  
A very successful tour was undertaken to Wales.
- First Exchange Programme  
The first exchange visit took place between Andries Knevel of the Netherlands and Pamela Smith of Florida.
- Board Strategic workshops  
The Board has held a number of workshops to develop a strategy for the future. This Business Plan should be included as an annex to that Strategy.
- Various visits to international colleagues.  
President Strata undertook a number of visits. Affiliation agreements were signed/renewed with SLCC and ADSO in the UK, IMASA in South Africa, SOLAR in Scotland, VvG in the Netherlands.
- Sponsorship by SLCC to attend IIMC conference.  
SLCC has sponsored a number of their members to attend IIMC's conferences

## 1.4 Challenges ahead

- **Identification of the characteristics of the international member.** IIMC supports Clerks, which in the USA describes a particular role and professional specialism. While there are similar roles in probably every local government setting in every country, job titles, range of responsibility and legal environments vary widely. IIMC needs to define its membership characteristics sufficiently widely to ensure that appropriate professionals in each country are eligible to join and see benefit in doing so. However it should not be drawn so widely that members from different countries are unable to identify their common interest in being part of the same organisation.
- **Defining membership benefits which will attract international members.** While IIMC has a membership package which is very relevant to the USA there is not a great deal within that package which can readily be exported. In some countries existing national professional bodies provide services and education packages which are tailored to their national environment and with which IIMC will struggle to compete. In countries where such professional bodies are weak or non-existent IIMC may have an opportunity to fill a gap but this will require ongoing investment in membership recruitment and service delivery. IIMC needs to create services which are complimentary to those offered by national bodies which exist while developing an infrastructure including founding national bodies to provide services where there is no existing provision.
- **Finance** Any major strategic development will require an investment of resources, which will, at a minimum, include staff time, money for building infrastructure and developing services. Currently IIMC finances are stretched and identifying sufficient resources to achieve major advances internationally will be a challenge.
- **The tyranny of distance.** Membership associations are people businesses and communication and networking is at the heart of what makes membership associations tick. While air travel and electronic communications media have made global organisations feasible, overcoming the problems of distance will always be a primary concern. Direct face to face meetings are preferable but costly. E communications need to be invested in to make them provide reasonable value viz a viz face to face meetings. If IIMC is to work as a global organisation IIMC will need to invest continuously in regular travel for its officers and in ever more sophisticated web based communications fora for its members so that it becomes and stays a relevant international community.
- 

## 1.5 Key Result Areas

- **Identify and provide needed/desired services.**
- **Maintain, strengthen and develop new affiliate relationships.**
- **Increase membership – this will follow if the product is right and attractive.**

Given IIMC's current position and the challenges which it needs to address, a phased approach is probably essential. A long term investment will be required so IIMC needs to build resources in parallel with creating its international

infrastructure and use all the tools at its disposal to achieve its long term goals. It is therefore appropriate to consider an approach based on phases.

We suggest that there be 3 phases: phase 1 (one to three years) phase 2 (three to ten years) and phase 3 (ten years plus).

## **In conclusion**

In conclusion, we acknowledge that this Business Plan will be an ever changing document, updated and amended as events change.

The plan will be monitored at half yearly meetings of the Board and will be used by representatives of the Board to consult/ inform members within their respective regions. It will be updated and republished on an annual basis.

This Plan covers the period 2010 to 2013. Phases 2 and 3 need to be developed by taking account of the strategic work undertaken by the Board and to which we have not had access. The Board must ensure that the work of the International Relations Committee in future is focussed solely on the strategic direction set by the Board.

## **Part 2: Our Action Plan**

This section of our Business Plan sets out how the Institute proposes to make itself more relevant to colleagues across the world.

The Action Plan will be updated by the Chairman of the International Relations Committee as progress is made and is also monitored at meetings of the Board.

Priority 1: To Identify and provide needed/desired services

Lead: .....

Objectives:

2010/ 2011:

- ♦ To understand the needs of our international members

Long term (2011 to 2013):

- ♦ To provide appropriate services

ITEM 1. – Maybe it's time to start identifying the laws of other countries. Start with the legal requirements, one country at a time. Build membership there first. Then move to the next country. Of course, we can still promote IIMC everywhere, but maybe we need more focus (one at a time).

Actions	When?	Key Success Factors	Costs	Lead	Progress
1. Do another survey of members in Regions X and XI to understand the needs of international members. See above	October 2010	Results of the survey published in December		Chair IRC	Questions have been formulated. Staff heavily involved in development of the new website. Survey to follow on from that work.
2. Analyse the results of the survey and identify what new services/products are required.	February 2011	New services identified and costed.		Chair IRC/Denice Cox	
3. Develop a relevant website with easy access to bulletin boards, e-fora, publications, educational downloads and creating a	August 2010	New website goes live. To have in place a website with member only areas providing useful and meaningful content and interactive		Denice Cox	HQ staff are busy working on developing the new website.

## International Institute of Municipal Clerks

<b>Actions</b>	<b>When?</b>	<b>Key Success Factors</b>	<b>Costs</b>	<b>Lead</b>	<b>Progress</b>
cyber professional community.		opportunities.			
4. Investigate the feasibility of an internationally relevant qualification – developing a “world class professional”.	July 2011	Publish initial thoughts.		Nick Randle	Committee Member comment: Increase the awareness and the value of our designations. In my experience, the CMC/MMC designations are recognized as being a significant accomplishment. I think we need to continue to expand on that such that these designations are universally recognized as being awarded to individuals who meet significant professional standards. I think this initiative should be something addressed by all committees.
5. Create a network for sharing information	July 2010				Hopefully this will be one of the results flowing from the improved website.
6. Arrange for a presentation to the Committee and the Board on new technologies for creating online communities.	May 2010	A better understanding by Board members of the advantages that new technologies can bring to linking members across the world.			A presentation on functionality should be made to the Board following the launch of the new website.
7. Explore regional meetings – starting with Europe	September 2010	Publish the outcome of discussions with the Dutch, Belgium and UK associations		Ronny Fredrickx and Bojana Ndelichev	

## International Institute of Municipal Clerks

<b>Actions</b>	<b>When?</b>	<b>Key Success Factors</b>	<b>Costs</b>	<b>Lead</b>	<b>Progress</b>
8. Develop future Study Abroad programs		Program published		Tami Kelly/Francois Allers/Tony Russell	Discussions are taking place with IMASA over arrangements for the 2011 Study Abroad tour in South Africa.
9. Identify destination for 2013	May 2010			Chair IRC	
10. Work with PR & Marketing Committee to market Exchange Program				Angie Blevins	Suggestions have been made to PR&Marketing. Outcome awaited.
				Chris Shalby	Suggestion has also been made to HQ to ensure regular feature in e-blasts and News Digest - outcome awaited.
11. Develop further exchange opportunities with IMASA and other organisations similar to SLCC sponsorship.		New opportunities developed		President/HQ	
12. Investigate scholarship to IIMC annual conference for Regions X and XI.		Review scholarship criteria		Glen Knox/HQ	Scholarship in place. Current value to Region XI members doubtful due to high costs of travel.
13. Explore the need for members to experience best practice at the conference. Coordinate site tours to experience best practices in cities where conferences are held. – best practices should be promoted	Yearly	Review feedback after each conference and respond to suggestions.		Chair IRC/HQ	This has proven to be a great attraction to Region X and XI members. Tour has been arranged at Reno.

## International Institute of Municipal Clerks

<b>Actions</b>	<b>When?</b>	<b>Key Success Factors</b>	<b>Costs</b>	<b>Lead</b>	<b>Progress</b>
through other means as well.					
14. Liaise with host clerk in Reno to see if there are any best practices that members can see and ask questions about				Tony Russell	Done
15. Introduce a sister city program as suggested by Sandi Thompson of Virginia Beach	June 2010	Details published in News Digest.		HQ	
16. Investigate the feasibility of a study tour in conjunction with the Reno conference.				Tony Russell	Not sufficient time for Reno but should be considered for future conferences.
17. Work with organisers of Reno Conference to ensure a workshops on the Study Abroad and Exchange Programs. Tony to liase with HQ.	May 2010	Successful workshop		Tony Russell	Workshop in place
18. Define the appropriate membership criteria for international members.	May 2011	Present a report to Board in May 2011		Nick Randle/Francois Allers	



## Priority 2: To Maintain, strengthen and develop new affiliate relationships.

**Key Lead:** .....

### Objectives:

2010/ 2011:

- ♦ To agree affiliate relationships with SOLAR and ADSO in the UK and the new Dutch Association

### Long term (2011 to 2013):

- ♦ To develop affiliate relationships with other associations which would benefit IIMC .

<b>Actions</b>	<b>When?</b>	<b>Key Success Factors</b>	<b>Costs</b>	<b>Lead</b>	<b>Progress</b>
1. Identify the countries that we have affiliate relationships with?		Make list available		Denice Cox	
2. Which countries offer the most potential?	August 2010	Countries identified that offer the most potential for collaborative working.		Chris Shalby//Denice Cox	
3. What would attract other organisations to establish relationships with IIMC?	June 2010	List of identified benefits		Nick Randle/Chris Shalby	
4. Build closer relationships with the new Dutch association and ADSO and SOLAR in the UK	March 2010	Affiliation agreements signed by both parties		President/Chris Shalby	Affiliation agreement signed with VvG Dutch Association and ADSO and SOLAR in England and Scotland.  Further Committee member comment: In October 2009 the

International Institute of Municipal Clerks

Actions		When?	Key Success Factors	Costs	Lead	Progress
						<p>declaration of an association was signed by the presidents of the IIMC and the VvG (the Dutch association of municipal clerks). The incentive for the VvG to connect with the IIMC is their ambition to set up a (national) system of certification. They hope the experiences of the IIMC will stimulate the development of a certification system in The Netherlands. Most likely the president and the vice president of the VvG will attend the Reno-conference.</p> <p>174</p>
						<p>Already in October I presented an ambitious educational plan for clerks, from the Vocational Academy for administrators in The Netherlands in cooperation with the Nijenrode University. This top course was developed in close cooperation with the VvG. As promised we translated it into the English language and sent</p>

## International Institute of Municipal Clerks

<b>Actions</b>	<b>When?</b>	<b>Key Success Factors</b>	<b>Costs</b>	<b>Lead</b>	<b>Progress</b>
5. Via national organisations facilitate study tours, exchanges and affordable access to IIMC conference and other conferences worldwide.	Ongoing			President and HQ	it for assessment to the IIMC.
6. In concert with national organisations take positions on issues affecting the clerks profession worldwide so that the IIMC brand is linked with the profession and these key areas.	Ongoing	Respond to consultation documents and publish responses		HQ	
7. Build alliances with key national organisations with a view to offering IIMC membership as an extension of their own membership by providing the additional services aimed for.		Increase in members of other associations taking up the offer of joint membership.		President/HQ	
Generate finance for international development through membership increase, services diversification and possibly support from grant giving bodies which promote international endeavour.		Publish options for Board consideration.		HQ	

Priority 3: Increased membership in Regions X and XI

Key Lead: .....

Objectives:

Long term (2011 to 2013):

- ♦ To increase membership.

Actions	When?	Key Success Factors	Costs	Risk to ADSO if not achieved	Progress
1. Increased membership will be a natural consequence of improved relationships with international associations and an improved benefit package.					
We have therefore not identified any specific actions at this stage aimed at individual membership recruitment.					
Can we look at partnering with vendors to promote membership? Maybe they offer discounts to IIMC members.					

## International Institute of Municipal Clerks

### Progress with Goals and Objectives

Develop a business plan for Regions X and XI to maintain, strengthen and develop new affiliate relationships; identify and provide needed/desired services; and increase membership in those regions. A proposed budget must accompany this plan.	Business Plan developed
Oversee and promote the Study Abroad Tour to be held in October 2011.	A very successful study tour was held to Wales and England. Tami Kelly and Alan Fairchild coordinated and promoted the 2009 Study Abroad Program. There were 15 attendees, which included President Mary Lynne Stratta. Arrangements are in place for the 2011 tour to Cape Town, South Africa. A provisional program has been submitted by IMASA.
Promote the use of the ListServe to Region X and XI members.	A new website is being developed. It will include forums, not a ListServ. It will also contain a tab called Global Network.
Work with Public Relations/Marketing Committee to promote the Exchange Program	Suggestions have been passed on to PR/Marketing
Submit a minimum of three IIMC News Digest articles of importance and value as related to global/international issues and the promotion of the Study Abroad program.	Articles on the exchange program and study tour have been published although Executive Director Shalby was primarily responsible for it. Associations in Region XI are not responding spontaneously.
Identify and recommend to the Conference Committee topics and speakers of global relevance.	Ongoing
Study the feasibility of extending the IIMC/SLCC membership model to other Region XI associations	Executive Director- Chris Shalby reviewed the model of SLCC. IIMC has decided on two different types of Affiliation dependant on the relationship with each association- Memorandum of Understanding or a Declaration of Association.  IIMC signed affiliation agreements in 2009 with the following associations, these agreements includes the Affiliation Region XI

## International Institute of Municipal Clerks

	<p>Membership for the cost of \$26.00.</p> <p>Renewed (Memorandum of Understanding-) United Kingdom, SLCC-Society of Local Council Clerks in October 2009.</p> <p>NEW-(Memorandum of Understanding) South Africa, IMASA-Institute of Municipal Administration for Southern Africa in October 2009.</p> <p>NEW- (Declaration of Association) The Netherlands, VvG - Vereniging van Griffiers (Association of Griffiers) - October 2009.</p> <p>A Declaration of Association was also offered to the new organization in the United Kingdom ADSO-Association of Democratic Service Officers and SOLAR (Scotland) and both signed in March 2010..</p> <p>Possibly affiliation with the VFG-Flemish Association of City Secretaries (Vlaamse Federatie van Gemeentesecretarissen) whom have been members of IIMC for several years and most of their Board have attend our conferences, could be investigated.</p>

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: IIMC Board of Directors**

**From: Membership Committee**  
**Mary Johnston, Chair**  
**Susie Corbitt, Vice Chair**



**Date: April 15, 2010**

**Subject: 2009/2010 Annual Committee Report**

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**Background:** The Membership Committee met on May 22, 2009 in Chicago, IL in conjunction with the 63rd Annual IIMC Conference. Also in attendance were President Elect Mary Lynne Stratta and Vice President Sharon Cassler. The Committee also held a Telecom on February 25, 2010 to review the Goals and Objectives.

**Discussion:** The Committee has worked hard on the Goals and Objectives during the past year. The most important task of this Committee was focusing on membership and increasing membership numbers. IIMC's membership totals decreased this past year. The Committee believes budget constraints and the economy played a huge role in the reduction. The Committee hopes the coming year will see a reverse in that trend.

- The Committee, again this year, has been given the task of personally contacting IIMC members and inquiring about their membership and address any possible concerns. This task is to be completed by the Committee members in May 2010. To date, there have been no major issues raised by the membership which is good news. The Committee recommends this practice continue next year as it lets the membership know that IIMC cares about their members.
- The Committee contacted "Soon to Be Cancelled" members to remind them of their dues payment and to gather any changes to the member's information. As mentioned earlier, budget constraints and the economy has been the response from members who have not renewed their membership. IIMC has been working with a few clerks on a membership dues payment plan.
- The Committee has been busy preparing Region of the Month articles to be published in the News Digest. To date, all but Region X and Region XI have been published in the News Digest. The response from these articles has been very positive and therefore, the Committee recommends these publications continue next year.

Region I – August News Digest

Region II – September News Digest

Region III – October News Digest

Region IV – November News Digest

Region V – December News Digest

Region VI – January News Digest

Region VII – February News Digest

Region VIII – March News Digest

Region IX – April News Digest

Region X – May News Digest

Region XI – June/July News Digest

- IIMC Region Director Membership Drive continued this year and was completed in March. There have been a total of 43 new member clerks recruited under this initiative. Region IX Director Peggy Hawker won the Membership Drive competition with 14 new member clerks recruited. The Committee recommends this Membership Drive be implemented again next year.
- The Recruit a Member Program has again been a positive recruitment tool for IIMC. The Committee recommends this program continue in the upcoming year. The Committee requests funds be made available to support this program. There have been 22 new Recruit a Members since July 1, 2009.
- There has been preliminary discussion on the development of an Institute Director Membership Drive. The Committee would like the new Committee to continue these discussions and development a program.
- The Membership Committee worked with the Public Relations and Marketing Committee on the development of a Power Point Presentation that highlights the benefits of IIMC membership. The thought is to distribute the Power Point Presentation to State/Region/National Associations for membership recruitment. It was also felt this Power Point Presentation could be added to IIMC's Website. The Public Relations and Marketing Committee will include this presentation as part of their annual Committee Report. The Membership Committee recommends the Board of Directors approve the Power Point Presentation as a membership recruitment/marketing tool.
- IIMC staff mailed 1,300 membership postcards to Native Council Clerks explaining the benefits of IIMC members. To date, IIMC staff has received four inquires on membership from this mailing.
- The Committee discussed ways to involve retired members as those membership numbers seem to be decreasing. It is recommended the new Committee continue this discussion for retiree member involvement in IIMC.

**Financial:** The Committee requests the "Recruit A Member" membership drive continue and further requests funds be allocation for this very successful program.

**Summary:** This has been a very active and challenging year for the Membership Committee. The Committee feels all of the goals and objectives assigned have been discussed and met.

**Recommendation:** The Committee recommends the Board of Directors approve the Power Point Presentation for membership recruitment that is part of Public Relations/Marketing Committee's Annual Report. The Committee also recommends the continuation of the Recruit A Member Program and Region Director Membership Drive Competition.

It has been a great honor and privilege to serve as Chair of Membership Committee. The Committee has stepped up to the plate to complete any assignments given. They are to be commended for their dedication and service to IIMC:

Susie Corbitt, MMC, Polo, IL  
 Dawn Abrahamson, MMC, Fremont, CA  
 Cynthia Brown, East Orange, NJ  
 Mary Cusick, CMC, Santa Clarita, CA  
 Joseph David, Durban, South Africa  
 Brenda Dennis, CMC, Schertz, TX  
 Denise Jordan, CMC, Gainesville, GA  
 Kerry Macomber, Kent State University  
 Pattie McCoy, MMC, Poultney, VT  
 Ashley Mitchell, CMC, Carrollton, TX  
 Barbara Montgomery, Saginaw, MI

Gary Phillips, CMC, Oronogo, MO  
 Kristie Smithers, MMC, Wasilla, AK  
 Kassie Van Remortel, University of Wisconsin-GB  
 Bernie White, CMC, Sydney, Canada  
 Kathryn Young, CMC, Colorado Springs, CA  
 Deborah Miner, CMC, Harrah, OK  
 James Mullen, Jr., Milton, MA  
 Colleen Nicol, MMC, Riverside, CA  
 Nick Randle, Taunton, United Kingdom



The Committee would also like to thank IIMC Staff Liaison's Janis Daudt and Tammy Schultz for their guidance and hard work this past year. They do an excellent job serving our members.

#### **MANAGEMENT'S RECOMMENDATION**

We believe the Board approved the power point presentation and feel that it is an excellent form of communication and describes IIMC's overall mission and organizational structure well. We also concur that the two membership recruitment campaigns are worthy of continuation – the Region Directors Challenge brought in 47 new members this year and the Membership Challenge has added 21 new members since July 2009.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** President Mary Lynne Stratta and  
IIMC Board of Directors

**From:** Nancy Vincent, MMC  
Chair, Program Review and Certification Committee

**Date:** April 23, 2010

**Subject:** Program Review and Certification Committee Year End Report

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**Background:** The Program Review and Certification Committee (Committee) was tasked with the following goals and objectives for 2009-2010:

1. Address the remaining issues with Program Certification Guidelines and submit recommendations to the Board by mid-year meeting, including suggestions and methodologies for streamlining processes and procedures as much as possible.
2. Develop a written policy regarding the conduct of Athenian Leadership Dialogue Series.
3. Review point structure for attendance at IIMC annual conferences and make recommendation to the Board.
4. Review point structure (type and amount) for participation in Athenian Leadership Dialogues.
5. Review applications filed for new Institutes.
6. Provide technical review and approval of new on-line educational programs.
7. Conduct outreach and education on Certification Program Guidelines and oversee and expand the new Educational Ambassador program.
8. Assist IMASA with the launch of the new South African Institute.
9. Review the concept of awarding points for teaching at clerk institutes and conferences.
10. Review Study Tour to ascertain what points should be awarded for participation.

The majority of the Committee's goals were completed prior to the mid-year IIMC Board of Directors (Board) meeting in November 2009. That work comprised of the Committee making several recommendations to the Board specifically related to Goal #1, as well as additional recommendations for Goals #2 and #4, Goal #3, Goal #9, and Goal #10. As the Board is aware, those recommendations were based on substantial input from the Institute Directors, State and Provincial Education Chairs and IIMC members. Because many changes to the Program Certification/Education Guidelines were adopted by the Board and implemented as of January 1, 2010 and published extensively to the membership, this report will not recap those recommendations.

Since that time, the work of the Committee has been primarily to review policies and supporting documentation developed by IIMC staff, that were needed to implement the Program Certification/Education Guidelines. In addition, the Committee reviewed applications filed for new institutes, scanning procedures for attendance at IIMC Conferences and Goal #7, relating to the Ambassador Program. What follows is a summary of the work efforts completed by the Committee since mid-year.

### **Item connected to Goal 1 - CMC Certification Reinstatement Program Policy**

With the Board's decision to eliminate the Recertification Program Policy, a Policy needed to be developed that would guide IIMC staff in reviewing requests from individuals who previously held the CMC designation and want to reclaim that designation or active members who are in the re-certification process. The Policy also contains information on how staff would notify clerks in the Recertification Program and to assist or guide them into the MMC program. It also clearly states that all in order for CMCs to retain that designation they must remain a member of IIMC. Based on input from staff, the Committee drafted a Policy which was forwarded to the Policy Committee and President Stratta on February 1. That Policy is Attachment A to this report.

### **Goals 2 - Develop a written policy regarding the conduct of Athenian Leadership Dialogue Series.**

Attached to this report is an Athenian Leadership Dialogue Policy (Attachment B) the Committee would like the IIMC Board to consider. It virtually mirrors the policy approved at the mid-year Board meeting and includes the same 2-point recommendation approved by the Board. However, it contains more explanation about Dialogues for clerks who are unfamiliar with them, and states that participants would be able to earn 1 point for attending at least 3 hours of the Dialogue should they need to leave in the event of a sudden illness. These are the only two differences between what was adopted and what is now proposed.

#### **MANAGEMENT'S RECOMMENDATIONS:**

We believe the existing policy that the Board approved at the mid-year meeting is working without any issues and should not be changed. We are apprehensive about attendees earning half the points due to illness, etc. This may start a precedence with other education sessions. We also believe that there's plenty of information on our web site that clearly explains what the Dialogues are about. With all the adjustments that the Athenian Society has undergone since 2004 – 05, any more changes may cause the demise of the ALS program as part of IIMC education programs.

### **Goal 5 – Review applications filed for new Institutes.**

In January of this year the Committee had the opportunity to review and provide IIMC staff comments regarding the Master Municipal Clerk Academy Program submitted by the Oklahoma Institute. The Committee would like to congratulate the Oklahoma Institute for its new MMC Program.

In March the Committee reviewed and provided feedback to IIMC staff on the Institute proposal from the Society of Local Council Clerks (SLCC) in the United Kingdom and were pleased to support their application for an Institute. The Committee would like to welcome the first IIMC Institute in the United Kingdom.

Both of these programs will serve their members well in obtaining their IIMC designation.

The Committee is currently reviewing a Missouri Institute proposal received on April 21, 2010. Comments are due back to IIMC staff on May 3.

### **Goal 6 - Provide technical review and approval of new on-line educational programs.**

Staff advised the Committee that they had been looking at accepting webinars, provided they meet the Advanced Level criteria and that an assessment is completed following the webinar. If webinar is put on by a State/Provincial/National Association, or other organization, participants must complete a course review. Staff recommended that webinars be approved provided they meet the following criteria:

- ✓ Meets the current Education Guidelines in content,
- ✓ Goes through the course review and approval process through IIMC,
- ✓ Includes an assessment tool,
- ✓ Contains a minimum of 2 hours for webinars taken through a local State Association with course review and approval from IIMC, and
- ✓ Contains a minimum of 3 hours for professionally-related webinars in approved subjects.

Staff asked the Committee to review the proposed point structure and criteria. The Committee concurred with staff's recommendations and was pleased to learn that staff had approved two pilot webinars in California and Florida. Feedback from participants of those seminars were positive and the Committee looks forward to the expansion of webinar use.

#### **Goal 7 - Conduct outreach and education on Certification Program Guidelines and oversee and expand the new Educational Ambassador Program.**

Following the approval of the new Program Certification/Education Guidelines the subcommittee began with a review of the *Education Ambassador Program: An Overview & Criteria* drafted by the former Education Director. The subcommittee has worked diligently on condensing and simplifying this document. The working draft is attached to this report as Attachment B. The subcommittee developed a schedule to begin promoting and providing clerks an opportunity to sign-up if they are interested in participating in the Program at the IIMC Conference in Reno, Nevada. That schedule is also attached to this report as Attachment C.

The Committee recommends that this goal continue into 2010-2011 because the attached document is still in draft form and is agrees with IIMC staff that this Program will be a work in progress until a new Director of Education is hired. The new Director of Education may have new insights and ideas as to how this Program should be conducted.

#### **Goal 8 - Assist IMASA with the launch of the new South African Institute.**

As of the date of this report the South African Institute has not submitted its paperwork to request approval of their institute.

#### **Scanning Policy for Monitoring Attendance at IIMC Annual Conferences.**

The Committee reviewed and provided input to IIMC staff on the Scanning Policy for IIMC Annual Conferences which will be used for the first time this year in Reno, Nevada. The Committee recommended at the mid-year conference that up to 8 points be awarded for attendance at IIMC Conferences. In order to earn 8 points, clerks must attend the entire conference and scanners will be used to verify attendance.

#### **List of Subject Categories Approved for Education and/or Professional/Social points.**

At mid-year the Committee provided the Board with a list of subject categories for education subjects that should be counted as MMC points for both education and/or professional/social points. Since that time, IIMC staff has worked to expand the categories and asked the Committee for its input. It should be noted that this list is **NOT** all inclusive and should be viewed as a fluid document that will continually change based on the education needs of the membership. That approved list has already been made available to the membership via the IIMC E-Briefings.

### **Pending Items:**

- ✓ The *Best Practices* document has unfortunately taken a back seat to the much-needed changes to the Program Certification/Education Guidelines and other priorities of the Committee this year. The list of *Best Practices* (Attachment E) was developed by reaching out to State Associations and Institute Directors asking what they are doing to keep their membership up-to-date on educational opportunities and certification requirements. It is the Committee's continued hope that sharing this information will provide fresh ideas on how information can be shared with the membership regarding available education programs and certification requirements. The Education Ambassador Program will also play a large role in communicating this information to the IIMC membership.

The document should be reviewed one last time by the Committee then sent out to State Associations and Institute Directors as soon as possible.

### **MANAGEMENT'S RECOMMENDATIONS.**

Staff will need to review and provide input on this document before it can be sent out to anyone.

- ✓ The Committee talked about writing articles for the *IIMC News Digest* that would focus on frequently asked questions (FAQs) about certification. The intent is to highlight questions that are repeatedly asked and direct the reader to the IIMC Website and the posted FAQs. Given the phenomenal information provided by IIMC staff regarding changes to the certification programs through IIMC E-Briefings no articles have been written for the *Digest*. The 2010-2011 Program Review and Certification Committee may wish to revisit this issue.

**Financial:** The Program Review and Certification Committee required no financial expenditures during the past year.

**Summary:** The 2009-2010 Program Review and Certification Committee appreciates the many changes that the IIMC Board of Directors implemented in January of this year to address numerous concerns raised by the IIMC Membership. The Committee would like to thank IIMC staff for their patience and guidance during this busy time and for all their efforts in revising and streamlining the Program Certification/Education Guidelines and the form submitted by state associations for the review of courses and many other documents prepared by staff and given to the Committee for review.

It has been an honor and privilege to work with the dedicated professionals on the Program Review and Certification Committee this past year. I would like to thank President Stratta and the IIMC Board of Directors for allowing me the opportunity to serve as the Committee's Chair for 2009-2010.

Respectfully submitted,

Nancy A. Vincent, MMC  
Program and Program Review Committee Chair

Attachments:

- Attachment A - CMC Certification Reinstatement Policy
- Attachment B - Proposed Athenian Leadership Dialogue Policy
- Attachment C - Working draft of the Education Ambassador Program
- Attachment D - Schedule for promoting the Education Ambassador Program
- Attachment E - Best Practices

# Attachment A

## CMC Designation Reinstatement Policy

Effective January 1, 2010, the IIMC Board of Directors voted to do away with the recertification process for the CMC designation. The following policy establishes the guidelines for those persons who previously held the CMC designation and wish to reclaim their designation. **All CMC designees must remember that membership in IIMC is a requirement to maintain the designation.** IIMC also has two statuses for those who are not currently working as municipal clerks; **retired** and **member in transit** (actively looking for work as a municipal clerk). Any of the three statuses MUST be maintained in order to keep the CMC designation.

Reasons that a CMC designation was dropped and the method to reinstate said designation:

- apse or break in membership with the member now inactive.
  1. IIMC staff will draft a letter letting these potential members know that renewing and maintaining their Membership with IIMC now will reinstate the CMC designation. This will be a one-time mail out that will happen in the spring of 2010.
  2. These will have to be hard copy USPS letters, with a membership application inside with a check box that says “Yes, I would like to reclaim my CMC designation. I have enclosed a check for membership in IIMC. Please send me an updated CMC certificate”.
- CMC was rescinded for an active member (due to not Re-certifying on time, or not submitting materials towards the MMC while enrolled, etc.)
  1. IIMC staff will send a letter letting the member know that they may reclaim their CMC status, by responding with a given sheet requesting a new certificate. Again, this will be a one-time mail out in the spring of 2010.

Current active members who are in the re-certification process or who have already recertified will follow the following process:

- IIMC staff will send out a separate mailing/E-blast/notification to the membership who HAVE ALREADY recertified, stating that if they choose to enter the MMC program, they need not pay the \$50 entry fee (already paid for Recertification, so this will be applied towards the MMC program)

- he Recertification Status in the applicants file will let IIMC know that 20 points of Advanced Education should be placed towards the MMC Designation. (If the member has already recertified once and thus “used” 20 advanced education points for the recertification, they cannot use those points again.)
- f the member is working on a recertification, any points they have accumulated will count towards their MMC designation.
- f the applicant does not plan on entering into the MMC program, the only things the applicant will need to do is request a new CMC certificate (because the current CMC certificates have an expiration date on them) and maintain IIMC membership. A form for this request will be included with the mailing.



## Attachment B

***LATEST FINAL DRAFT - 2/9/10***

### *ATHENIAN LEADERSHIP SOCIETY*

## POLICY GUIDELINES

### PREFACE

The Athenian Leadership Society is a unique educational program operated under the auspices of the International Institute of Municipal Clerks. The program seeks to broaden the knowledge of Municipal Clerks in the area of leadership skills and principles, with the expectation that an understanding of this subject matter will increase a Clerk's professionalism, effectiveness in office, and value to the community he or she serves. The Society uses the learning experience of a Dialogue, based on the Socratic method, which allows for an in-depth examination and far-reaching discussion of the themes, issues and dimensions of leadership exhibited in the stories of individuals and/or groups.

Those participating in a Dialogue need to purchase the selected book on their own and have completed their reading of it before the Dialogue begins. A basic premise of the Dialogue method of learning implies the value of learning from the unique knowledge and experience of one's professional colleagues. Participants should come to a Dialogue prepared to share their thoughts and ideas and be fully engaged in the discussion.

### STATE/PROVINCIAL/NATIONAL ASSOCIATION DIALOGUES

- the Association procures their own Facilitator at a cost negotiated between Facilitator and Association, and selects a book for the Dialogue. A list of books that have been used in previous Dialogues is available at [www.iimc.com](http://www.iimc.com). This list is not intended to be exclusive.
- the registration fee for a Dialogue is determined by, and paid to, the Association and depends on Facilitator, room rental and/or food costs. It is suggested that a higher registration fee be set for attendees who are not IIMC members.
- if this is a new Dialogue or a new Facilitator, IIMC requires pre-approval for the Facilitator and book. Otherwise, all the Association needs to do is inform IIMC of the Dialogue logistics.
- if requested, IIMC will publicize the Dialogue on its website to IIMC members who might be interested in attending.

### IIMC DIALOGUES

- the registration fee for an Athenian Dialogue at an IIMC Annual Conference is \$100 (book and lunch on your own).

### EDUCATIONAL VALUE

Participation in an Athenian Leadership Dialogue will earn a member two (2) education points toward CMC or MMC status. IIMC will not track attendance; attendees should retain proof of their attendance (copy of registration form).

## **ATTENDANCE**

Issues surrounding attendance invariably arise when a participant is seeking IIMC credit for certifications. It is recognized that while there is value in simply reading a book chosen for a Dialogue, the importance of actual involvement throughout the entire Dialogue cannot be overemphasized. Therefore, attendance and participation is required to earn IIMC credit. In the event of sudden illness during a Dialogue, a minimum three hours of attendance will earn one (1) point toward certification. Full credit will only be given for participation in the entire Dialogue.

## **LEARNING ASSESSMENT**

Participants seeking IIMC credit will complete a written assessment of the Dialogue experience. The principle aspect of the assessment is personalization: what lessons can the Clerk, as a public leader, take from the book and the Dialogue to consider and apply. This learning assessment method requires that the participant assess what he or she learned that is meaningful, relevant and applicable to their life and career. The assessment should avoid the tendency to restate the content of the book in summary form – a book report. Written assessments need to be turned in to the Facilitator for review.

## **THE ATHENIAN LEADERSHIP SOCIETY**

A Clerk can become a Fellow in the Athenian Leadership Society following the completion of ten Dialogues, and will be recognized and inducted into the Society at the next IIMC Annual Conference. No time limit is imposed on a Clerk seeking to become a Fellow in the Society. There will be a one-time ALS Fellow enrollment fee of \$15, payable to IIMC. Only IIMC members may become Fellows in the Athenian Leadership Society.

## **A NOTE ON FACILITATORS**

A Dialogue Facilitator may be an Institute Director, a University Professor, or even a Master Municipal Clerk/ALS Fellow.

The ideal Dialogue Facilitator should be an individual who is capable of grasping and dissecting the essential leadership knowledge that is contained in and dispersed throughout the contents of an appropriate book. This knowledge must then be conveyed primarily through discussion, as opposed to lecture alone, eliciting input from each individual participant on the relevance and applicability of the principles and skills gleaned. The Facilitator must in essence build a “bridge” between the ideas contained in the book and the leadership concepts and principles that are relevant to a Municipal Clerk.

The Facilitator initially must be able to write a succinct yet thoughtful summary of the book chosen. This summary, which will be included in the Dialogue announcement, is typically meant to intrigue and persuade the potential Dialogue participant that, in registering, their time, effort and money will have been well spent.

A Facilitator must be an excellent communicator, listener and questioner, able to keep the conversation going, able to summarize participants' unique contributions, and able to go beyond the pages of a single book in shedding new light on the insights contained therein. (Additional research may be required for some Dialogues.)

# International Institute of Municipal Clerks

Education Department

The Education Ambassador Program:  
An Overview & Criteria

February 11, 2010

## INTRODUCTION

IIMC currently has more than 10,000 members of which about 50% hold one of the two IIMC designations; the CMC or MMC. With a total staff of 10, the ratio of members to the IIMC staff is 1000 to 1, and the ratio of CMC and MMC certificants to the IIMC Education Department staff is 1250 to 1. As a result, the Education Department staff receives a good deal of telephone calls, electronic mail, facsimile, and regular mail every day. **Comment [em1]:** this line “sets the scene” if you will, and provides a nice transition into the rest of the document.

The IIMC Education Ambassador program is designed to train those members who are willing to assist in responding to questions asked by the members regarding the certification requirements. In their supporting role, the Education Ambassadors act as liaisons between the IIMC Education Department and the members who seek an IIMC certification.

## THE ROLES OF THE EDUCATION DEPARTMENT AND AMBASSADORS

The fact that certification is the number one reason for the members to continue supporting IIMC puts the Education Department in a sensitive and unique position.

The primary role of the Education Department staff within the context of the certification process is to review and advise per the current Education Guidelines. The dual and unique position of the IIMC staff may put them in an unpleasant situation in which the recipient of the service may not appreciate or accept the reason(s) for enforcing the compliance with the predetermined IIMC Education Guidelines.

Similarly, the position of the Education Ambassador is unique. On the one hand, the Ambassador volunteers to assist their colleagues and the IIMC Education Department in explaining the certification processes, and on the other hand, they must adhere to the IIMC predetermined standards of educational quality.

To avoid any misunderstanding or confusion from the outset, it will be helpful if the Education Ambassador articulates their role as an education adviser rather than an advocate. By not serving as an advocate, the Education Ambassador maintains their freedom from bias by functioning as an informed neutral observer and adviser in the certification process.

It will be extremely constructive if the Education Ambassadors convey to the membership that the IIMC predetermined standards of educational quality are established by the entire IIMC Board of Directors through a well-established process. The Education Department only enforces those standards, and until those standards are revised by the entire Board, they are not subject to undue influence by anyone.

It is also very important for the Education Ambassador to articulate their role, responsibility, and authority by informing the membership that their role is advisory not advocacy. The Ambassador's statements regarding certification are unbinding, and the final decision regarding certification rests with the IIMC Education Department.

In compliance with the 2010 Education Guidelines, the IIMC Education Department manages a Course Review Process in which the level of a course is determined.

Generally speaking, the questions regarding Course Review are about the determination of the levels of the courses. This matter is a part of the 2001, 2006, 2008 and 2010 Education Guidelines as follows:

The issue of level and rigor of courses is explained in 2001 Education Guidelines (please see page 9) as follows: "1. Program materials, presentations and discussions should be at an advanced level of difficulty relative to CMC course content. 2. Program content should emphasize management and leadership concepts and skills development. It should also emphasize development of interpersonal [relations], decision-making and planning skills. 3. Course presentations should offer intensive and in-depth discussion of selected subjects. Presentations should avoid repetition of basic materials offered in certification programs, and should focus on challenging and expanding participant assumptions and ways of thinking. Presentations should emphasize long-range issues and personal capability requirements, and deemphasize immediate, short-range clerk problems and concerns. Exchanging of ideas should be encouraged through presentations by municipal officials, visiting scholars and instructors, professional clerks and other experts from outside the program area..." The above three points were summarized on page 19 of the 2006 Education Guidelines as follows: "The educational requirements for MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced."

The Education Ambassadors should familiarize themselves with the Course Review Criteria, Template, and an example of a completed template posted on the IIMC website.

#### **EDUCATION AMBASSADOR CRITERIA**

The role of Education Ambassador is advisory and his/her discussions with constituencies are nonbinding. If in doubt, the certification candidate must seek and obtain the agreement of the Education Department in writing. The main purpose of this program is to help the certification candidates better understand the requirements and resources for the certification they are seeking. Other requirements include:

1. IIMC member in good standing
2. Hold an MMC
3. Willing to attend the training programs for Education Ambassadors
4. Ability to respond to inquiries within a reasonable time period
5. Demonstrating sufficient hands-on knowledge of the Education Guidelines by passing a test administered by the IIMC Education Department
6. Pledge of adherence to the IIMC Education Guidelines and the Criteria for serving as an Education Ambassador.

## Attachment D

### **Schedule to Staff the Education Ambassador Program Table at IIMC Conference in Reno, Nevada**

Sunday, May 23	8:00 a.m. – 5:00 p.m.	
Monday, May 24	10:30 a.m. – 11:00a.m. 12:00 p.m. – 1:30 p.m. 2:30 p.m. – 3:00 p.m. 5:15 p.m. – 6:15 p.m.	Break Lunch Break Q&A Session re: CMC/MMC Programs (Education Ambassadors to attend)
Tuesday, May 25	7:30 a.m. – 8:30 a.m. 9:30 a.m. – 10:00 a.m. 12:00 p.m. – 2:00 p.m.	(Prior to general session) Break Lunch
Wednesday, May 26	7:30 a.m. – 8:30 a.m. 9:30 a.m. – 10:00 a.m. 12:00 p.m. – 2:00 p.m.	(Prior to general session) Break Lunch

Best Practices

	Region IX – Alaska, Washington, Oregon and California	Colorado Municipal Clerks Association	Oregon Association of Municipal Recorders	Missouri City Clerks and Finance Officers Association	Washington and Nebraska Municipal Clerks Associations	Texas Municipal Clerks Association, Inc./Texas Municipal Clerks Certification Program	Wisconsin	Maine
Contact Information	California – Dawn Abrahamson, 510-284-4063 <a href="mailto:dabrahamson@ci.firemont.ca.us">dabrahamson@ci.firemont.ca.us</a>  Washington/Oregon/Alaska – Dema Harris, Institute Director509-684-8621 (home/off) 206-276-9181 (cell) <a href="mailto:demah@wsa.edu">demah@wsa.edu</a>	Colorado - Cheryl Aragon, 970-350-9743, <a href="mailto:Cheryl.aragon@greel.eygov.com">Cheryl.aragon@greel.eygov.com</a> Or Nancy Varra, 303-335-4571, <a href="mailto:varran@ci.louisville.co.us">varran@ci.louisville.co.us</a>	Tracy Davis, 503-856-3412, <a href="mailto:davist@keizer.org">davist@keizer.org</a>		Nebraska – Christine Reed, Institute Director, 402-554-2864, <a href="mailto:creed@mail.unomaha.edu">creed@mail.unomaha.edu</a>	Texas – Patrice Fogarty, 281-403-8685 <a href="mailto:pfogarty@miss-ourcitytx.gov">pfogarty@miss-ourcitytx.gov</a>	Kassie VanRemortel, 920-465-2468, <a href="mailto:vanremok@uwgb.edu">vanremok@uwgb.edu</a>	Nadeen Daniels, 207-829-2205, <a href="mailto:ndaniels@cumberlandmaine.com">ndaniels@cumberlandmaine.com</a>
Develop “experts” who know IIMC Education Guidelines and State/Provincial education programs.	Knowing both of these together is key to identifying specific paths for members to reach certification. Have the experts available where municipal clerks gather, e.g. mentor table, informal session before the conference/meeting begins, or part of the welcome to new members or first time attendees. Be at the podium at all gatherings.	Mentors and “experts” attend each business meeting as well as planned sessions at our institutes and conferences to discuss and go over certification requirements.	Have a session for new Recorders at conferences which include an overview of certification program. Panel speakers include the IIMC Region Directors and Institute Directors and are those “experts”. Guidance/assistance is provided for clerks completing paperwork for certification.	At MCCFOA annual Spring Institute, a session is held that discusses the certification programs and what is required to achieve your MRCC/CMC and your MPCC/MMC.	Nebraska has initiated a one day "Clerk University" for first year clerks at the start of our Institute - modeled after Arizona - which covers the triangular partnership and requirements for CMC and IMMC. We received positive feedback and plan to continue Clerk University. Nebraska also does a "Burning Issues" session in which new clerks learn a process for setting strategic	Texas has a well grounded and well rounded group of professionals who know the education guidelines and state education programs to be able to mentor those clerks seeking their certification in Texas laws and procedures, their TRMC, as well as IIMC certification.	At my advisory boards I educate the attendees on the guidelines of IIMC. I want them to understand that the program isn't random education and that some of the classes must be offered to meet their standards.	The MTCCA invites the Region I IIMC representative to our bi-monthly board meetings to provide periodic updates to the board regarding the actions, activities of IIMC.

	Region IX – Alaska, Washington, Oregon and California	Colorado Municipal Clerks Association	Oregon Association of Municipal Recorders	Missouri City Clerks and Finance Officers Association	Washington and Nebraska Municipal Clerks Associations	Texas Municipal Clerks Association, Inc./Texas Municipal Clerks Certification Program	Wisconsin	Maine
					priorities for their communities. The topics that emerge from the exercise become "strategic priority" sessions for the following year's Institute.			
<b>Expand education programs where needed.</b>	Some sources previously relied upon for CMC, MMC, and recertification points simply do not qualify any longer. For example, college coursework credit is limited, MMC Advanced Education categories are fewer, and seminars not directly related to the municipal clerk profession do not qualify. Where there is great need, expand programs.	On the Road Workshops are held across the State. Some are for clerks working towards CMC and some are for those working toward their MMC. They are designed and expanded as needed for our membership. Academy sessions are held in September of year. Pre-approval is obtained through the Institute Director.	Have stand-alone Academy sessions twice a year for members. This is done in coordination with Institute Director with pre-approval for IIMC. 3 points per 6 hours of instruction are granted.	Missouri has its own certification program. It intentionally mirrors IIMC's so that when a Clerk is working toward Missouri certification, they would also be eligible for IIMC certification. Missouri has an education committee that plans the sessions, along with our Education Director. The sessions are planned so that a Clerk can meet the education requirements and obtain certification in 3 to 4 years. The sessions are planned based on the guidelines of IIMC. Additionally, we have		TMCA, Inc.'s., mission and purpose is to promote the Texas Municipal Clerks Certification Program. A clerk who completes the approximately 200 hours correspondence course, the 8 related TMCCP seminars, and successfully passes the 4 exams, receives the Texas Registered Municipal Clerk's Certification or TRMC. TMCA has a standing certification committee of 8 members and the administrative director. This committee meets twice a year and also serves members throughout the year	I continue to expand the offerings available. I have created an Administrator Summit which I have master academy approved. This enables clerks the opportunity to rub shoulder with administrators, as well as learn their jobs. My next step will be to create a certification. My goal is to make it a credible credential that municipalities will look for when hiring.	

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				a certification committee that reviews the applications of those applying for Missouri certification. Any questions regarding courses not taken through the Missouri City Clerks & Finance Officers Association are evaluated for content and relevance. The Committee determines if it meets the criteria for certification and makes a recommendation to the Education Director.  The recent changes to ILMC's education guidelines have some impact on our certification program. Missouri chose not to add the additional requirement of the 120 hours – Missouri's is still 100. Even with the changes made by ILMC, it is possible to		via email deliberations when necessary. This committee also advises the TMCA Executive Board concerning educational concerns and administration.  The requirements to achieve the TRMC and the recertification are posted on the TMCA, Inc., website.  Board members, certification committee members, and chapter members serve as mentors and during chapter meetings they promote the Texas certification as well as the ILMC certifications.  ILMC guidelines are linked to the TMCA website. Experienced members also mentor and advise newer members on the CMC and MMC. Texas has its own certification program that was developed		



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				obtain both your CMC/MMC and your MRCC/MPCC. It will take a little longer to get the IIMC certifications, but it is still doable.		following the IIMC curriculum guidelines. The programs' directors, the certification committee members and the executive board collaborate to expand, improve, and update the TMCCP educational program.		
						The Texas requirements are the same as IIMC's educational guidelines and when a Texas clerks completes the TRMC that designation is worth 50 points towards the completion of the CMC.		
Create and distribute a calendar of education opportunities with State/Province.	Publish the education calendar in the State and Division newsletters, add to the Association website, and distribute anywhere municipal clerks gather.	Website contains continuing education and professional development sessions and for other professional organizations which provide training needed by clerks. Links to IIMC distance education courses.	The OAMR Professional Growth and Development Committee include a certification article in each edition of the newsletter.  IIMC Region Directors who provide information in a quarterly newsletter,			The Texas educational sessions are planned 3 years in advance. The sessions rotate throughout the state of Texas. The educational content, based upon the 4- required courses of the TRMC is also rotated. The	I have our education opportunities on our website. I send brochures. I e-mail WMCA to send e-cards to their membership.	

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		On the Road Workshops are announced by March of each year so that clerks can plan to attend training close to them.  All training opportunities are also included in each newsletter along with articles regarding certification requirements.  Region VIII Directors provide information in a quarterly newsletter including articles on certification.	including articles on certification. The newsletter is shared with all Region IX members.			<b>exception is the election law seminar which is always held in January because that's when the duties for May municipal elections begin and the clerks have an absolute need to get the information right at that time.</b>  <b>Printed calendars with dates, locations, course work, and speakers are also available at each educational session.</b>  <b>Printed individual transcripts and session calendars are mailed to each enrollee in April.</b> Members may also access their own educational records through a secure password and access to the TMCA/TMCCP website.		
<b>Sponsor MMC Academy</b>	MMC's need Advanced Educational	Additional venues are being added through				Financially and administratively this is	As referred to before I offer classes	

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sessions outside traditional campus Academy	venues. Work with your Institute Director to provide complementary -not competitive -sessions for MMC points. Evaluate the Academy campus curriculum and offer supplementary opportunities during regularly scheduled conferences, or before/after conferences.	On the Road Workshops and expanding conferences to include additional or supplementary opportunities.				not feasible. A recent development has been to attach an ILMC Athenian Dialogue Session prior to a TMCCP session. This has been initiated and sponsored by clerks or local chapters.	throughout the state in conjunction with associations.	
Submit every education session for pre-approval	Work closely with the Institute Director, however, the ID's do not have to do all the work. Engage the State Education Committee and members to design sessions and complete the pre-approval process. Conferences could qualify for CMC Experience points, MMC Advanced Education points, and recertification points, with everyone attending the same sessions. Work with	Education Committee works closely with Institute Director for pre-approval of all education sessions regardless of whether they are On the Road Workshops, Institutes, Academy Sessions and/or conferences so clerks know whether participation is for CMC Experience points, MMC Advanced Education points or recertification points.				TMCCP is an ILMC approved academy. The purpose and mission of the Texas program is to educate and produce Texas clerks who are competent and knowledgeable about Texas laws, codes, procedures, and practices so that is the first and major criteria. The Texas program does follow the comprehensive curriculum developed by ILMC some years ago. It's a good	I submit all of my education for pre-approval. I do not want to take the chance of something not meeting the standard or guidelines of ILMC. I also want to give the Wisconsin clerks every opportunity to be able to benefit from education and certification.	

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\* See last item on table for more information.

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	the IIMC Education Department to ensure programs meet all levels.	transcript program on CMCA's website for clerks use in tracking training and points towards CMC or MMC certification.				educational and professional development spread. Therefore, the Texas sessions have been and are approved by IIMC for education points towards the CMC and MMC. If anything, the Texas sessions are more detailed, intense, and concentrated in order to meet the rigorous TRMC requirements.		
						The Texas certification committee, executive board and directors are excited that IIMC is doing away with the pre-approval process in the future and allowing each state to determine the best educational requirements and delivery for that state's clerks. Good job!		

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Aim for Advanced Education programs where clerks of all certification levels are attending	Programs that qualify for Advanced Education will accrue points for MMC (Advanced Education), CMC (Experience), and recertification candidates.	Currently have education components for clerks working on their CMC as well as MMC. Designing additional programs with Education Committee and Institute Director for MMC points.				TMCA provides advanced education across the state which any clerk at any level may attend. Education includes advanced supervision, intergovernmental issues, and personal development issues that provide outstanding opportunities and benefits for clerks of all levels of certification and years of experience.	I believe it isn't always wise to have all levels of clerks attending the master Academy classes. I try to really give advanced information and knowledge. With some topics when you have less seasoned people in the room they cannot understand nor have the critical thinking skills necessary to contribute or benefit.	201
Create a mentoring program	The "experts" train other mentors to provide a local connection to information and support. The experts remain an information resource to mentors. Experts, mentors, and IIMC staff work together to answer questions and explain certification requirements.	Currently have a Train the Trainer program to create experts and mentors.				Texas has 16 local chapters whose members serve the mentoring purpose very well. The local chapters provide additional educational and invaluable professional networking for clerks within a specific area of this big state.	WMCA has a mentoring program for all their members. I try and hook up our new institute clerks to that. In addition the first year people are matched with a second year person at the Institute. I have the 2nd year advisory board members write my new people a letter and call them. The 2nd year people than have a mixer the night before the	

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<b>Provide information on existing paths to certification rather than focusing on “what used to qualify for points.”</b>	Have the calendar of education programs at your fingertips. Research options in nearby states. Request pre-approval of on-line coursework. Keep in mind that courses that are mandated by the municipalities, States, or Federal government may not qualify for CMC, MMC, or CMC recertification points.	Our Association has shifted gears from what used to qualify to what needs to be done so that points towards either CMC or MMC exist at all education venues. Education Committee is working hard with Institute Director for pre-approval of all training sessions.	OAMR provides funds (as do Washington and Alaska) to cover the costs associated for the Northwest Clerks Institute Director to attend each of the state conferences as well as the IIMC Conference. The Northwest Clerks Institute Director sets up a “help desk” at each of the state conferences to assist members with certification questions, review their certification application, and market the Institute.			Yes, we talk about and provide the current information to clerks so that they may make choices that provide certification.	Sunday before the Institute I give a presentation on certification. I present all the many ways a person can earn points. I do however stress that attending the Institute is by far the best education you will find for the skills sets they need to perform their job.	

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			states in Region IX contribute to a travel fund to assist the Directors in attending our conferences.					
<b>Listen to the State/Provincial membership and provide what they are asking for</b>	Are there pockets in the State asking for something local? What are the topic areas being requested? Do they want one-day, two-day, or one-week sessions? If you give them what they are asking for, they will come.	On the Road Workshops are developed annually in addition to gearing the annual conference to meet the needs of the membership.				Absolutely! Always! The Texas program is truly run by the clerks through the elected executive board that meets 3-4 times a year, the certification committee that meets 2 times a year, by various committees that provide services and outreach to members, and by the session evaluations that are completed following each session. Those comments and evaluations are reviewed by the board and directors. The office staff of TMCA/TMCCP are in daily contact with members and are available throughout the educational sessions. Each Texas president tries to visit	I have an advisory board of student attendees (27 members). I serve on WMCA's education committee. I invite WMCA to my fall advisory board to hear from our students first-hand what their needs are and their experience at our program.	

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						the 16 chapters during the year and provides an informative program and listen to the members while there. Texas also has a member Yahoo group where clerks may get help from one another and the questions asked on that site provide ideas about possible educational needs.		
<b>Offer the information again and again.</b>	The certification process to some is complex. Especially for those new to the profession and IIMC, the information is overwhelming. Offer sessions on certification routinely so members have multiple opportunities to gain greater understanding of certification requirements and education opportunities.	The mentors are used at institutes, On the Road Workshops and conferences to speak with clerks who do not understand the certification process. Specific sessions are held at conferences and institutes to go over certification requirements to ensure broader membership is aware of requirements.	At most OAMR conferences, we have a session for new Recorders, which include an overview of the certification program. Panel speakers include the IIMC Region Directors and Institute Director.			Education information is provided at each and every educational opportunity... <b>at educational sessions, newsletter, website, chapter meetings, online, printed material, etc.</b> We do this through the president's speeches and through articles in the TMCA online newsletter that comes out quarterly. We could do more. We should do more about the history and development of TMCA, TMCCP, Chapters, and TRMC.	Institute is a living program that has changes every year. Although there are basics that are needed to be offered such as Parliamentary procedure, liquor licensing, and open meetings law, I am constantly reviewing what I am doing and making changes to meet the every changing jobs of our clerks. The Master Academy I never repeat. It is always fresh new material and topics. I would classify my	204



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						The newer members just seem to know they need to get certified and want to get certified—sometimes it is part of their employment package---but we could do more to emphasize the value and philosophy to add to the pride of the accomplishment.	programming as "cutting edge" and I am proud of it. I spend lots of time working on it.	
Explain the philosophy of the Education Guidelines	This certification is for "municipal clerks". All education and experience should be in support of the core duties. Remember, duties of municipal clerks differ among States/Provinces. The core duties are the basis for the certification. Encourage municipal clerks, for certification purposes, to focus their investment of time and money on education sessions and activities directly related to the core duties of the municipal clerk.						I pay close attention to the guidelines and believe their are classes that I offer that are enrichment and good for clerks to learn. I can fit everything in I need to. I am not sure having 120 hours improved anything. It just extended the time it takes. I am disappointed when Institutes have added 15 minutes here and there to stretch the time. I chose not to because I did not feel it added value to what I offered. Instead they have to come an extra	205

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							year and take new topic with more rigor	
Focus on the “Master” of MMC	MMC candidates are asking to be called "Master" and "Municipal Clerk" together. Keep that in mind when designing educational sessions and mentoring members.					When a member who has achieved the MMC serves as an instructor or is nominated for an award, the MMC is noted as an accomplishment.	The Master academy classes are advanced topics and the instructors use advanced teaching methods. We do more group interaction that takes thoughtful thinking. We try to stretch their critical thinking skills. We don't teach the basics. They should already know that.	The prestige of a CMC is highlighted as a tool in which to support your arsenal when seeking advancement and/or salary increase.
								206
Have instructors assist with pre-approval forms.	Ask instructors to provide course objectives, outcomes, teaching methods, and assessment tools. This is easy information for them. The remainder of the pre-approval form is information readily available to program organizers.					Financially and administratively this is not feasible.	I write up the pre-approval forms. I do work with my instructor to develop the objective and the learning outcomes. I ask them to write up a short description. I call them to discuss it and make sure we are all on the same page.	
Create scholarship opportunities and market those already	Full scholarships are not the only option. Partial scholarships are very persuasive in seeking matching	Partial scholarships are available for Institutes and Academy Sessions as well as CMCA annual,	OAMR averages \$10,000 per year in fundraising efforts to provide scholarship assistance to			Yes!! Scholarships and travel stipends are a regular TMCA, Inc., budgeted item. In addition, the	WMCA is excellent at offering scholarships to their members. Last year they gave over \$10,000 toward	

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available.	funding from a community. MCEEF offers scholarships also. Connect with other States/Provinces and share ideas on fundraising. Seek vendors that will provide scholarship funding.	Region VIII, and IIMC Conference. Additional scholarship funds were set aside last year for attendance at the Region VIII and IIMC conferences. Information is included in our newsletter advising our members that MCEEF funding is also available. CMCA holds silent auctions as our conferences to raise scholarship funds.	Recorders to attend the stand alone Academy sessions, Northwest Clerks Institutes, IIMC annual conference, and OAMR conference.			administrative director and some members have been very successful in obtaining numerous scholarships sponsored by vendors. Chapters have developed scholarships that are limited to their own local members. There are also scholarships to honor various leaders within TMCA and those are maintained by donations.	clerks education at the institute and master academy. I put this information in my brochures so clerks know to apply for them.	
Take the training where it's needed.	If there is an expressed need in a geographic area, consider venues that will accommodate those members. Take the show on the road. Have the trainers travel, instead of the students, to take advantage of travel and housing cost savings.	CMCA has On the Road Workshops throughout the State and expands those wherever a need is expressed.				The Texas certification program (requirement of 200 hours of study) is broken into four separate courses and 8 required 12-hour seminars in various locations around the state – since Texas is so big, this gives more clerks an opportunity to travel shorter distances. It also prevents clerks from having to be out of office for a whole	I am connected to several government associations. Because of this I offer pre-conference courses for their association. Many of my association don't mind me inviting the clerks. In fact it is to their benefit to mix. I get this education authorized as Master Academy. This assists in our education to be	

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						week for the traditional institute set up.	offered throughout the state.	
<b>Schedule training already pre-approved by ILMC</b>	Review education programs already pre-approved. Call upon the same presenters or substitute local speakers for the same content to reduce costs.	CMCA currently does this –helps relieve concern/stress of wondering how to get pre-approval plus they will know how many points they will receive.				Texas is an ILMC approved academy.	Only at the institute	
<b>Region Directors and State leadership take responsibility for making certification available to their members</b>	Elected leadership's role is to make it happen. Find the funding, create the programs, market, listen to feedback, and adjust to meet the needs.	CMCA leadership has very actively taken on the responsibility of making certification available to its members and continually adjusts the programs to meet those needs				All members, chapter officers, executive board, certification committee members and the office staff all take this responsibility very seriously. Every Texas clerks' daily work reflects on all of us. We realize this and want each and every Texas clerk to be certified so that each may perform their duties accurately, and professionally.	WMCA and the Institute Director make presentations at the Institute and WMCA's conference on the guidelines of certification. UW-Green Bay makes a special effort to offer programs throughout the state in addition to the Institute so access is widely available.	208

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Share ideas	Institute Directors, ILMC Board of Directors, and professional association leaders formalize a collection of best practice ideas and share widely. State leaders and ID's share ideas across borders.					We share ideas with all clerks, chapters, ILMC, and other state institute directors often.	UW-Green Bay as a large advisory board that meets after our Institute and we go over the evaluations, discuss what worked and what need improvement. The board give ideas on classes for next year and we discuss classes that may no longer be applicable to their profession. I am also on the board of WMCA's education committee and have input and receive ideas from that group as well.	
State Association Presidents develop an organization communication link.	Explore with ILMC staff a web-site tool or ListServ to communicate and share ideas among State Presidents. Education issues have no borders and meeting once a year limits your exchange of ideas. Elect a President of Presidents to funnel information from the ILMC Board of	CMCA newsletters currently contain links to ILMC website to help clerks find answers to questions.				State association president and board members maintain an organizational communication link with each other and with the entire membership. Texas Association presidents write 4 articles published as the lead story on the TMCA quarterly newsletter and any other article as necessary for	I have complete access and good communication with the State association. The president comes to our Institute and gives presentation in regard to their association. I serve on their executive board as a none voting member.	

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	Directors and IIMC staff. Share education ideas directly among Presidents.					communication to members. Presidents also visit each of the 16 chapters during the year to promote TMCA, install chapter officers, and encourage members to obtain certification. In addition, the TMCA website has links to TMCCP, all chapters, IIMC, job openings, and all other state associations or agencies that a clerk might need to perform duties.		210
List pre-approved coursework on State website	This will provide easy access for other State, Provincial, and National associations and membership to be aware of education opportunities and point value without need to request individual pre-approval. Other professional associations and individual IIMC members can "shop" for pre-approved coursework that could	CMCA is expanding what is on our website to include pre-approved course work.				All certification and re-certification requirements are on the website. Not the actually homework course work and exams, but all other information such as requirements, session dates and locations, book lists, etc.	I do not do that. I change my courses for the Master Academy yearly. I have over 30+ approved every year. I have my brochures of my curriculum linked to WCMA's website.	

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	be made available to their membership. For the long-term, IIMC is working toward software implementation that will provide this data base to the full membership.							
<b>Urge members to work with their State, Provincial, or National Association and Institute Directors when developing new education programs.</b>	Local groups planning education sessions working together with their State/Provincial/National professional association and Institute Director will maximize point value of programming over stand-alone programs.	Institute Director and Education Committee work very closely when developing new education programs. Many sessions previously offered have either been replaced or the sessions and speakers have been modified to maximize point values.	OMAR works closely with the Institute Director to provide a high level of training at the Institute. The Northwest Clerks Institute serves clerks/recorders from Washington, Oregon, and Alaska. We have a Northwest Clerks Institute Education Committee – 3 representatives from each state – that meet with the Institute Director to discuss and evaluate sessions. Oregon's representatives to this Committee are the OAMR President, OAMR Education Committee Chair, and the OAMR			When Chapters create unique educational sessions, the state association looks at the benefits for all Texas clerks and chapters also use state speakers and subject content for their chapter programs. Members also suggest topics and speakers to office staff and/or executive board members.	Not applicable	

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			Professional Growth and Development Committee Chair.					
Provide assistance with tracking transcripts for State Association members.		CMCA's website has been upgraded. With the creation of a transcription program, CMCA members will be able to track all classes regardless of whether it is an On the Road Workshop, Institute session, Academy session, Annual conference session tracking the attendance points and whether the points count towards CMC or MMC.				TMCA/TMCCP maintains the transcripts for all clerks enrolled in the certification and re-certification programs. The TMCCP office staff has provided a website where an individual member may log-in with a secure password to look at his or her individual record at any time.	I have my own system here at the university. People that lose their paperwork call me for it.	212



**To:** IIMC Board of Directors

**From:** Julie Krueger, MMC, Chair  
Public Relations & Marketing Committee

**Date:** April 12, 2010

**Subject:** Year End Committee Report

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## Background

The 2009-10 Objectives of the Public Relations/Marketing Committee are as follows:

1. Work with staff to develop a PowerPoint presentation as a marketing tool to showcase IIMC membership benefits at state/provincial/region/national meetings.
2. Promote and market to Regions X and XI the newly created List Serve as a global communication tool, as well as conference education sessions that have been developed to appeal to the educational needs of international members.
3. Develop and implement a program to promote IIMC's ideals to other professional organizations (i.e., ICMA, NLC) to include reciprocal articles in each associations' publications. Showcase the importance of the clerk position through this process.
4. Update the five-year marketing plan to include strategies for accomplishing the annual objectives; remove the 2008-09 year and add new objectives to maintain a five year rolling plan.
5. Develop criteria and methodologies for promoting Municipal Clerks Week and the profession in general.
6. Communicate with other IIMC committees to ascertain efforts by Public Relations/Marketing to help the other committees accomplish their goals.
7. Assist Region Directors with improving communication with their members within their region by creating a newsletter template that could be used to produce region newsletters.

## Discussion

In order to better achieve our objectives, a team leader and small number of committee members were assigned to work on individual projects. As a result of this more concentrated effort, many of the objectives are completed or nearly completed as of this writing.

Objective #1: Team Leader Mary Johnston and her group have updated the presentation, which was approved. The final version is attached. This document needs to have the IIMC staff and IIMC President messages added, then can be distributed for use.

Objective #2: Team Leader Glen Knox and his group made several recommendations, which were approved by the Board and will be implemented by staff.

Objective #3: Team Leader Shaunna Lee Rice and her group have developed the final draft of a job shadow program for review by the Board, including application and evaluation forms. The documents are *attached for review and approval*.

Objective #4: This objective is complete. The updated Five Year Marketing Plan includes some yellow highlighted areas which need to be updated by headquarters. Blue highlighted areas are revisions prepared by the Committee. *The Plan is submitted for review and approval*.

Objective #5: This objective is not complete. The Proclamation was updated and forwarded to staff for use. Proposed criteria and methodologies for promoting Municipal Clerks Week are being worked on by the committee at this time. We recommend this objective be added to the Committee's list for completion next year.

Objective #6: Team Leader Angie Blevins and her work group made contact with the various IIMC Committees to determine what we could do to help them with their committee objectives.

The two items listed below were not completed this year. We recommend they be added to the objectives for next year.

1. Provide suggestions on how to market the Study Abroad Tour and Exchange Program.
2. Assist with marketing of the Mentoring Program to State Presidents.

Objective #7: Team Leader Claire Lider and her group developed a template for a regional newsletter, which was completed.

## **Financial**

At this writing, there are no financial impacts. If the Board wishes to produce a CD version of the presentation contained in Objective #1, there may be a cost, but it could also be made available to those who would use it through the IIMC website, at no cost.

## **Summary**

With the approvals requested below, this Committee will consider Objectives #1, #2, #3, #4 and #7 completed for the year.

Objectives #5 and #6 should be added to the objectives of this committee for next year.

Objective #6 is an on-going objective, but the committee should work with the International Relations and Mentoring Committees to assist with marketing strategies for their specific programs. The PR/Marketing Committee should continue to work with the other IIMC Committees to accomplish their goals, as we are needed.

## **Recommendations**

1. Approve Job Shadow Program as presented.
2. Approve updated Five Year Marketing Plan as presented.

3. Add Objectives #5 and #6 to duties of the Public Relations and Marketing Committee for completion next year.

I would like to take this opportunity to thank President Stratta for allowing me to chair the Public Relations and Marketing Committee. Many people deserve special recognition for their dedication to accomplish our work plan. I would like to especially thank Mary Johnston, Glen Knox, Shaunna Lee-Rice, and Claire Lider for their willingness to step up and complete any projects that I asked them to help with. The entire committee made it possible to accomplish so much, but these four people were shining examples of the dedication it takes to get a job done.

#### **MANAGEMENT'S RECOMMENDATION - #1**

There are a few areas that we will need to revise (Athenian Society, President's and Executive Director's video clips). Once we are up and running with our new web site, we'll upload this presentation to the site as well as distribute it to Associations. It is an excellent tool to market IIMC.

#### **MANAGEMENT'S RECOMMENDATION - #2**

Our new web site will have a global network module that will allow easy access for interacting with members.

#### **MANAGEMENT'S RECOMMENDATION - #3**

Costs preclude us from realizing this goal since we've not had an approach regarding reciprocity. To place articles in other publications is costly. Most publications will reprint articles from IIMC's Digest, providing IIMC credit. We continue to exhibit at the NLC and ICMA Conferences. We do this more for exposure rather than recruitment. As far as writing specific articles that expound on the Organization, I believe that would be a goal of management.

#### **MANAGEMENT'S RECOMMENDATION - #4**

We are cognizant of and actively work with the plan. Regarding the membership numbers, we will need to revise those to reflect an accurate count by today's current statistics. Here are some of the plan's realizations from the past three years:

- new web site launches in June 2010
- marketing materials have been revamped
- E-Briefings are distributed weekly, bi-weekly and monthly
- Board members continue to market IIMC to non member clerks in their respective regions
- Continue and build working relationships with state/provincial/national associations
- IIMC's Municipal Excellence Award. No applications in 2010, but we had a winner in 2009
- Region directors have developed and distributed newsletters to their respective membership
- Mass mailing of IIMC membership postcards to all municipalities
- On-line News Digest features education articles and this past year a new feature on each Region was created and published
- Worked on increasing the visibility of Municipal Clerks Week

#### **MANAGEMENT'S RECOMMENDATION - #5**

This Committee helped redesign the Proclamation that will be uploaded on our site this summer. In 2009, this Committee suggested that IIMC ask members to forward contact information regarding the distribution of promotional materials for MCW. That effort was successful as the Member Services Department distributed approximately 600 emails to various mayors and city council members. For the second year in a row, we followed this tack and in 2010, the Department distributed approximately 1,200 emails, helping to promote MCW in respective municipalities.

#### **MANAGEMENT'S RECOMMENDATION - #6**

We believe this is on-going and highly encouraged.

#### **MANAGEMENT'S RECOMMENDATION - #7**

A newsletter template is being used with several regions producing monthly or quarterly newsletters.

#### **MANAGEMENT'S RECOMMENDATION – JOB SHADOW PROGRAM**

We are not certain of the audience of the Job Shadow Program. If it's possible, the Executive Director would like to work with the committee to determine exactly who, what, why, when, where and how regarding this program before we can recommend it. On the surface, it seems to be a good idea, but we need more information.





*International Institute of Municipal Clerks*

MEMBERSHIP MEANS SUCCESS!  
MEMBERSHIP MEANS SUCCESS!



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Mission Statement*

"PROFESSIONALISM IN LOCAL GOVERNMENT  
THROUGH EDUCATION"



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## IIMC HISTORY AND STATISTICS

- *Founded in 1947*
- *Over 10,000 members in 15 countries around the world*
- *Numerous Institute and Academy Programs with University Affiliation*
- *Governed by a 26-member Board of Directors with 22 Directors from IIMC'S 11 Regions*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## ORGANIZATIONAL STRUCTURE

- *Executive Committee consists of President, President-Elect, Vice President and Past President*
- *IIMC Headquarters staff consists of 9 full-time employees and 3 contract employees*
- *13 IIMC Standing Committees: Budget & Planning; Conference, Education & Professional Development; Elections; Ethical Standards; International Relations; Membership; Mentoring; Policy Review; Program Review & Certification; Public Relations & Marketing; Records Management and Research & Resource*





# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Benefits of Membership include:*

- *Certified Municipal Clerk Program*
- *Master Municipal Clerk Academy*
- *Networking*
- *Publications*
- *Monthly News Digest*
- *Professional Support*
- *Research and Information Center*
- *Annual Educational Conference*
- *46 University-based Institutes and Distance Learning*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

- Add video clip from IIMC President (approximately 3 Minutes)



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Certified Municipal Clerk Program (CMC)*

- *The program has been in existence since 1970*
- *Enhance the job performance of the Clerk in small and large communities*
- *Must attend extensive education programs to earn designation*
- *Prepares the participants to meet the challenges of the complex role of Municipal Clerks*
- *Providing Municipal Clerks with quality education in partnership with 47 institutions of higher learning*
- *Must be active member of IIMC to enroll in program*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## CMC Recertification Program

- *Enable CMC holders to keep current professionally*
- *CMC holders shall apply for recertification every four years unless application is made for admission into the MMCA program*
- *CMC holder must earn 10 education hours (5 points) each year for four years*
- *Total of 40 hours (20 education points) during the four-year period*
- *If the Clerk does not complete the requirements within the four-year period, their CMC designation is rescinded.*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Master Municipal Clerk Academy (MMCA)*

- *To qualify, one must have earned the CMC designation*
- *Is an advanced continuing education program that prepares participants to perform more complex municipal duties*
- *This program has an extensive and rigorous educational component, professional and social contribution component and a commitment to lifelong learning*
- *Clerks must demonstrate they have actively pursued educational and professional activities*
- *Keep informed of current socio-political, cultural and economic issues that affect local government*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

- *Add video clip from Executive Director Chris Shalby (approximately 3 Minutes)*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Your Involvement in IIMC*

- *Keep up to date with current trends by visiting IIMC's website and reading the monthly News Digest*
- *Consider serving on the Board of Directors*
- *Serving on the many committees*
- *Attending the Annual Conference and Region Meetings*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Municipal Clerks Education Foundation (MCEF)*

- *Tax exempt foundation under 501 (C) (3) nonprofit organization created to raise funds for IIMC.*
- *The funds are used to promote, train, and educate Municipal Clerks*
- *Scholarships are available for attendance at State Institutes*
- *Grants available to State/Provincial Associations*
- *Percentage of MCEF income is given to IIMC to fund Education*
- *Sponsorship of conference speakers and IIMC website*
- *Annual Walk/Run, silent auction, online auction and raffles are held to raise MCEF funds*
- *Endowments, member donations and memorial gifts also benefit MCEF funds*





# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Athenian Leadership Society*

- *Partnership between IIMC and University of Illinois at Urbana/Champaign*
- *Designed to promote leadership to Municipal Clerks through conversations and critical thinking*
- *Approved points are given after completion of the Dialogue to be used towards CMC or MMC*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## International Exchange Program

- *The purpose of this program is to provide an opportunity for Clerks to gain knowledge and improve their skills by interacting with their counterparts in other countries. This program aims to encourage IIMC members to broaden the frame of reference for their thinking, through first hand experience of a different work environment.*
- *This program aims to select two (2) IIMC members from different countries each year to be matched. Participants will act as an ambassador for their Local Authority, IIMC and their country.*
- *More information on this educational program is located on IIMC's website at [www.iimc.com](http://www.iimc.com)*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## Study Abroad Program

- *This program allows Clerks to visit and study local government systems overseas. Clerks will have an opportunity to learn and understand their political history , tour local and regional government locations and meet representatives from all entities.*
- *Study Abroad Program participants will attend educational sessions and experience the culture of the country they are touring.*
- *Participants will receive four (4) points towards CMC/MMC after writing a practicum essay on their experience during the Study Abroad tour.*
- *More information is available at [www.iimc.com](http://www.iimc.com)*



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

*For more information please call or visit:*

- [www.iimc.com](http://www.iimc.com)
- Call IIMC Headquarters at 909.944.4162
- Email IIMC Headquarters at [Hq@iimc.com](mailto:Hq@iimc.com)



## **Job Shadow/Job Swap Proposal-Municipal Clerk**

### **IIMC PR/Marketing Committee**

**\*\*\*Please note because our profession is international, job duties and tasks may vary.**

#### **TYPICAL TASKS\*\*\*.**

- Participate in the administration of municipal elections, including preparation and distribution of ballots, appointment and training of election officers, and tabulation and certification of results.
- Record and edit the minutes of meetings, then distribute them to appropriate officials and staff members.
- Plan and direct the maintenance, filing, safekeeping, and computerization of all municipal documents.
- Issue public notification of all official activities and meetings.
- Maintain and update documents such as municipal codes and municipal charters.
- Prepare meeting agendas and packets of related information.
- Prepare ordinances, resolutions, and proclamations so that they can be executed, recorded, archived, and distributed.
- Respond to requests for information from the public, other municipalities, state officials, and state and federal legislative offices.
- Maintain fiscal records and accounts.
- Perform budgeting duties, including assisting in budget preparation, expenditure review, and budget administration.

- Perform general office duties such as taking and transcribing dictation, typing and proofreading correspondence, distributing and filing official forms, and scheduling appointments. Coordinate and maintain office-tracking systems for correspondence and follow-up actions.
- Research information in the municipal archives upon request of public officials and private citizens.
- Perform contract administration duties, assisting with bid openings and the awarding of contracts.
- Collaborate with other staff to assist in the development and implementation of goals, objectives, policies, and priorities.
- Represent municipalities at community events, and serve as liaisons on community committees.
- Serve as a Notary of the public.
- Issue various permits and licenses, including marriage, fishing, hunting, and dog licenses, and collect appropriate fees.
- Assist persons with disabilities in reaching less accessible areas of municipal facilities.
- Process claims against the municipality, maintaining files and log of claims, and coordinate claim response and handling with municipal claims administrators.
- Develop and conduct orientation programs for candidates for political office.
- Provide assistance with events such as police department auctions of abandoned automobiles.
- Prepare reports on civic needs.

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**DAILY/ROUTINE ACTIVITIES\*\*\*:**

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**Performing for or Working Directly with the Public** -- Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

**Documenting/Recording Information** -- Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Communicating with Supervisors, Peers, or Subordinates** -- Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Interacting With Computers** -- Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Communicating with Persons Outside Organization** -- Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Gathering Information** -- Observing, receiving, and otherwise obtaining information from all relevant sources.

**Establishing and Maintaining Interpersonal Relationships** -- Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Processing Information** -- Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

**Evaluating Information to Determine Compliance with Standards** -- Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

**Performing Administrative Activities** -- Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

**Managing a Department** -- Perform tasks as a supervisor including coaching, teaching and evaluating staff

<b>KNOWLEDGE BASE:</b>
------------------------

**Clerical** -- Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**English Language** -- Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Administration and Management** -- Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**Law and Government** -- Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Personnel and Human Resources** -- Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

**Customer and Personal Service** -- Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Mathematics** -- Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

<b><u>SKILL SET:</u></b>
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**Active Listening** -- Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Time Management** -- Managing one's own time and the time of others.

**Writing** -- Communicating effectively in writing as appropriate for the needs of the audience.

**Reading Comprehension** -- Understanding written sentences and paragraphs in work related documents.

**Speaking** -- Talking to others to convey information effectively.

**Social Perceptiveness** -- Being aware of others' reactions and understanding why they react as they do.

**Service Orientation** -- Actively looking for ways to help people.

**Critical Thinking** -- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Active Learning** -- Understanding the implications of new information for both current and future problem solving and decision-making.



**Coordination** -- Adjusting actions in relation to others' actions.

<b>ABILITY REQUIREMENTS:</b>
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**Oral Expression** -- The ability to communicate information and ideas in speaking so others will understand.

**Oral Comprehension** -- The ability to listen to and understand information and ideas presented through spoken words and sentences.

**Written Comprehension** -- The ability to read and understand information and ideas presented in writing.

**Written Expression** -- The ability to communicate information and ideas in writing so others will understand.

**Near Vision** -- The ability to see details at close range (within a few feet of the observer).

**Speech Recognition** -- The ability to identify and understand the speech of another person.

**Information Ordering** -- The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

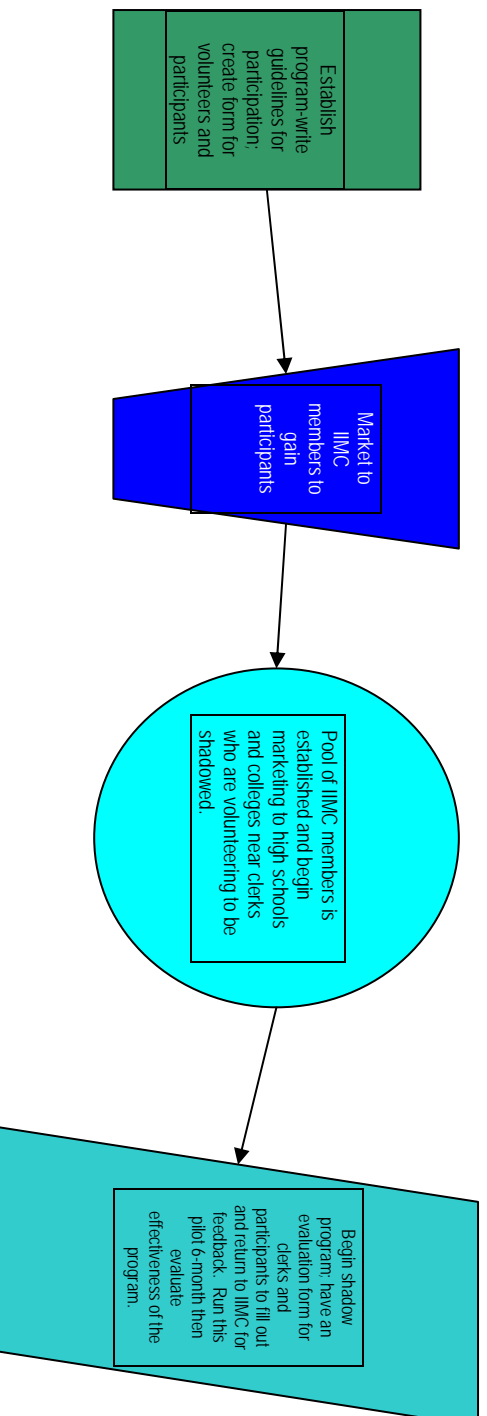
**Speech Clarity** -- The ability to speak clearly, so others can understand you.

**Organization** -- Ability to manage multiple projects and files effectively and efficiently

## Job Shadow Implementation Plan

1. Targets for the program
2. How to contact the target group
3. What to do once the program is launched

Volunteer Clerks throughout the organization that would like to participate will fill out an interest form and submit it to IIMC- that can be passed onto one of the Committees if necessary. The request form and guidelines to pass on to the Job Shadowees can be done so on the IIMC website and marketed by members of IIMC that are interested through the local high schools and colleges during career day/job fairs. We can keep a running list of those clerks that want to be a Job Shadower, i.e. they want to allow a potential clerk to shadow them for an amount of time. A time frame for the experience will be established by the clerk and the shadowee.



## IIMC Job Shadow Volunteer/Intern Application

Please complete this application so that we can discover more about you, your interests, your skills, and your intentions in volunteering/interning with us. Please attach a resume (if you have one) with your work and education history.

Name: \_\_\_\_\_ Name of Clerk you want to shadow: \_\_\_\_\_

Street Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Emergency Contact Name: \_\_\_\_\_ Phone (work, home, cell): \_\_\_\_\_

How did you hear about us?

\_\_\_\_\_

Why are you interested in volunteering/interning with an IIMC Clerk? Include if this is for a school internship, court ordered or school community service, etc.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

If this is for a school internship, please provide the name of the school and advisor name and contact information:

\_\_\_\_\_

What do you hope to gain from your experience with your IIMC Municipal Clerk?

\_\_\_\_\_  
\_\_\_\_\_

What previous experience, if any, have you had with IIMC?

\_\_\_\_\_

How many hours per week do you want to volunteer/intern and for what period of time?

\_\_\_\_\_

Availability:

Days	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Hours							



## IIMC Job Shadow Volunteer Application

Please complete this application so that we can discover more about you, your interests, your skills, and your intentions in volunteering/interning with us. Please attach a resume (if you have one) with your work and education history.

Name: \_\_\_\_\_ City/Town/Township: \_\_\_\_\_

Position: \_\_\_\_\_ IIMC Certification: \_\_\_\_\_

Street Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_

Country: \_\_\_\_\_ Zip: \_\_\_\_\_

E-mail: \_\_\_\_\_ Work Phone: \_\_\_\_\_

Why are you interested in volunteering as an IIMC Job Shadow Clerk?

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How many hours per week do you want to volunteer/intern and for what period of time?

\_\_\_\_\_

### Availability:

Days	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Hours							

# YOUR CAREER CAN BE AN ADVENTURE

- Do you want to work in government?
- Do you like learning new things?
- Do you enjoy working directly with people to assist them?
- Do you enjoy learning and knowing laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process?
- Do you enjoy compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data?



## YOU COULD BE A MUNICIPAL CLERK!

Come see what it is all about. Volunteer to Job Shadow a Municipal Clerk in your community. Visit [www.iimc.com](http://www.iimc.com)



# IIMC Job Shadow Evaluation

Date:

## Intern Information

Name:

Address:

Phone:

E-Mail Address:

## Mentor Information

Name:

Position:

Organization:

Phone:

What was your initial perception of the profession? What is your perception now?

Please identify the major tasks and assignments that you assisted with during your internship:

Was your mentor helpful in teaching you the full scope of his/her profession? What could he/she have done to enhance your learning experience?

Did you feel that your time was used appropriately and that you were exposed to a variety assignments? Please explain.

What was your favorite part of this job-shadow program? What did you dislike?

Do you feel that you are informed on the profession and that you are in a position to determine whether or not you would like to pursue a career in this profession?

Please rate your understanding of the profession:



# **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

## **FIVE YEAR MARKETING PLAN**

**2010 - 2015**

## **1.0 Executive Summary**

Founded in 1947, the International Institute of Municipal Clerks (IIMC) is the leading professional nonprofit association of Municipal Clerks and officials from cities and towns around the world. IIMC currently has approximately 10,100 members, mostly from the United States and Canadian municipalities.

IIMC sponsors continuing education programs at its annual conference and through 46 university-based Institute programs. IIMC also offers professional certification and networking opportunities among its membership. IIMC provides research and information through its monthly News Digest, Web Site and Resource Center.

The work of the association is done through its leadership of a 26 member Board of Directors and their respective committees and task forces.

In addition, IIMC Headquarters staff provides Members of the association with the support and information they need.

The Municipal Clerks Educational Foundation (MCEF) is a related fundraising organization for IIMC. MCEF provides funds for educational programs and member scholarships among its many contributions. IIMC and MCEF appreciate the support of their donors and corporate partners.

Major challenges face IIMC for the future. These include the retention of current membership levels, recruitment of new Members, involvement of international Members and establishing new educational programs for Members. The Board of Directors, staff and committee members must continue to work toward providing quality educational programs and up to date information in the most effective manner for the future of this exceptional organization.

## **1.2 Mission Statement**

“The Mission of the International Institute of Municipal Clerks is to foster professionalism in local government through education”.

## **2.0 Situation Analysis**

Marketing all programs and services provided by IIMC is critical to the success of the organization. The basic market need is the expansion of educational programs and communicating the importance of membership and education certification to non-member municipal clerks around the world.

IIMC's primary goal is to actively promote the continuing education and professional development of Municipal Clerks through extensive education programs, certification, publications, networking, annual conferences and research. As an educational catalyst, IIMC inspires Clerks to expand and advance beyond their present levels of development.

IIMC also engages in municipal research administration, enhances critical professional skill development and fosters a spirit of mutual assistance and good fellowship among Municipal Clerks around the globe.



## 2.1 Market Summary

Through intense market analysis, IIMC has acquired sufficient knowledge to better understand its Members and their needs. As a result, IIMC is able to communicate in a manner that will enhance all services it provides to the membership.

### 2.1.1 Market Demographics

**Geographics** – IIMC serves approximately 10,100 plus Members in municipalities of 250 people to more than 10 million people in United States, Canada, Eastern Europe, South Africa, Australia, Asia, and the Middle East.

**Demographics** – Membership consists of male and female Members. As of December 31, 2009, 43% had earned their Certified Municipal Clerk designation; 11% earned recertification; and 7 % had earned their prestigious Master Municipal Clerk designation.

**Market Behaviors** – IIMC continues to enjoy support by its Members for the educational sessions offered at the annual conference or through Long Distance Learning available on the association website. This is evident by the number of attendees at Institutes, Academies and the Annual Conference each year.

### 2.1.2 Market Needs

IIMC provides educational sessions and support to all of its Members for the purpose of obtaining certification through the organization. IIMC also provides access to its many services through the website and by offering long distance learning opportunities for Municipal Clerks unable to attend education sessions offered by IIMC.

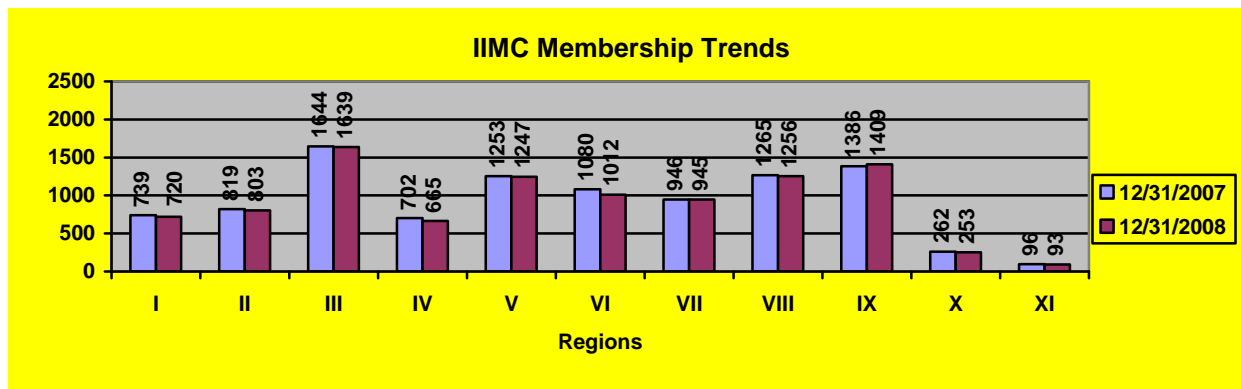
### 2.1.3 Market Trends

The market trend since 2002 has shown membership holding steady at approximately 10,100 Municipal Clerks and Associates. There is an increased demand for more services to Members via the Internet to reach Members who have no access to educational programs. There is also a need to increase the awareness of IIMC with state/provincial/national associations and help build and maintain working relationships with fellow municipal organizations such as ICMA, ARMA, NAGARA, and NLC.

### 2.1.4 Market Growth

There is a huge market need for IIMC to promote its products and services to all municipalities around the world. Currently, IIMC memberships has held steady at approximately 10,100 for the past three years. The goal for the Board of Directors is to increase membership by 1% each year over the next five years. Current membership as of December 31, 2009 is 10,048.

IIMC is in the initial stages of partnering with associations in the United Kingdom and Western Europe. These partnerships will expand IIMC's membership base and provide benefits to those municipal clerks in these regions.



	2009	2010	2011	2012	2013
Membership Growth (1%)	10,148	10,249	10,351	10,455	10,560

(Numbers need to be updated based on 2009 actuals and extended to 2014)

## 2.2 SWOT Analysis

### 2.2.1 Strengths

The following outlines key strengths of the organization:

- Communications with state/provincial/national associations
- IIMC website
- Monthly News Digest to all Members
- Educational sessions at institutes, academies and regional/annual conferences
- Message board for members to utilize
- Networking opportunities

### 2.2.2 Weaknesses

- Retaining/increasing membership
- Difficulty in meeting the educational needs of diverse International Members
- Lack of available resources for IIMC staff to perform marketing duties
- Language barriers between North America and International Members

### 2.2.3 Opportunities

- Broaden the use of the Internet and Website to reach Municipal Clerks in smaller communities and international communities. Increasing the opportunities on the internet needs to become a top priority, with smaller staffs and budgets it is increasingly difficult to attend seminars. As important as face-to-face interaction is, it is believed that more of us will be reduced to meeting our educational needs over the internet.
- Update current publications to reflect the ever changing world of Municipal Clerks
- Increased communication with state/provincial/national organizations
- Provide educational sessions/institutes to meet the needs of International Members

- Increase educational partnerships with State/ Provincial/ International Associations

#### **2.2.4 Threats**

- Members not completing certification due to change in education requirements
- Inability to reach Municipal Clerks in smaller municipalities
- Negative change in the economic climate could reduce the number of Members applying or renewing their memberships
- Communication barriers between North America and International Members

### **2.3 Alternative Providers**

Services are provided to the membership through state and provincial associations, state municipal leagues, records management associations and parliamentary associations.

### **2.4 Services Offered**

IIMC offers educational materials and seminars to all of its Members through institutes/academies, regional and annual conferences and through the IIMC website. IIMC provides networking opportunities for Municipal Clerks at conferences and seminars and on the website.

### **2.5 Keys to Success**

- Increase membership 1% each year for the next five years while at the same time emphasizing the value in retaining existing members.
- Expand services through the website such as a message board for Members to utilize
- Research and develop educational programs that meet the needs of today's Clerks around the globe
- Expand the recognition of IIMC to other affiliates.
- Increase communication by Region Directors to their respective membership in the form of a letter or newsletter.
- Promote value of IIMC professional designations

### **2.6 Critical Issues**

IIMC strengths are impressive but the weaknesses have been identified and could be resolved. IIMC has many opportunities to experience growth in the next five years while making the organization financially sound. Increased efforts are needed to capture those non-member Municipal Clerks via advertising, publications, mailings and the website. IIMC has the ability to continually offer exceptional educational sessions to the membership.

Critical issues are as follows:

- Continue to offer programs that benefit all Municipal Clerks
- Communicate to public officials the value of IIMC membership, designations and how membership will be a benefit to the community
- Increase communication by Region Directors to the membership.
- Education criteria for certification
- Retention of current members and attracting new members

# International Institute of Municipal Clerks

## 5 Year Marketing Plan Action Steps

### Year 1 (2010-2011)

- Increase membership by 1% in all regions
- Mass mailing of IIMC membership postcards to all municipalities every other year commencing in 2010
- Provide additional educational information in IIMC News Digest along with a special section of Who's Who in IIMC to showcase municipal clerk professionalism by October 2010
- Research the hiring of additional IIMC staff member or outside marketing firm to handle recruitment/marketing duties-decision by March 2010
- Continued promotion/marketing of Municipal Clerks Week in May (Carry forward for all future years)
- Update power point presentation as a marketing tool to be used at conferences, institutes and seminars every other year (with Membership Committee)
- "Region of the Month" Program to highlight region and recruit new members (with Membership Committee)
- Promote/market to Regions X and XI ListServe as global communication tool
- Promote/market IIMC's ideals to other professional organizations (ICMA, NLC, ARMA etc.)-develop clerk articles for each associations' publications
- Review current and past marketing strategies; update 5 Year Marketing Plan
- Assist other IIMC Committees to achieve their goals and objectives

### Year 2 (2011-2012)

- Increase membership by 1% in all regions
- Review current and past marketing activities; update 5 year Marketing Plan
- Research an increase in the membership fee schedule by January 2011
- Review website development and upgrade if necessary

### Year 3 (2012-2013)

- Increase membership by 1% in all regions
- Review of IIMC's website making sure it is meeting the needs of the membership and update accordingly
- Market the credentialing of IIMC
- Preliminary discussion of future marketing needs; update 5 year Marketing Plan

### Year 4 (2013-2014)

- Increase membership by 1% in all regions
- Review the marketing activities for the past five years and set marketing goals for the next five years; update 5 year Marketing Plan

### Year 5 (2014-2015)

- Increase membership by 1% in all regions
- Review of website to see if it meets needs of membership
- Revamp of marketing materials
- Review and update 5 year Marketing Plan

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Officers and Board  
**From:** Shirley A. Gentry, Records Management Chair  
**Date:** 4/9/10  
**Subject:** Records Management Committee Year-End Report



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### Background and Discussion

The Records Management Committee's goals for this year are:

1. Recommend Records Management education sessions for the annual conference.

Paul Bergeron prepared a letter and obtained the mailing addresses for 343 attendees to the records management sessions held in Chicago. The letter was an acknowledgement that they had attended, if they wanted to use that training for the NAGARA Records Management Certificate. It thanked them for coming and asked for ideas for future educational sessions. Six clerks sent in suggestions for topics for sessions at future conferences. These were forwarded to staff.

The Committee recommended and staff booked Amigos for an Academy Session on disaster recovery.

Call for Conference Presentation Forms were sent to staff as follows:

Diane Gladwell – Best Practices in ECM/ECMS/Document Imaging Systems

Kathy Sickler – Records, Records Everywhere! What to Do and Where to Start.

Bruce Schinkelwitz. – Functional Classification: What it is and How to Benefit

Stephen French – Social Media and Its Implication and Management for Local Governments

Miscellaneous contact information for records management organizations in and around Reno was provided if additional speakers are needed.

The Chair recommends that role and responsibilities of the committee, the host education committee and staff be defined if this is to be an ongoing goal. The following explains some of the problems encountered. There are rules about who is eligible to speak at the conference, no vendors for example, but the rules were not provided to the committee. The committee did not know they can not negotiate with speakers nor promise they will be chosen to speak. The committee can only recommend topics and/or interesting speakers. The committee did not know it was responsible for getting the appropriate forms completed. When a suggestion for a speaker and topic came to me, I contacted the speaker. Immediately they had questions I could not answer – does IIMC pay expenses or a stipend

for their speakers, when would I speak, etc? The prospective speakers were reluctant to fill out the form until their questions were answered. Some speakers indicated they would only deal with staff. We attempted to match speakers and topics but did not know which ones were selected by the staff. We did not know what role the host committee played in selecting speakers so tried to provide local records management organizations whose staff could speak. As late as February, 2010, speakers were contacting me to ask if they had been selected for Reno. I had to refer them to staff. IIMC tries to develop the kind of conference where professional speakers want to participate to have access to clerks. Having a clear line of communication, from a single source, would contribute to a positive conference experience. The board might wish to model the ARMA conference planning where speakers compete for the opportunity to speak at the national conference and a panel judges the quality of the speakers and/or their presentations. There was no indication that the speakers or the presentations are currently evaluated by anyone. It is impossible for staff to know all of them personally.

2. Develop reciprocity agreements for joint records management educational programs with ARMA and/or NAGARA, leading to joint credit for each organizations' existing certification designations

A subcommittee headed by Lisa Johnston submitted the following report.

A joint sub-committee composed of the 2008-2009 and 2009-2010 Chairs (or their designees) of the Program Review and Records Management Committees was established to continue the review of this goal. The committee met by conference call on July 28, 2009 to:

- 1) Determine how the NAGARA RM certificate could be applied toward the CMC or MMC certification
- 2) Propose an ancillary certification through IIMC for Records Management

Pros and cons of the two options were discussed and the committee came to a consensus that at this time, it would be in the best interest of IIMC to cease the consideration of an ancillary certification.

A draft proposal for valuing the Records Management Certificate was discussed with IIMC staff in a conference call on August 15, 2009. It was determined that the NAGARA Records Management Certificate could already be applied to the CMC or MMC, since IIMC accepts individual NAGARA classes toward the CMC or MMC. Staff would use existing criteria for valuing the certificate.

3. Prepare a minimum of two articles regarding records management for the IIMC News Digest.

Two articles written by Lisa Johnston and Trish Ervin were submitted. Lisa's article was published.

The Chair recommends that in the future all articles written by committee members should acknowledge both the author and committee on which the author serves and give a brief bio of the author to establish their credibility for the reader.

4. Utilize the Research and Resource Committee to conduct a survey of the membership to determine their most challenging records issues and tailor IIMC News Digest articles to reflect those results.

See below for comments.

5. Utilize the Research and Resource Committee to gather data about cities' most costly records management problems in order to utilize that information to educate City Managers and City Councils about the costs and consequences of lack of proper records management.

Goals 4 and 5 are discussed jointly. Originally the proposal was to gather stories from our members about the costs their organizations incurred as a result of poor records management. The intent was to provide information that could be used by Clerks to persuade their cities to fund a records management programs to avoid the potential risks. This goal was then expanded so once the data was gathered, articles could be in the Digest to emphasize the importance of good records management. However, in the Committee discussion, there was concern expressed that unless the stories could be told without naming cities and/or individuals, clerks would be unwilling to share the stories for fear of bad press.

Instead, a survey was written and vetted through the Records Management Committee, the Research and Resource Committee and staff to gather data about what work is currently being done by clerks in the area of records management. The survey was designed to identify areas of training the clerks wanted in records management. The survey was submitted to staff to launch on line in December. Unfortunately there were computer problems in the corporate office so the transmission failed. It was resubmitted in January. As of this date, it has not been launched.

The Chair recommends that roles of committees and staff be better defined about surveys in general – who should write them, who has authority to review them, who submits to the membership, and who analyzes the survey responses. In reality, it is unlikely that anyone on staff or on the committees is an expert on writing or analyzing surveys. We recognize that how questions are asked on a survey will impact the responses. How the data is gathered and analyzed will impact the credibility of the final report. We would like to suggest that if IIMC is going to survey its members, it invest some resources in a third party to write the questions and analyze the results or train one or more staff members on how to do it. Unless IIMC is willing to commit some additional resources and is willing to do a follow-up in a few years to see if there is any progress, we would recommend that the survey as written today not be sent. It would require a lot of staff time and would not produce meaningful results.

In addition, when two committees are assigned to a joint project, I would recommend the staff liaisons to those committees be held accountable for moving projects forward. Our experience shows that joint committee projects get bogged down without some staff assistance.

6. Pursue grant for funding to review the records management technical bulletins.

After numerous meetings, e-mails and phone calls with a third party vendor, the decision was made not to pursue their ambitious proposal to rewrite the bulletins because: It was determined IIMC would lose control of the project, we wanted to provide information for new clerks rather than the detailed information the vendor wanted to prepare, and the company wanted a \$60,000 commitment from IIMC for the project. Instead Paul Bergeron wrote a grant application to NHPRC on behalf of MCEF. Lisa Johnston worked with MCEF Chair to get them registered so when the grant is awarded, MCEF can receive the funds. The grant is for a joint project between IIMC and NAGARA “to revise and reissue existing technical bulletins and add two new titles making the bulletins a current, but concise, entry level tool for municipal and county clerks who have little or no foundation in archives and records administration and who have few financial resources – or time – available to obtain that foundation.” The grant calls for 14 technical bulletins, each not to exceed 20 pages in length. The grant review committee sent some questions they wanted answered prior to deciding who should review the grant. Paul Bergeron submitted the response on April 1 and we expect a response in late May.

**Financial --** While the grant shows funding from IIMC, it is believed that will come from in-kind contributions. We requested \$5,000 be put in the budget in the event matching funds were needed.

We would like the Board to consider allocating \$5,000 for a third party to assist with a survey on records management.

One of the goals for the Records Management Committee for 2010-2011 is to assist IIMC headquarters in developing their records management and archival records program and expand the use of imaging technologies. We would recommend \$3,000-5,000 be allocated for one or two members of the committee to go to the headquarters and review the existing situation. The funds would cover airfare, hotel and meals.

### **General Recommendations:**

The board’s decision to assign a board liaison to our committee was very helpful. The Chair would like to personally recognize the outstanding support we received from Carol Jacobs. We would strongly urge this practice be continued.

### **MANAGEMENT’S RECOMMENDATION - #1**

The Reno Conference will have a variety of Records Management sessions during the week. We appreciate this committee’s suggestions and efforts that help develop this part of the program. We believe the flow chart will clear up any miscommunication regarding members’, committees’ and staff’s roles in dealing with speakers and topics. We don’t recommend a panel of judges competing to speak at our Conference. IIMC procures speakers from numerous sources including speaker’s bureau, individual recommendations, etc. The Conference Committee assigns a sub committee to work with IIMC’s Education Department to vet and choose conference speakers.



**MANAGEMENT’S RECOMMENDATION - #2**

There is a reciprocity agreement between these Organizations. NAGARA provides IIMC with complimentary exhibit space at their conference and IIMC reciprocates at its Conference. IIMC also offers complimentary exhibit space to CoSA (Council of State Archivist) and ARMA. NAGARA will be exhibiting in Reno.

**MANAGEMENT’S RECOMMENDATION - #3**

Two articles were published in the on-line Digests to date – Lisa Johnston’s and Patricia Ervin’s articles appeared in the February and April 2010 issues, respectively.

**MANAGEMENT’S RECOMMENDATION - #4 and #5**

The committee and staff worked initially on creating this survey. However, there was a huge glitch in communication and the survey never materialized. We agree that comprehensive surveys – those that require answers other than yes, no, maybe – need to be produced by professionals skilled in survey design and response. Staff does not have the expertise or skill set to conduct and analyze in-depth surveys. If surveys are a part of a committee’s objective, we suggest that the committee request a budget in their budget report so that IIMC can accommodate their goal.

**MANAGEMENT’S RECOMMENDATION - #6**

IIMC needs to revise its Technical Bulletins and Records Management publications. The cost of using an outside source to create these publications is expensive. We are now awaiting response for a grant to help with these publications.

**MANAGEMENT’S RECOMMENDATION – FINANCIAL**

We agree that \$5,000 should be allocated to the budget to help with the grant funding. We also agree that a set amount should be allocated to the budget to use for survey assistance. Staff can research costs on the latter. Allocating costs for two members of the committee to work with headquarter staff on records management, etc., is a good idea. However, with the allocation of costs regarding surveys and revising technical publications, this may be cost prohibitive for the upcoming year.

**MANAGEMENT’S RECOMMENDATION - OVERALL**

I appreciate this Chair’s enthusiasm to realize all of her Committee’s objectives. Part of staff’s responsibility is to work with IIMC Committees. Staff is fully aware that they are working with volunteers and helping them with committee work is part of their daily function. Staff worked tirelessly, pleasantly and collegially with all Committees as evident with the numerous work that was accomplished this past year.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Chris Shalby, Executive Director

**From:** Sherry Mashburn, MMC, Chair, Research & Resource  
Randy Reed, CMC, Vice Chair

**Date:** April 19, 2010

**Subject:** Final Report



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**Background:** The purpose of the Committee is (1) to assist in surveying the membership on various issues as necessary, (2) to ensure that members are provided with quick and accurate answers to their inquiries, and (3) to implement an online resource center.

**Discussion:** (1)(a) In collaboration with the Small Cities Task Force, our committee developed a survey focusing on small cities and their needs. The survey was distributed to small cities. The Research and Resource Committee reviewed the survey results and provided comments back to the Small Cities Task Force.

The one issue that everyone agreed on is training availability. Clerks, especially small town or rural clerks, want to see more training done locally, with other options to include on-line training and webinars. As one committee member noted, 48% of the respondents have no one to cover their functions when they are away, and 66% are not allowed to travel out-of-state. These are very compelling statistics.

Another related issue was the award of points for the Annual Conference as opposed to other training venues. This needs to be considered very carefully, and perhaps referred to the Education Committee.

The recommendations of the Research and Resource Committee were as follows:

- Consider a more equitable award of points for training
- Provide more local opportunities for training
- Provide more on-line training, including webinars

(1)(b) Shirley Gentry, Chair for the Records Management Committee, requested our assistance with a survey to:

- determine if there was any correlation between the population of a city and the amount of money allocated to the clerk's office for management of Council record;
- determine if there is a correlation between the size of a city and the number of records management activities that are occurring;
- determine the training clerks feel they need to manage their records; and
- determine the gaps in records management activities – what should clerks be doing now that they are not.

Our committee reviewed the proposed survey and made some general recommendations regarding to whom and how this survey would be conducted and to simplify some of the terms and make them more generic. We felt the purpose of the survey was well stated and should be included in the cover letter that was attached to final survey. It was also recommended that when the Records Management Committee sent the survey to IIMC for distribution, that they have a response deadline of end of January - mid February.

(2) The Committee received 23 requests for information from the membership this year. The topics ran the gamut from “killer” interview questions to allowing non-US citizens to vote on municipal issues to instant run-off voting to how do other municipalities track milestones/deadlines for adopted plans/policies/programs or projects.

**Financial:** None

**Summary:** (1)(a) The responses from the Small Cities Task Force were difficult to assess or to fit neatly into categories. The Committee did an outstanding job of narrowing the focus to the training issues.

(1)(b) The Committee does not know the status of the Records Management survey.

(2) I believe this is the most important charge the committee has. It is reassuring to many clerks to know they can get the answers they need from other qualified, experienced clerks and not have to “reinvent the wheel”. There are some very interesting things going on in our towns and cities.

(3) The committee did not begin the implementation of the online resource center. However, this will be a most important resource for the future.

**Recommendation:** Next year’s committee should begin the implementation of the online resource center as soon as the new website is ready. There should be some ground rules of what to submit, where to submit, and who approves what will be added to the online resource center. Suggested resources to include are: job descriptions; community leadership training for prospective board, commission or committee members; proclamations; various forms, etc.

## **MANAGEMENT’S RECOMMENDATION**

We concur with this Committee’s recommendation. The new web site is launched. We look forward to input into how to best serve members through an on-line resource. Staff will work with and rely on the Committee’s suggestions regarding resources, materials and miscellaneous information relevant to the members.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** May 6, 2010  
**Subject:** IIMC Small Cities Task Force Survey

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On August 26, 2009, IIMC sent out the IIMC Small Municipality Survey to 1,061 IIMC Members all under the population of 1,500. We closed the survey on September 4, 2009. We had 835 members open the survey and 491 complete the survey. Forty six percent gave us their input.

50% of the respondents were from Cities rather than towns, villages, etc.

86% of the respondents held the title "Clerk."

28% had been in their position for only 1 – 3 years, 11% had been in their position from 10-12 years and 2% had been in their position for 31 or more years.

89% were full time employees.

63% were Certified Municipal Clerks (CMC).

14% were Master Municipal Clerks (MMC).

26% had their state certification.

The highest percentage of respondents (10%) came from populations of 900-1000.

88% are interested in professional development.

71% would not receive a salary increase if they were certified and 29% would receive an increase.

82% stated that they had internet and email access at both work and home. 17% said they only had internet and email access at work.

97% want to receive IIMC information at their work email.

66% are allowed in-state training only. 34% are allowed both in and out of state training.

52% said they had a designated person to cover their duties in their absence while 48% did not.

42% prefer to receive training at their state conference, 15% at their state region conference, 5% at an IIMC Region Meeting and 4% at an IIMC Annual Conference.

13% receive training through online distance education, 6% through webinars, 5% at a local college and 9% do not receive any training.

57% said it would be helpful if their state association or municipal league were to provide IIMC approved training for CMC and MMC in which they would receive credits.

97% of all respondents stated that their municipality paid for their IIMC dues.

92% stated that their municipality paid for the state association dues. 6% did not belong to their state association.

62% said it would not be helpful for their Mayor/Council or direct Supervisor to receive information on IIMC benefits and services.

IIMC asked them to list three of their greatest job challenges. After carefully researching the data, it is clear that the following areas are the most challenging:

- Training in the following areas:
  - a. Time Management
  - b. Grant Writing
  - c. Preparing Minutes
  - d. Record Retention, Archiving, Electronic Records
  - e. Elections
  - f. Resolutions
  - g. Staying current with changing state and federal laws
  - h. Technology Training
  - i. Writing Etiquette
  - j. Audits
  - k. Preparing Budgets
  - l. Timelines and Deadlines
  - m. Collecting Utilities and Taxes
  - n. Handling Politics and Gossip and Staying Neutral
  - o. Code Enforcement
  - p. Web Design
  - q. Payroll
  - r. Employee Relations
  - s. Customer Service
  - t. FOIA Changes
  - u. Zoning
  
- Self Esteem and Job Contentment
  - a. One Person Office
  - b. Not enough hours in the day.
  - c. Helping other departments
  - d. Wearing too many hats
  - e. Position and knowledge respect
  - f. Low pay – Equal salary
  - g. Running entire city – no city manager
  - h. Stress – Staying Sane
  - i. Convincing the Council that I am not a “glorified secretary.”
  - j. Taking time off for personal life.
  - k. Office Space
  - l. Overbearing Workload
  - m. Lack of professional recognition for amount of work accomplished
  - n. Isolation
  - o. Public thinking the Clerk position is a “no brainer.”
  - p. Appreciation and Respect
  - q. No Retirement Benefits
  - r. Anxiety of changing councils
  
- Dealing with Everyone
  - a. Personnel problems
  - b. Supervising staff
  - c. Rude Customers
  - d. Upset Citizens
  - e. Dealing with past due utility customers/having to disconnect utilities-nasty
  - f. Interruptions
  - g. Public Complaints

- h. Fear of another employee
  - i. Citizens calling my home
  - j. Interoffice conflicts
  - k. Dealing with ignorant people
  - l. Employee motivation and dedication
  - m. Managing different personalities
  - n. Micromanagement of office
- Mayor, Council and City Manager
    - a. Council not following laws and regulations
    - b. Administration changes
    - c. Keeping unity among the board
    - d. Educating and Training Council Members
    - e. Council understanding what it is I do.
    - f. Working as the liaison between the Board and Citizens
    - g. Small town politics – staying impartial
    - h. Motivation of the governing body to plan
    - i. Communication with the Mayor
    - j. Getting the board to follow through
    - k. An inactive council
    - l. Disengaged elected officials
    - m. City Council fighting every move I make
    - n. Trying to stop the council from overspending
    - o. Council's lack of knowledge of laws and policies
    - p. Camaraderie among Mayor, Council and Staff
    - q. Council refusing to be trained
    - r. Trustee orientation and training/ethics
    - s. Mayor in office only 4 hours a week
    - t. Keeping the Board interested in my training
- Budgets and Funding
    - a. Preparing budgets
    - b. Stretch budget dollars to meet needs of town
    - c. Decrease in revenues
    - d. Lack of town finances
    - e. Balancing budgets
    - f. Reduced budgets
    - g. Present Economic Downturn
    - h. Finding enough money to go around
    - i. Keeping payments within the budget
    - j. Hours cut, but greater workload
    - k. No funding for training.

The last question asked was how could IIMC assist them in meeting these challenges listed above.

1. Offer Affordable training.
2. Training closer to home
3. Distance Education and low fees
4. Give more MMC credit for our league sponsored conferences
5. Keep Conference costs down so small municipality clerks can attend
6. Provide updated information in an easy accessible format

7. Offer more classes that reflect our day to day workload.
8. Offer organizational classes online.
9. Round table discussions with small municipality clerks
10. Offer classes on approaching your chair and board on changes that are necessary, but are seen as negative by some community groups.
11. Online Certification Program
12. Allow points for classes on our range of duties such as zoning, HR, Finance, Planning Boards, Board of Adjustment and Storm Water Management.
13. Keep us informed of employee rights.
14. An Annual Conference fee less than \$300.00. I might be able to attend.
15. Computer classes and credits allowed for CMC
16. Offer election classes online.
17. Offer ideas for new revenue
18. Offer legal ways to collect delinquencies.
19. Offer Grant Writing classes online
20. Give me credit for the risk management, insurance services and payroll classes I have to have.
21. Give us more interaction with experienced professionals in our area or online.
22. Do whatever you can do to offer affordable training online or through webinars.
23. Continue the News Digest articles. They are very helpful
24. Share accomplishments of other towns and managerial guidelines to assist clerks in planning.
25. Offer a reference guide/calendar for all the mandatory duties associated with the position.
26. Affordable or Free publications regarding our job duties.
27. Help me make my Mayor and Council more aware of my duties and responsibilities.

The Clerks that completed this survey did so with the hope that IIMC would hear them and provide them with low cost education to help them do their jobs professionally and punctually. They feel isolated and they need to know that IIMC has their back. This report may seem a bit repetitive, but these are their requests and desires of IIMC.

I might add, that not one respondent mentioned that IIMC was asking too much for dues. They just want affordable distance education where they can learn how to do their jobs better.

Respectfully submitted,

Janis Daudt  
Director of Member Services

### **MANAGEMENT'S RECOMMENDATION**

This was not an easy survey to extrapolate information. We understand and appreciate the time and effort the Task Force put into developing and releasing the survey. Although the answers stand alone, there are several key elements that we found that are positive and telling:

- High percentage of certification - CMCs (63%) MMCs (14%) - reflects a strong commitment to IIMC and Clerk education regardless of population. This depicts that they value their work and accept continuing education as an integral part of their profession.
- IIMC membership dues were fine – no mention about dues being high or needed to be reduced.
- Distance learning is a lifeline to this group, especially low cost on-line programs.



We recommend that IIMC use the areas of “greatest job challenge” to determine what possible on-line programs and electronic publications can be developed with the Director of Education to produce these low cost yet necessary programs.

We also recommend a small cities Teleconference (sometime in late summer) and a Small City Roundtable program (perhaps at the 2011 Conference) to develop synergy regarding small city clerks helping one another.

The information that is procured can then be created and used as a marketing tool to recruit potential new members.



April 26, 2010

International Institute of Municipal Clerks  
Members of the Board  
8331 Utica Avenue  
Rancho Cucamonga, CA 91730

Members of the Board:

In planning and performing our audit of the financial statements of International Institute of Municipal Clerks as of and for the year ended December 31, 2009, in accordance with auditing standards generally accepted in the United States of America, we considered the Organization's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. However, as discussed below, we identified certain deficiencies in internal control that we consider to be significant deficiencies and other deficiencies that we consider to be material weaknesses.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or a combination of control deficiencies, that adversely affects the organization's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the organization's financial statements that is more than inconsequential will not be prevented or detected by the organization's internal control. We consider the following deficiencies to be significant deficiencies in internal control.

Our comments are summarized as follows:

**Prior Year Findings and Status:**

**Finding 06-1 Financial Condition**

Observation:

The current year financial statements disclosed a negative net assets of (\$361,957), up from

(\$343,986) the year before. These negative net assets are attributable to the change in accounting for revenue in 2006. After adding back deferred revenue of \$630,773, net assets would be \$268,816 positive. It was imminent that the Institute would sustain a loss in 2009 due settlement costs. Given that the Institute has secured financing for this cost and the Institute budgeted an additional \$60,000 in cash outflows for 2009. The book loss was minimized by management through proper budgeting and finding area in which cost cuts could be made.

**Recommendation:**

Monitor costs and budget to insure better than break even from a cash flow perspective in 2010.

**Status:**

The Institute has made great strides in 2009 to keep loss at a minimum. Should the Institute perform as well in 2010 the negative net assets will be greatly reduced.

Also, during our audit, we became aware of several matters that are opportunities for strengthening internal controls and operating efficiency. This letter does not affect our report dated April 26, 2010, on the statement of financial position, and the related statements of activities, functional expenses and cash flows of International Institute of Municipal Clerks. We will review the status of these comments during our next audit engagement. We have already discussed these comments and suggestions with various agency personnel, and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations. Our comments are summarized as follows:

**Finding 07-1 – Cash Disbursements**

**Observation:**

After being signed, checks are returned to the same person who prepared them for mailing.

**Recommendation:**

Signed checks should be given to a different person then the person who prepared them to help reduce the risk in the cash disbursement process. Currently it is not feasible to implement this finding due to current staffing limitations.

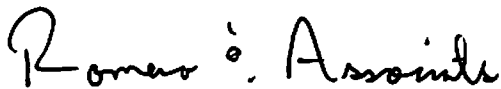
**Status:**

Finding resolved in current year.

We wish to thank the staff and management for their support and assistance during our audit. If we can assist with any of the above recommendations please do not hesitate to give us a call.

This report is intended solely for the information and use of the Board of Directors, management, and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,

A handwritten signature in cursive script that reads "Romero & Associates".

**ROMERO & ASSOCIATES, LLP**  
Certified Public Accountants

April 26, 2010

To the Executive Committee and Senior Management of International Institute of Municipal Clerks.

We have audited the financial statements of International Institute of Municipal Clerks for the year ended December 31, 2009, and have issued our report thereon dated April 26, 2010. Professional standards require that we provide you with the following information related to our audit.

Our Responsibilities under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter dated October 1, 2009, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

In planning and performing our audit, we considered International Institute of Municipal Clerks's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting.

Significant Audit Findings

See separate management letter

***Qualitative Aspects of Accounting Practices***

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The **significant accounting policies** used by International Institute of Municipal Clerks are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2009. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. During 2009, the Organization settled pending litigation for \$250,000, see footnote 14 of the Financial Statements that further discusses this issue.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

The Institute does estimate the amount of general costs to be allocated to each activity. We evaluated the key factors and assumptions used to develop the cost allocation plan in determining that it is reasonable in relation to the financial statements taken as a whole.

Management's estimate of depreciation is based on a depreciation schedule. We evaluated the key factors and assumption used to develop the depreciation schedule in determining that it is reasonable in relation to the financial statements taken as a whole.

#### ***Difficulties Encountered in Performing the Audit***

We encountered no significant difficulties in dealing with management in performing and completing our audit.

#### ***Corrected and Uncorrected Misstatements***

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.

The material misstatements detected as a result of audit procedures were corrected by management. The attached adjustments have been posted after our audit procedures and are considered material in the aggregate.

#### ***Disagreements with Management***

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

#### ***Management Representations***

We have requested certain representations from management that are included in the management representation letter dated April 26, 2010.



***Management Consultations with Other Independent Accountants***

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Organization’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Company’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of Senior Management of International Institute of Municipal Clerks and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

A handwritten signature in black ink that reads "Romero & Associates". The signature is written in a cursive, flowing style.

**ROMERO&ASSOCIATES,LLP**



Client: *International Institute of Municipal Clerks*  
 Engagement: *International Institute of Municipal Clerks, 12/31/09*  
 Period Ending: *12/31/2009*  
 Workpaper: *Adjusting Journal Entries Report*

Account	Description	W/P Ref	Debit	Credit
Adjusting Journal Entries JE # 1				
To properly record prepaid expenses.				
12000-00-00	Prepaid Expenses	LA-1	6,690.62	
20000-00-00	Accounts Payable			6,690.62
Total			<u>6,690.62</u>	<u>6,690.62</u>

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**FINANCIAL STATEMENTS  
For The Year Ended December 31, 2009**

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

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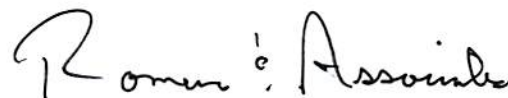
**INDEPENDENT AUDITORS' REPORT**

Board of Directors  
International Institute of Municipal Clerks

We have audited the accompanying statement of financial position of the International Institute of Municipal Clerks ("Institute") as of December 31, 2009, and the related statements of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the International Institute of Municipal Clerks as of December 31, 2009, and the changes in net assets and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.



**ROMERO & ASSOCIATES, LLP**  
Certified Public Accountants

April 26, 2010

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**STATEMENT OF FINANCIAL POSITION**  
December 31, 2009

**ASSETS**

**CURRENT ASSETS**

Cash and cash equivalents	\$ 271,501
Accounts receivable	32,588
Inventory	9,801
Prepaid expenses	13,055
Conference prepaids	<u>39,706</u>
Total Current Assets	<u>366,651</u>

PROPERTY AND EQUIPMENT	1,073,649
CAPITALIZED COST	<u>10,036</u>

Total Assets	<u><u>\$ 1,450,336</u></u>
--------------	----------------------------

**LIABILITIES AND NET ASSETS**

**CURRENT LIABILITIES**

Accounts payable	\$ 12,158
Accrued liabilities	53,068
Accrued interest	247
Deferred revenue	630,773
Mortgage note payable - current portion	<u>20,350</u>
Total Current Liabilities	<u>716,596</u>

**LONG TERM LIABILITIES**

Line of Credit	185,000
Mortgage note payable	<u>910,697</u>
Total Liabilities	<u>1,812,293</u>

**NET ASSETS**

Unrestricted net assets	<u>(361,957)</u>
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Total Liabilities and Net Assets	<u><u>\$ 1,450,336</u></u>
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See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**STATEMENT OF ACTIVITIES**  
For the year ended December 31, 2009

**REVENUES**

Membership dues	\$ 1,026,358
Conference	716,822
Education	176,570
Marketing development and promotion	51,187
Building rental	54,535
Administration	20,608
Interest	<u>2,661</u>
Total Revenues	<u>2,048,741</u>

**EXPENSES**

Program Services	
Education	328,534
Conference	669,950
Member services	179,273
Marketing development and promotion	98,401
Building	86,278
Supporting Services	
Administration	<u>704,276</u>
Total Expenses	<u>2,066,712</u>

Decrease in Net Assets	(17,971)
Net assets, beginning of year	<u>(343,986)</u>
Net Assets, end of year	<u><u>\$ (361,957)</u></u>

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**STATEMENT OF FUNCTIONAL EXPENSES**  
For the year ended December 31, 2009

EXPENSES	Program Expenses					Supporting Services	Total
	Education	Conference	Member Service	Marketing Development & Promotion	Building	Administration	
Salaries	\$ 214,114	\$ 78,754	\$ 94,436	\$	\$	\$ 96,052	\$ 483,356
Payroll taxes	19,548	3,083	8,414			8,773	39,818
Employee benefits	25,960	6,236	17,872	342		17,751	68,161
Consultant and contractor		56,107		81,900		122,437	260,444
Outside services					9,080		9,080
Audit						12,900	12,900
MCEF scholarship			4,836				4,836
Legal/professional fees						258,322	258,322
Dues and subscriptions	25		265		2,760	562	3,612
Office expense	136	572			3,208	6,819	10,735
Computer expense						32,132	32,132
Credit card fees	2,923	11,740	5,070		516	1,365	21,614
Equipment maintenance					3,776	3,618	7,394
Equipment rental						2,652	2,652
Telephone	161	4,906				15,172	20,239
Postage and shipping	5,841	3,578	13,404		40	2,918	25,781
Publishing costs - News Digest			13,010				13,010
Publishing costs - other	3,281	29,156				8,068	40,505
Certification	19,889	3,127					23,016
Academy workshop expense		60,117				1,577	60,117
Conference expenses	264	230,398	28				232,267
Conference food and beverages		110,678					110,678
Travel		51,049				64,248	118,008
Insurance	2,755	4,214	2,107	2,711	1,459	5,024	16,207
Mortgage interest	13,194	4,948	9,071	4,948	41,233	9,071	82,465
Property tax	2,426	3,711	1,856	571	1,284	4,424	14,272
Depreciation and amortization	7,104	2,664	4,885	2,664	22,201	4,884	44,402
Utilities	2,413	3,690	1,846	568	1,277	4,400	14,194
Other	8,500	1,222	2,173	3,493		21,107	36,495
Total Expenses	\$ 328,534	\$ 669,950	\$ 179,273	\$ 98,401	\$ 86,278	\$ 704,276	\$ 2,066,712

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**STATEMENT OF CASH FLOWS**  
For the year ended December 31, 2009

**Cash flows from operating activities**

Decrease in net assets	\$ (17,971)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:	
Depreciation and amortization	44,402
(Increase) decrease in assets	
Accounts receivable	(4,897)
Prepaid expenses	(5,291)
Inventory	(119)
Increase (decrease) in liabilities	
Accounts payable	(31,471)
Accrued liabilities	(13,116)
Accrued interest	247
Deferred revenue	3,485
Net cash used in operating activities	<u>(24,731)</u>

**Cash flows from investing activities**

Purchase of property and equipment	<u>(24,175)</u>
Net cash used in investing activities	<u>(24,175)</u>

**Cash flows from financing activities**

Proceeds from line of credit	250,000
Payments on line of credit	(65,000)
Principal payment on mortgage note	<u>(17,552)</u>
Net cash provided by financing activities	<u>167,448</u>

Net increase in cash and cash equivalents	118,542
Cash and cash equivalents, beginning of year	<u>152,959</u>
Cash and cash equivalents, end of year	<u>\$ 271,501</u>

Supplemental disclosures of cash flow information:  
Cash paid in 2009 for interest is \$82,218.

See accompanying notes to the financial statements



**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**NOTES TO FINANCIAL STATEMENTS**

December 31, 2009

**NOTE 1 – ORGANIZATION**

The International Institute of Municipal Clerks (“Institute”), a nonprofit corporation, is a professional association of City, Town, Township, Village, Borough and County Clerks, Secretaries and Recorders from all U. S. States, Canadian provinces and fifteen other countries. Founded in 1947, the Institute has more than fifty years of experience improving the professionalism of Municipal Clerks. The Institute has more than 10,000 members representing towns, small municipalities and large urban jurisdictions of more than several million people.

**NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Basis of Accounting**

The records of the Institute are maintained on the accrual basis of accounting. Using this method, revenue is recognized when earned and expenses are recognized when incurred.

**Basis of Presentation**

The Institute is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets and permanently restricted net assets.

**Revenue Recognition**

The two major sources of revenues are membership dues and annual conference fees. Members are billed annually and have no obligation to pay, thus dues that are due at December 31, 2009 are recognized as revenue only if the receipts are probable based on subsequent cash receipts. These amounts are recognized or deferred based on a twelve month service period. Annual conference fees are recorded when received since members are not obligated to attend and fees are received prior to or during the conference. No overlap exists between years.

**Property Plant and Equipment**

It is the Institute’s policy to capitalize property and equipment acquisitions in excess of \$1,000. Property and equipment are recorded at cost and depreciated using the straight-line method over their estimated useful lives. The estimated useful lives are 30 years for buildings and improvements, and 5-7 years for furniture and equipment.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2009

**NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**Income Taxes**

The Institute is exempt from federal income tax and California franchise taxes under Section 501(c)(6) of the Internal Revenue Code and corresponding California provisions.

**Cash and Cash Equivalents**

Cash and cash equivalents include cash and short-term deposits with original maturities of three months or less.

**Accounts Receivable**

Management considers accounts receivable to be fully collectible; accordingly, no allowance for doubtful accounts has been provided.

**Expense Allocation**

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated to the programs and supporting services benefited.

**Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**NOTE 3 – INVENTORY**

Inventories, maintained on a first-in first-out basis (FIFO), consist primarily of merchandise held for resale to members, and are valued at lower of actual cost or market.

**NOTE 4 – CONCENTRATION OF CREDIT RISK – CASH DEPOSIT**

The Federal Deposit Insurance Corporation insures cash in checking, money market and savings accounts up to \$100,000. On October 10, 2008 the FDIC raised the amount of insured funds to \$250,000, this additional insured coverage will continue until December 31, 2013. In addition 100% of balances in non-interest bearing accounts would be insured through December 31, 2009. The sum of balances in excess of \$250,000 at various banks at December 31, 2009 is \$21,501.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2009

**NOTE 5 – PROPERTY AND EQUIPMENT**

Property and equipment consist of the following:

	<u>Cost</u>	<u>Useful Lives</u>
Land	\$ 321,408	
Building and improvements	957,175	30 years
Furniture	73,943	7 years
Office equipment	42,028	5 years
Computer equipment and software	<u>174,700</u>	5 years
	1,569,254	
Less accumulated depreciation	<u>(495,605)</u>	
Total Property and Equipment	<u>\$ 1,073,649</u>	

Capitalized cost consists of the following:

Loan fees	\$ 16,058	10 years
Less accumulated amortization	<u>(6,022)</u>	
Total Capitalized Cost	<u>\$ 10,036</u>	

**NOTE 6 – DEFERRED COMPENSATION PLAN**

The Institute offers its employees a deferred compensation plan created in accordance with Internal Revenue Code section 457 (the "Plan"). The Plan permits all eligible employees to execute an individual agreement with the Institute for amounts earned by them, to be paid at a future date when certain circumstances are met. These circumstances include termination by reason of retirement, death, disability or other events as provided for in the Plan. Employees may contribute up to 25% of eligible employee compensation into the deferred compensation plan, which is limited to \$16,500 in 2009. The Institute contributed \$24,689 during 2009 to the plan on behalf of the employees.

**NOTE 7 – COMPENSATED ABSENCES**

The Institute offers its employees compensated vacation and sick leave. Under these policies, employees may be compensated for accumulated unused vacation but not sick leave, upon termination of employment. The Institute's liability for such compensated absences is \$11,030 at December 31, 2009.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2009

**NOTE 7 – COMPENSATED ABSENCES (continued)**

Accumulated sick leave benefits are not recognized as liabilities as payment of such benefits is not estimable. Therefore, sick leave benefits are recorded as expenditures in the period sick leave is taken.

**NOTE 8 – OPERATING LEASE**

The Institute has entered into lease agreement for office equipment. The following is a schedule of future minimum rental payments required under these leases, which have a term in excess of one year as of December 31, 2009.

<u>Year</u>	<u>Amount</u>
2010	\$ 6,948
2011	6,948
2012	6,948

**NOTE 9 – MORTGAGE PAYABLE**

Mortgage payable to Vineyard Bank, secured by land and building at 8331 Utica, Rancho Cucamonga, CA. The required monthly payment of principal and interest is \$7,265. The note bears interest at 7.30% for five years and converts to variable in year six. Any unpaid interest and principal is due March 2016.

\$ 931,047

Less current portion

(20,350)

Long-term mortgage payable

\$ 910,697

Maturities of long-term debt:

<u>Year</u>	<u>Principal</u>
2010	\$ 20,350
2011	21,887
2012	23,539
2013	25,316
2014	27,063
Thereafter	<u>812,892</u>
	<u>\$ 931,047</u>

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**NOTES TO FINANCIAL STATEMENTS**

December 31, 2009

**NOTE 10 – LINE OF CREDIT**

On January 16, 2009, the Institute negotiated a maximum \$250,000 line of credit with MCEF Bank, which is secured by the Institute's building at 8331 Utica, Rancho Cucamonga, CA. Interest is paid at prime plus a margin of 2% per annum or 7.5%, whichever is greater. The maturity date is December 31, 2013

\$ 185,000

**NOTE 11 – DONATED SERVICES**

The Institute receives donated services from a variety of unpaid volunteers assisting the Institute at its Conference. No amounts have been recognized in the accompanying statement of activities because the criteria for recognition of such volunteer efforts have not been satisfied.

**NOTE 12 – RELATED PARTY TRANSACTIONS**

The Institute, during the normal course of business, paid certain expenses of the Institute's Board of Directors and committee members, which include the following at December 31, 2009:

Mid Year Meeting	\$ 8,622
Travel	50,739

The Institute acts as an agent on behalf of Municipal Clerks Education Foundation (the "Foundation") and collects donations on behalf of the Foundation. Several directors of the Foundation are members of the Institute. As of December 31, 2009, the Institute collected and remitted to the Foundation \$84,018. In addition, the Institute has a service agreement that provides the Foundation staffing support and facilities for an annual fee of \$21,000. The term of this agreement is for one year and is renegotiated annually.

**NOTE 13 – COMMITMENTS AND CONTINGENCIES**

The Institute is obligated to pay post retirement health benefits for a former employee which terminates either upon employment of the spouse, qualifying for Medicare coverage or being declared disabled. Annual premiums are approximately \$9,479.

In 2009 the Institute entered into a three-year service contract expiring December 31, 2012. Should services terminate if the contractor does not meet the adopted performance criteria of the Institute, it is obligated to pay six (6) months remuneration. The estimated obligation pertaining to the service contract is \$585,000 over the remaining term of the contract.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2009

**NOTE 13 – COMMITMENTS AND CONTINGENCIES (continued)**

The following is a schedule of expected future obligations based on the term of the contract on an annual basis:

<u>Year</u>	<u>Amount</u>
2010	\$ 195,000
2011	195,000
2012	195,000

**NOTE 14 – LITIGATION**

In February 2009, the litigation against The Institute by a former employee who had made claims for wrongful termination was resolved. International Institutes of Municipal Clerks was found to have a liability to the former employee in the amount of \$250,000. This amount was paid by the Institute in February 2009. In order to pay this amount The Institute has established a line of credit with the Municipal Clerks Education Foundation who agreed to treat the line as a loan.

**NOTE 15 – FINANCIAL STATUS**

Due to the change in method of accounting for revenue a significant adjustment was made in 2006 which reduced net assets to a negative position. This required that the going concern issue be evaluated. In that assessment it was determined that a going concern should not be assessed. It was also determined that should the Institute require the use of deferred revenues totaling \$630,773 for current operations that these balances would be available. In addition, the Institute has fixed assets that have significantly appreciated in value which could be utilized should the need arise.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby, Janet Pantaleon, Pilar Archer

**Date:** May 3, 2010

**Subject:** 2009 Year End Notes

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IIMC ended fiscal year 2009 with an outstanding financial year. Despite the obstacles that we encountered in 2009 – IIMC was still able to end the year on a positive and optimistic note. Net Profit excluding litigation fees ended the year at \$232,027. After litigation the Net Loss for the year (\$17,973) is excellent due to the extraordinary expenses that were incurred.

The following are key factors that contributed to IIMC's fiscal year:

## General Comments:

### Administrative

- **Expenses** – Expenses for the Administrative department came in under budget with the exception for Salary due to overtime at 2009 Annual Conference, legal fees which were incurred due to the process of terminating the Education Director's contract and additional computer support due to viruses encountered within the IIMC network.

### Building

- **Income** – The vacant rental space within IIMC's building was rented as of September 2009. With that said the building income budget still came in under budget by \$14,000.00. Due to the timing of the rental as well as the reduction in monthly rental fees.
- **Expenses** – Expenses for the building budget were under budget due to frugal spending. Overall the building budget was close to break even within its budget.

### Committees

#### Executive Committee

- **Expenses** – Due to more strategic and fiscally responsible planning in travel, the Executive Committee came in under budget by \$7,800.00. This savings was due to the efforts by last year's President and this year's President to keep Region XI travel to only those associations which IIMC has strong presence or working toward an Institute. Travel expenses were reduced by using American Express points for Region XI travel (South Africa, UK, British Columbia and domestic when possible). IIMC will continue along this path of prudent travel for the Executive Committee and Executive Director.

#### Board Committee

- **Expenses** – IIMC's Board was able to come in under budget by approximately \$7,100.00, of which \$6,000 was due to Mid-Year conservative spending. Strategic planning expense was over budget by \$5,000 due to budget only reflecting one strategic planning when two were held within the budget fiscal year.

### Education

- **Income** – Both MCEF Policy 8 and IIMC Certification fees, specially the MMC program, are over budget by close to \$64,000 combined.
- **Expenses** – IIMC had significant savings in this department due to the termination of the Education Director's contract. The savings in salary, benefits and travel is around \$40,000

## Marketing

- **Income** – Revenue overall is over budget by \$10,000 due to a conservative budget and no decline in advertising once News Digest was moved to an electronic format. The retention of the advertising base has allowed IIMC more freedom to negotiate advertising sales with potential advertisers.
- **Expenses** – Awards/Gifts are over budget due to replenishment of the IIMC gifts reserve. All other expenses within this department are under budget. The department as a whole ended the year under budget with a \$14,000 savings in budget.

## Membership

- **Income** - Membership Dues although under budget by \$51,000 did for the second consecutive year surpassed the \$1 million dollar mark. The loss in revenue is attributable to a decrease in membership due largely to the economy.
- **Expenses** - Expenses overall for the Membership department are under budget with the exception of salary which is due to overtime at conference. Even with this savings in expense offsetting the membership department's loss in revenue the department still came in under budget by \$36,000.



**IIMC Financials**  
**FISCAL YEAR 2009**  
**Statement of Financial Position**  
**December 31, 2009**

**ASSETS**

***Current Assets***

General Checking - Vineyard		\$	65,448
MMA - Acct #10100828			48,954
MMA - Acct #2712253			92,000
MMA - 1359169545			65,099
Accounts Receivable			32,588
Inventory			9,801
Prepaid Expense			6,365
Prepaid Conference			39,706
<b>Total Current Assets</b>		<b>\$</b>	<b><u>359,961</u></b>

***Property & Equipment***

Furniture	\$ 73,943		
Accum Deprn - Furniture		(71,386)	\$ 2,557
Office Equipment	42,028		
Accum Deprn - Office Equipment		(41,483)	545
Building	397,448		
Accum Deprn - Building		(85,774)	311,674
Building Improvement - No Rent	153,365		
Accum Deprn - Building Improvement		(36,474)	116,891
Building Improvement - Rent Only	29,962		
Accum Deprn - Building Improvement		(23,524)	6,438
Land			321,408
Building Rental	376,400		
Accum Deprn - Bldg Rental		(81,229)	295,171
Computer Equipment	81,544		
Accum Deprn - Computer Equipment		(70,548)	10,996
Computer Software	93,157		
Accum Amortization - Computer Software		(85,187)	7,970
Loan Cost	16,058		
Accum Amortization - Loan Costs		(6,022)	10,036
<b>Total Property and Equipment</b>		<b>\$</b>	<b><u>1,083,685</u></b>

**TOTAL ASSETS**

**\$ 1,443,646**

**IIMC Financials**  
**FISCAL YEAR 2009**  
**Statement of Financial Position**  
**December 31, 2009**

**LIABILITIES & EQUITY**

***Current Liabilities***

Accounts Payables	\$ 5,471
Accrued Expense	26,445
Vacation Liability	11,030
ICMA Retirement Liability	-
Deferred Revenue - Dues	625,399
Deferred Revenue - Conference	18,731
Sales Tax Payable	-
Deferred Revenue - Conference Academy Books	49
MCEF Liability	2,187
MCEF Scholarship	-
<b>Total Current Liabilities</b>	<b><u>\$ 689,312</u></b>

***Long Term Liabilities***

Vineyard Bank - Mortgage	\$ 931,047
MCEF LOC	185,247
<b>Total Long Term Liabilities</b>	<b><u>\$ 1,116,294</u></b>

**EQUITY**

Equity	(369,373)
Property & Equip Reserves	(11,178)
Building Reserves	20,575
Operating Reserves	15,990
Net Income/(Loss)	(17,973)
<b>Total Equity</b>	<b><u>\$ (361,960)</u></b>

**TOTAL LIABILITIES & EQUITY**

**\$ 1,443,646**

**IIMC Financials**  
**FISCAL YEAR 2009**  
**SUMMARY TOTALS**

	2009							
Department	Revised Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2009% Used
<b>INCOME:</b>								
Administration	23,900	1,911	1,992	(80)	23,761	23,900	(139)	99.4%
Athenian Leadership Society	12,000	(800)	1,000	(1,800)	10,870	12,000	(1,130)	90.6%
Building	69,000	5,828	5,750	78	54,535	69,000	(14,465)	79.0%
Conference	753,082	-	-	-	677,547	753,082	(75,535)	0.0%
Education	136,300	50,045	34,275	15,770	200,175	136,300	63,875	146.9%
Marketing	46,000	4,872	3,955	917	56,284	46,000	10,284	122.4%
Membership	1,072,000	86,502	89,333	(2,831)	1,021,260	1,072,000	(50,740)	95.3%
Other Income								
<b>Total Income</b>	<b>2,112,282</b>	<b>148,359</b>	<b>136,305</b>	<b>12,054</b>	<b>2,044,432</b>	<b>2,112,282</b>	<b>(67,850)</b>	<b>96.8%</b>
<b>EXPENSES:</b>								
Administration	430,094	44,200	36,791	7,409	425,989	430,094	(4,105)	99.0%
Athenian Leadership Society	11,800	-	983	(983)	8,500	11,800	(3,300)	72.0%
Building	163,401	13,009	13,367	(358)	150,609	163,401	(12,792)	92.2%
Committee - Board of Directors	70,760	(1,324)	400	1,724	63,602	70,760	(7,158)	89.9%
Committee - Executive	25,000	(634)	2,083	2,718	17,133	25,000	(7,867)	68.5%
Committees - Other	18,922	510	1,025	515	12,751	18,922	(5,549)	0.0%
Conference	752,407	4,474	4,458	15	598,006	752,407	(154,401)	79.5%
Education	365,150	20,131	30,429	(10,298)	292,142	365,150	(73,008)	80.0%
Marketing	105,730	8,918	8,665	253	102,012	105,730	(3,718)	96.5%
Membership	156,260	14,025	13,028	997	141,661	156,260	(14,599)	90.7%
<b>Total Expense</b>	<b>2,099,524</b>	<b>103,310</b>	<b>111,230</b>	<b>1,992</b>	<b>1,812,406</b>	<b>2,099,524</b>	<b>(286,496)</b>	<b>86.3%</b>
<b>PROFIT/(LOSS)</b>								
Administration	(406,194)	(42,289)	(34,800)	(7,489)	(402,228)	(406,194)	3,966	99.0%
Athenian Leadership Society	200	(800)	17	(817)	2,370	200	2,170	1184.9%
Building	(94,401)	(7,181)	(7,617)	436	(96,074)	(94,401)	(1,673)	101.8%
Board of Directors	(70,760)	1,324	(400)	1,724	(63,602)	(70,760)	7,158	89.9%
Committee - Executive	(25,000)	634	(2,083)	2,718	(17,133)	(25,000)	7,867	68.5%
Committees - Other	(18,922)	(510)	(1,025)	515	(12,751)	(18,922)	5,549	0.0%
Conference	675	(4,474)	(4,458)	(15)	79,541	675	78,866	11783.8%
Education	(228,850)	29,915	3,846	26,069	(91,967)	(228,850)	136,883	40.2%
Marketing	(59,730)	(4,047)	(4,710)	664	(45,728)	(59,730)	14,002	76.6%
Membership	915,740	72,477	76,305	(3,828)	879,599	915,740	(36,141)	96.1%
<b>Net Profit/(Loss) before Litigation</b>	<b>12,758</b>	<b>45,048</b>	<b>25,074</b>	<b>10,062</b>	<b>232,027</b>	<b>12,758</b>	<b>218,647</b>	<b>1818.7%</b>
Litigation Fee's	250,000			-	250,000	250,000	-	
<b>Net Profit/(Loss) after Litigation</b>	<b>(237,242)</b>	<b>45,048</b>	<b>25,074</b>	<b>10,062</b>	<b>(17,973)</b>	<b>(237,242)</b>	<b>218,647</b>	<b>7.6%</b>
Controls	0	0	0	0	0	0	0	

# IIMC Financials

FISCAL YEAR 2009

Administrative

12/31/2009

	2009							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Interest	2,800	61	233	(172)	2,661	2,800	(139)	95.0%
Misc Admin Revenue	100	100	8	92	100	100	-	100.0%
MCEF Development Contract	21,000	1,750	1,750	-	21,000	21,000	-	100.0%
<b>Total Income</b>	<b>23,900</b>	<b>1,911</b>	<b>1,992</b>	<b>(80)</b>	<b>23,761</b>	<b>23,900</b>	<b>(139)</b>	<b>99.4%</b>
<b>OVERHEAD EXPENSES</b>								
Salary/Wages	125,000	15,636	10,417	5,220	129,800	125,000	4,800	103.8%
Contract Labor	115,000	9,487	9,583	(96)	122,437	115,000	7,437	106.5%
Salary Benefits	23,000	2,129	1,917	212	22,044	23,000	(956)	95.8%
Payroll Taxes-Employer	11,500	1,098	958	139	11,856	11,500	356	103.1%
Workers Comp Insurance	1,861	165	155	10	1,943	1,861	82	104.4%
Computer/Software Purchase	5,000	-	417	(417)	948	5,000	(4,052)	19.0%
Computer/Software Support	27,183	2,555	2,265	290	31,184	27,183	4,001	114.7%
Depreciation Furn/Amortization Exp	13,500	1,348	1,125	223	14,265	13,500	765	105.7%
Office Equipment Lease	1,800	145	150	(5)	2,652	1,800	852	147.3%
Office Equipment Maint	4,850	247	404	(157)	3,618	4,850	(1,232)	74.6%
Office Equipment Purchase	1,000	-	83	(83)	285	1,000	(715)	28.5%
Office Supplies	8,100	515	675	(160)	6,534	8,100	(1,566)	80.7%
Telephone	6,600	760	550	210	9,295	6,600	2,695	140.8%
Web Site	10,000	-	833	(833)	545	10,000	(9,456)	5.4%
Auditor Fees	11,500	1,162	958	204	12,900	11,500	1,400	112.2%
Auto Mileage-Staff	300	13	25	(12)	110	300	(190)	36.6%
Copier	8,500	635	708	(73)	7,738	8,500	(762)	91.0%
Credit Card Fees	1,400	41	117	(75)	1,365	1,400	(35)	97.5%
Insurance-Retiree (*)	11,400	578	1,900	(1,322)	9,479	11,400	(1,921)	83.1%
Legal Fees	5,000	-	417	(417)	8,322	5,000	3,322	166.4%
LOC MCEF Interest	13,746	1,392	1,146	246	12,842	13,746	(904)	93.4%
LOC MCEF Payment	5,004	4,587	417	4,170	4,587	5,004	(417)	91.7%
Memberships	800	-	67	(67)	562	800	(238)	70.3%
Payroll Processing	1,400	276	117	159	1,703	1,400	303	121.6%
Postage/Courier/Mailing	1,900	(100)	158	(258)	2,040	1,900	140	107.4%
Printing	2,500	-	208	(208)	331	2,500	(2,169)	13.2%
Professional Develop/Training	1,000	-	83	(83)	42	1,000	(958)	4.2%
Shipping	1,500	-	125	(125)	820	1,500	(680)	54.7%
Subscriptions/Publications	300	-	25	(25)	-	300	(300)	0.0%
Taxes Business	50	-	4	(4)	285	50	235	570.0%
Admin Accommodations	2,000	185	167	18	468	2,000	(1,533)	23.4%
Admin Airfare	2,400	174	200	(26)	2,223	2,400	(177)	92.6%
Admin Ground	800	30	67	(37)	255	800	(545)	31.9%
Admin Meals	1,000	-	83	(83)	211	1,000	(789)	21.1%
Admin Other	200	-	17	(17)	7	200	(193)	3.5%
Other	3,000	1,143	250	893	2,295	3,000	(705)	76.5%
<b>Total Administrative Expenses</b>	<b>430,094</b>	<b>44,200</b>	<b>36,791</b>	<b>7,409</b>	<b>425,989</b>	<b>430,094</b>	<b>(4,105)</b>	<b>99.0%</b>
<b>Net Profit/Loss prior to Litigation</b>	<b>(406,194)</b>	<b>(42,289)</b>	<b>(34,800)</b>	<b>(7,489)</b>	<b>(402,228)</b>	<b>(406,194)</b>	<b>3,966</b>	<b>99.0%</b>
Litigation Fee's	250,000			-	250,000	250,000	-	
<b>Net Profit/Loss after Litigation</b>	<b>(656,194)</b>	<b>(42,289)</b>	<b>(34,800)</b>	<b>(7,489)</b>	<b>(652,228)</b>	<b>(656,194)</b>	<b>3,966</b>	<b>99.4%</b>

# IIMC Financials

FISCAL YEAR 2009

Athenian

12/31/2009

2009							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance
<b>INCOME</b>							
Athenian Leadership Society	12,000	(800)	1,000	(1,800)	10,870	12,000	(1,130)
<b>Total Income</b>	<b>12,000</b>	<b>(800)</b>	<b>1,000</b>	<b>(1,800)</b>	<b>10,870</b>	<b>12,000</b>	<b>(1,130)</b>
<b>DIRECT EXPENSE</b>							
Athenian Leadership Society	11,800	-	983	(983)	8,500	11,800	(3,300)
<b>Total Expense</b>	<b>11,800</b>	<b>-</b>	<b>983</b>	<b>(983)</b>	<b>8,500</b>	<b>11,800</b>	<b>(3,300)</b>
<b>Net Profit/Loss</b>	<b>200</b>	<b>(800)</b>	<b>17</b>	<b>(817)</b>	<b>2,370</b>	<b>200</b>	<b>2,170</b>

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# IIMC Financials

FISCAL YEAR 2009

Building

12/31/2009

	2009							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Rental Income	69,000	5,828	5,750	78	54,535	69,000	(14,465)	79.0%
<b>Total Income</b>	<b>69,000</b>	<b>5,828</b>	<b>5,750</b>	<b>78</b>	<b>54,535</b>	<b>69,000</b>	<b>(14,465)</b>	<b>79.0%</b>
<b>DIRECT EXPENSE</b>								
Amortize Loan Costs	1,606	132	134	(2)	1,606	1,606	-	100.0%
Association Fees	2,400	230	200	30	2,760	2,400	360	115.0%
Depreciation Building	28,100	2,718	2,342	376	28,531	28,100	431	101.5%
Insurance Fire/Property	4,000	321	333	(13)	3,559	4,000	(441)	89.0%
Landscaping	5,300	280	442	(162)	3,360	5,300	(1,940)	63.4%
Mortgage Interest	72,000	5,673	6,000	(327)	69,623	72,000	(2,377)	96.7%
Office Cleaning - IIMC	3,120	240	260	(20)	3,060	3,120	(60)	98.1%
Property Tax	15,000	1,192	1,250	(58)	14,272	15,000	(728)	95.1%
Repair/Maint Building	10,255	1,039	855	184	4,433	10,255	(5,822)	43.2%
Repair/Maint Grounds	1,200	-	100	(100)	1,047	1,200	(153)	87.3%
Supplies	100	-	8	(8)	148	100	48	148.4%
Utilities	14,620	1,084	1,218	(134)	14,194	14,620	(426)	97.1%
Allocation to Bldg Reserve	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Office Cleaning - Tenants	1,700	100	142	(42)	1,562	1,700	(138)	91.9%
Commissions	3,000	-	-	-	2,453	3,000	(547)	81.8%
<b>Total Direct Expense</b>	<b>163,401</b>	<b>13,009</b>	<b>13,367</b>	<b>(358)</b>	<b>150,609</b>	<b>163,401</b>	<b>(12,792)</b>	<b>92.2%</b>
<b>Net Profit/Loss</b>	<b>(94,401)</b>	<b>(7,181)</b>	<b>(7,617)</b>	<b>436</b>	<b>(96,074)</b>	<b>(94,401)</b>	<b>(1,673)</b>	<b>101.8%</b>

**IIMC Financials**  
**FISCAL YEAR 2009**  
**Committees**  
**12/31/2009**

Description	2009							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>EXECUTIVE COMMITTEE:</b>								
Telephone	1,500	-	125	(125)	793	1,500	(707)	52.8%
Travel Accommodations	6,100	(199)	508	(708)	6,299	6,100	199	103.3%
Travel Airfare	13,200	(369)	1,100	(1,469)	5,567	13,200	(7,633)	42.2%
Travel Ground	2,000	(120)	167	(287)	2,249	2,000	249	112.5%
Travel Meals	2,000	55	167	(112)	2,176	2,000	176	108.8%
Travel Other	200	-	17	(17)	-	200	(200)	0.0%
Other	-	-	0	0	50	-	50	0.0%
<b>Total Expense</b>	<b>25,000</b>	<b>(634)</b>	<b>2,083</b>	<b>(2,718)</b>	<b>17,133</b>	<b>25,000</b>	<b>(7,867)</b>	<b>68.5%</b>
<b>BOARD OF DIRECTORS:</b>								
<b>General</b>								
Election Expense	-	-	-	-	-	-	-	0.0%
Insurance Officers & Directors	4,500	-	-	-	3,170	4,500	(1,330)	70.4%
Legal Fees	-	176	-	176	176	-	176	0.0%
Strategic Planning	5,000	-	-	-	10,430	5,000	5,430	208.6%
Postage	50	-	4	(4)	17	50	(33)	33.6%
Shipping	50	-	4	(4)	45	50	(5)	89.2%
Telephone	4,000	-	333	(333)	2,427	4,000	(1,573)	60.7%
Memorials	700	-	58	(58)	350	700	(350)	50.0%
Other Expenses	-	-	0	0	50	-	50	0.0%
<b>Mid-Year</b>								
Travel Accommodations	15,000	-	-	-	8,804	15,000	(6,196)	58.7%
Travel Airfare	17,100	-	-	-	12,526	17,100	(4,574)	73.3%
Travel Ground	500	-	-	-	1,696	500	1,196	339.2%
Travel Meals	9,240	(1,500)	-	(1,500)	11,340	9,240	2,100	122.7%
Travel Other	300	-	-	-	81	300	(219)	27.0%
Meeting Expenses	-	-	-	-	1,500	-	1,500	0.0%
Travel Region Directors	-	-	-	-	-	-	-	0.0%
<b>Conference</b>								
Travel Accommodations	11,500	-	-	-	8,981	11,500	(2,519)	78.1%
Travel Airfare	500	-	-	-	930	500	430	185.9%
Travel Ground	300	-	-	-	192	300	(108)	64.0%
Travel Meals	1,820	-	-	-	887	1,820	(933)	48.8%
Travel Other	200	-	-	-	-	200	(200)	0.0%
<b>Total Expense</b>	<b>70,760</b>	<b>(1,324)</b>	<b>400</b>	<b>(1,724)</b>	<b>63,602</b>	<b>70,760</b>	<b>(7,158)</b>	<b>89.9%</b>
<b>BUDGET AND PLANNING:</b>								
Meeting Expenses	-	-	-	-	-	-	-	
Travel Accommodations	3,200	-	-	-	4,210	3,200	1,010	131.6%
Travel Airfare	3,000	-	-	-	1,466	3,000	(1,534)	48.9%
Travel Ground	500	-	-	-	549	500	49	109.8%
Travel Meals	1,500	-	-	-	1,451	1,500	(49)	96.7%
Travel Other	200	-	-	-	-	200	(200)	0.0%
<b>Total Expense</b>	<b>8,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,676</b>	<b>8,400</b>	<b>(724)</b>	<b>91.4%</b>
<b>CONFERENCE POLICY:</b>								
Meeting Expenses	200	-	17	(17)	36	200	(164)	17.8%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>36</b>	<b>200</b>	<b>(164)</b>	<b>17.8%</b>
<b>EDUCATION / PROFESSIONAL DEVELOPMENT:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Telephone	-	-	0	0	360	-	360	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>360</b>	<b>200</b>	<b>160</b>	<b>179.8%</b>
<b>ELECTION:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>ETHICS:</b>								
Telephone	1,000	-	83	(83)	92	1,000	(908)	9.2%
<b>Total Expense</b>	<b>1,000</b>	<b>-</b>	<b>83</b>	<b>(83)</b>	<b>92</b>	<b>1,000</b>	<b>(908)</b>	<b>9.2%</b>

**IIMC Financials**  
**FISCAL YEAR 2009**  
**Committees**  
**12/31/2009**

Description	2009							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INTERNATIONAL RELATIONS:</b>								
Exchange Program/Study Abroad	6,000	420	700	(280)	3,060	6,000	(2,940)	51.0%
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>6,200</b>	<b>420</b>	<b>717</b>	<b>(297)</b>	<b>3,060</b>	<b>6,200</b>	<b>(3,140)</b>	<b>49.4%</b>
<b>POLICY REVIEW</b>								
Telephone	200	51	17	34	324	200	124	161.9%
<b>Total Expense</b>	<b>200</b>	<b>51</b>	<b>17</b>	<b>34</b>	<b>324</b>	<b>200</b>	<b>124</b>	<b>161.9%</b>
<b>MEMBERSHIP:</b>								
Other	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>MENTORING:</b>								
Telephone	200	-	17	(17)	-	200	(200)	0.0%
Promotion	450	-	-	-	-	450	-	0.0%
<b>Total Expense</b>	<b>650</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>650</b>	<b>(200)</b>	<b>0.0%</b>
<b>PROGRAM REVIEW:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Telephone	-	40	0	40	1,053	-	1,053	0.0%
<b>Total Expense</b>	<b>200</b>	<b>40</b>	<b>17</b>	<b>23</b>	<b>1,053</b>	<b>200</b>	<b>853</b>	<b>526.7%</b>
<b>PUBLIC RELATIONS:</b>								
Telephone	-	-	-	-	-	-	-	0.0%
Other (Award)	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>RECORDS MANAGEMENT:</b>								
Telephone	200	-	17	(17)	63	200	(137)	31.3%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>63</b>	<b>200</b>	<b>(137)</b>	<b>31.3%</b>
<b>RESEARCH:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Telephone	-	-	-	0	63	-	63	0.0%
Other	-	-	-	-	-	-	-	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>63</b>	<b>200</b>	<b>(137)</b>	<b>31.6%</b>
<b>RESOURCE &amp; INFORMATION:</b>								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>200</b>	<b>(200)</b>	<b>0.0%</b>
<b>TASK FORCE(S):</b>								
Telephone	500	-	42	(42)	25	500	(475)	5.0%
<b>Total Expense</b>	<b>500</b>	<b>-</b>	<b>42</b>	<b>(42)</b>	<b>25</b>	<b>500</b>	<b>(475)</b>	<b>5.0%</b>
<b>Executive Committee</b>	<b>25,000</b>	<b>(634)</b>	<b>2,083</b>	<b>(2,718)</b>	<b>17,133</b>	<b>25,000</b>	<b>(7,867)</b>	<b>68.5%</b>
<b>Board of Directors</b>	<b>70,760</b>	<b>(1,324)</b>	<b>400</b>	<b>(1,724)</b>	<b>63,602</b>	<b>70,760</b>	<b>(7,158)</b>	<b>89.9%</b>
<b>Other Committees</b>	<b>18,922</b>	<b>510</b>	<b>1,025</b>	<b>(515)</b>	<b>12,751</b>	<b>18,922</b>	<b>(5,549)</b>	<b>67.4%</b>
<b>Total Expense</b>	<b>114,682</b>	<b>(1,448)</b>	<b>3,508</b>	<b>(4,956)</b>	<b>93,486</b>	<b>114,682</b>	<b>(20,574)</b>	<b>81.5%</b>
<b>Net Profit/Loss</b>	<b>(114,682)</b>	<b>1,448</b>	<b>(3,508)</b>	<b>(4,956)</b>	<b>(93,486)</b>	<b>(114,682)</b>	<b>(20,574)</b>	<b>81.5%</b>



# IIMC Financials

FISCAL YEAR 2009

Conference

12/31/2009

	2009							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Registration Members-Full	504,000	-	-	-	443,500	504,000	(60,500)	88.0%
Registration Guest	31,250	-	-	-	28,650	31,250	(2,600)	91.7%
Donations & Sponsorships	59,850	-	-	-	43,725	59,850	(16,125)	73.1%
Exhibitor Program	39,200	-	-	-	27,200	39,200	(12,000)	69.4%
Registration Comp	(7,000)	-	-	-	(8,250)	(7,000)	(1,250)	117.9%
Cancellation Fee	3,000	-	-	-	3,043	3,000	43	101.4%
Misc Conference Revenue	78,482	-	-	-	88,959	78,482	10,477	113.3%
Academy Workshop	41,300	-	-	-	47,649	41,300	6,349	115.4%
Boutique Sales	3,000	-	-	-	3,071	3,000	71	102.4%
<b>Total Income</b>	<b>753,082</b>	-	-	-	<b>677,547</b>	<b>753,082</b>	<b>(75,535)</b>	<b>90.0%</b>
<b>DIRECT EXPENSES</b>								
Contract Labor	53,500	4,458	4,458	(0)	53,684	53,500	184	100.3%
Credit Card Fees	10,000	0	-	0	11,740	10,000	1,740	117.4%
Telephone/Internet	7,000	-	-	-	5,583	7,000	(1,417)	79.8%
Planner Travel Accom.	-	-	-	-	112	-	112	0.0%
Planner Airfare	1,000	-	-	-	765	1,000	(235)	76.5%
Planner Ground Travel	100	-	-	-	322	100	222	321.6%
Planner Travel Meals	200	-	-	-	775	200	575	387.5%
PlannerTravel Other	100	-	-	-	587	100	487	587.4%
Awards & Gifts	4,000	-	-	-	3,127	4,000	(873)	78.2%
Meeting Rooms	-	-	-	-	-	-	-	0.0%
Office Supplies	100	-	-	-	572	100	472	571.8%
Shipping	3,600	-	-	-	2,810	3,600	(790)	78.0%
Lanyards/Bags/Gifts	4,000	-	-	-	3,189	4,000	(811)	79.7%
Conference Security	1,500	-	-	-	935	1,500	(565)	62.3%
Academy Speaker Fees	24,000	-	-	-	19,000	24,000	(5,000)	79.2%
Academy Speaker Accommodations	4,400	-	-	-	1,835	4,400	(2,565)	41.7%
Academy Speaker Meals	1,600	-	-	-	341	1,600	(1,259)	21.3%
Academy Speaker Travel	9,900	-	-	-	3,444	9,900	(6,456)	34.8%
Academy Materials/Supplies	1,000	-	-	-	171	1,000	(829)	17.1%
Colloquium Institute Director	1,000	-	-	-	-	1,000	(1,000)	0.0%
Genl/Plenary Speaker Fees	25,000	-	-	-	25,000	25,000	-	100.0%
Genl/Plenary Speaker Accommodations	1,500	-	-	-	92	1,500	(1,408)	6.1%
Genl/Plenary Speaker Meals	500	-	-	-	-	500	(500)	0.0%
Genl/Plenary Speaker Travel	3,700	-	-	-	1,439	3,700	(2,261)	38.9%
Postage/Courier/Mailing	800	15	-	15	800	800	(0)	100.0%
Speakers Accommodations	7,700	-	-	-	2,661	7,700	(5,039)	34.6%
Speakers Fees	32,000	-	-	-	13,800	32,000	(18,200)	43.1%
Speakers/Convener Gifts	-	-	-	-	-	-	-	0.0%
Speakers Meals	2,800	-	-	-	486	2,800	(2,314)	17.4%
Speakers Travel	21,000	-	-	-	3,944	21,000	(17,056)	18.8%
Staff Travel Accom.	12,000	-	-	-	13,394	12,000	1,394	111.6%
Travel Accommodations VIP	10,000	-	-	-	4,087	10,000	(5,913)	40.9%
Conf. Travel Airfare Staff	6,000	-	-	-	4,159	6,000	(1,841)	69.3%
Conf. Travel Ground - Staff	700	-	-	-	1,645	700	945	235.0%
Conf. Travel Meals - Staff	5,690	-	-	-	6,472	5,690	782	113.7%
Conf. Travel Other - Staff	200	-	-	-	360	200	160	180.0%
Conf. Transportation	15,000	-	-	-	8,805	15,000	(6,196)	58.7%
Conf. Transportation - VIP	2,000	-	-	-	1,139	2,000	(861)	56.9%
Audio/Visual	88,500	-	-	-	35,326	88,500	(53,174)	39.9%
Copier	500	-	-	-	11	500	(489)	2.2%
Opening Reception	35,000	-	-	-	30,000	35,000	(5,000)	85.7%
All Conference Event	54,000	-	-	-	59,079	54,000	5,079	109.4%
Annual Banquet	87,727	-	-	-	46,733	87,727	(40,994)	53.3%
DJ	-	-	-	-	-	-	-	0.0%
Exhibit Hall	10,000	-	-	-	6,642	10,000	(3,358)	66.4%
Food & Beverage	103,470	-	-	-	110,678	103,470	7,208	107.0%
Meetings/Board/Comm.F&B/AV	14,620	-	-	-	13,199	14,620	(1,421)	90.3%
Colloquim Food & Beverage	-	-	293	-	1,163	-	1,163	0.0%

# IIMC Financials

FISCAL YEAR 2009

Conference

12/31/2009

	2009							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
Opening Ceremony	-	-	-	-	10,350	-	10,350	0.0%
Private Receptions	10,000	-	-	-	14,029	10,000	4,029	140.3%
Onsite Labor	54,000	-	-	-	45,006	54,000	(8,995)	83.3%
Design Work	200	-	-	-	550	200	350	275.0%
Photographer	4,000	-	-	-	3,500	4,000	(500)	87.5%
Signage	-	-	-	-	287	-	287	0.0%
Conference Printing/Design Work	16,000	-	-	-	21,907	16,000	5,907	136.9%
Merchandise	200	-	-	-	1,781	200	1,581	890.4%
Other	600	-	-	-	492	600	(108)	82.1%
<b>Total Direct Expense</b>	<b>752,407</b>	<b>4,474</b>	<b>4,458</b>	<b>15</b>	<b>598,006</b>	<b>752,407</b>	<b>(154,401)</b>	<b>79.5%</b>
<b>Net Profit/Loss</b>	<b>675</b>	<b>(4,474)</b>	<b>(4,458)</b>	<b>(15)</b>	<b>79,541</b>	<b>675</b>	<b>78,866</b>	<b>11783.8%</b>
					0		0	

# IIMC Financials

FISCAL YEAR 2009

Education

12/31/2009

	2009							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME:</b>								
MCEF Contribution/Policy 8	25,000	39,275	25,000	14,275	39,275	25,000	14,275	157.1%
Fees CMC	35,000	5,000	2,917	2,083	45,645	35,000	10,645	130.4%
Fees CMC Recertification	8,500	-	708	(708)	6,550	8,500	(1,950)	77.1%
Fees MMC	27,000	8,710	2,250	6,460	75,980	27,000	48,980	281.4%
Pin CMC	-	-	-	-	60	-	60	0.0%
Pin MMC	-	-	-	-	-	-	-	0.0%
Plaques CMC	8,000	1,090	667	423	8,315	8,000	315	103.9%
Distance Ed Registration	16,000	390	1,333	(943)	17,990	16,000	1,990	112.4%
Conference CD Rom	16,500	375	1,375	(1,000)	11,120	16,500	(5,380)	67.4%
New Institute Application Fees	300	-	25	(25)	-	300	(300)	0.0%
Misc Education Income	-	-	-	-	-	-	-	0.0%
MCEF Scholarship	-	(4,800)	-	(4,800)	(4,800)	-	(4,800)	0.0%
<b>Total Income</b>	<b>136,300</b>	<b>50,045</b>	<b>34,275</b>	<b>15,770</b>	<b>200,175</b>	<b>136,300</b>	<b>63,875</b>	<b>146.9%</b>
<b>DIRECT EXPENSES:</b>								
Salary/Wages	239,000	14,023	19,917	(5,894)	214,114	239,000	(24,886)	89.6%
Salary Benefits	36,000	2,030	3,000	(970)	23,767	36,000	(12,233)	66.0%
Payroll Taxes - Employer	20,000	1,179	1,667	(488)	19,548	20,000	(452)	97.7%
Workers Comp Insurance	2,100	188	175	13	2,193	2,100	93	104.4%
Computer/Software	-	-	-	-	-	-	-	0.0%
Conference CD Rom	-	-	-	-	222	-	222	0.0%
Credit Card Fee	2,500	122	208	(87)	2,923	2,500	423	116.9%
Distance Ed	33,000	225	2,750	(2,525)	13,350	33,000	(19,650)	40.5%
Memberships	1,400	-	117	(117)	-	1,400	(1,400)	0.0%
NOCA Accreditation	-	-	-	-	-	-	-	0.0%
Pins CMC	1,500	-	125	(125)	-	1,500	(1,500)	0.0%
Pins MMC	600	-	50	(50)	-	600	(600)	0.0%
Plaques	3,500	2,169	292	1,877	4,944	3,500	1,444	141.3%
Office Equipment Purchase	-	-	-	-	-	-	-	0.0%
Office Supplies	-	-	-	-	136	-	136	0.0%
Postage/Courier/Mailing	2,500	15	208	(193)	1,071	2,500	(1,429)	42.8%
Printing	1,500	-	125	(125)	3,281	1,500	1,781	218.8%
Shipping	3,000	155	250	(95)	4,770	3,000	1,770	159.0%
Professional Develop/Training	1,000	-	83	(83)	42	1,000	(958)	4.2%
Program Development	10,000	-	833	(833)	1,595	10,000	(8,405)	16.0%
Subscriptions/Publications	500	25	42	(17)	25	500	(475)	5.0%
Telephone	1,300	-	108	(108)	161	1,300	(1,139)	12.4%
Staff Travel Accommodations	1,500	-	125	(125)	-	1,500	(1,500)	0.0%
Staff Airfare	2,000	-	167	(167)	-	2,000	(2,000)	0.0%
Staff Travel Ground	750	-	63	(63)	-	750	(750)	0.0%
Staff Travel Meals	750	-	63	(63)	-	750	(750)	0.0%
Staff Travel Other	750	-	63	(63)	-	750	(750)	0.0%
Attendance Scanning Equipment	-	-	-	-	-	-	-	0.0%
<b>Total Direct Expense</b>	<b>365,150</b>	<b>20,131</b>	<b>30,429</b>	<b>(10,298)</b>	<b>292,142</b>	<b>365,150</b>	<b>(73,008)</b>	<b>80.0%</b>
<b>Net Profit/Loss</b>	<b>(228,850)</b>	<b>29,915</b>	<b>3,846</b>	<b>26,069</b>	<b>(91,967)</b>	<b>(228,850)</b>	<b>136,883</b>	<b>40.2%</b>

# IIMC Financials

FISCAL YEAR 2009

Marketing

12/31/2009

	2009							
Description	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Advertising	16,000	1,910	1,455	455	26,408	16,000	10,408	165.0%
Advertising/Sponsor	12,000	1,343	1,000	343	16,001	12,000	4,001	133.3%
Advertising Website	1,700	98	142	(44)	976	1,700	(724)	57.4%
Royalty - Liberty Mutual	800	136	67	69	934	800	134	116.7%
Royalty - MBNA MasterCard	3,000	784	250	534	2,774	3,000	(226)	92.5%
Royalty - Robert's Rule of Order	1,200	227	100	127	1,054	1,200	(146)	87.8%
Royalties Other - E.Mina/NAP	300	125	25	100	2,190	300	1,890	730.2%
Mailing Lists	1,200	-	100	(100)	850	1,200	(350)	70.8%
Merchandise	2,500	-	208	(208)	-	2,500	(2,500)	0.0%
Publications	7,000	220	583	(363)	4,557	7,000	(2,443)	65.1%
Publications - Book 8	300	30	25	5	540	300	240	180.0%
<b>Total Income</b>	<b>46,000</b>	<b>4,872</b>	<b>3,955</b>	<b>917</b>	<b>56,284</b>	<b>46,000</b>	<b>10,284</b>	<b>122.4%</b>
<b>DIRECT EXPENSES</b>								
Contract Labor	81,900	6,825	6,825	-	81,900	81,900	-	100.0%
Salary Benefits	-	-	-	-	-	-	-	0.0%
Workers Comp Insurance	339	32	28	3	342	339	-	100.8%
Advertising	-	-	-	-	-	-	-	0.0%
Auto Mileage	200	-	17	(17)	-	200	(200)	0.0%
Credit Card Fee	250	112	21	91	516	250	266	206.3%
Awards & Gifts	935	(446)	78	(524)	2,997	935	2,062	320.5%
Postage	36	-	3	(3)	11	36	(25)	30.3%
Design Work (non conference)	500	-	42	(42)	-	500	(500)	0.0%
Merchandise	1,000	496	83	413	496	1,000	(504)	49.6%
Shipping	-	-	-	-	29	-	29	0.0%
Staff Travel Accommodations	600	-	50	(50)	-	600	(600)	0.0%
Staff Airfare	500	-	42	(42)	40	500	(460)	8.0%
Travel Exhibit	1,750	-	-	-	2,328	1,750	578	133.0%
Staff Travel Ground	500	-	42	(42)	75	500	(425)	15.0%
Staff Travel Meals	500	-	42	(42)	268	500	(232)	53.6%
Staff Travel Other	200	-	17	(17)	-	200	(200)	0.0%
News Digest/Print/Mail/Design	13,000	405	1,083	(678)	9,660	13,000	(3,340)	74.3%
Printing - Book 8	520	26	43	(17)	468	520	(52)	90.0%
Printing /Publications	3,000	1,468	250	1,218	2,882	3,000	(118)	96.1%
<b>Total Direct Expense</b>	<b>105,730</b>	<b>8,918</b>	<b>8,665</b>	<b>253</b>	<b>102,012</b>	<b>105,730</b>	<b>(3,718)</b>	<b>96.5%</b>
<b>Net Profit/Loss</b>	<b>(59,730)</b>	<b>(4,047)</b>	<b>(4,710)</b>	<b>664</b>	<b>(45,728)</b>	<b>(59,730)</b>	<b>14,002</b>	<b>76.6%</b>

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# IIMC Financials

FISCAL YEAR 2009

Membership

12/31/2009

	2009							
Description	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2009% Used
<b>INCOME</b>								
Membership Dues	1,070,000	86,417	89,167	(2,750)	1,017,120	1,070,000	(52,880)	95.1%
Membership Late Fee	2,000	85	167	(82)	4,140	2,000	2,140	207.0%
<b>Total Income</b>	<b>1,072,000</b>	<b>86,502</b>	<b>89,333</b>	<b>(2,831)</b>	<b>1,021,260</b>	<b>1,072,000</b>	<b>(50,740)</b>	<b>95.3%</b>
<b>DIRECT EXPENSES</b>								
Salary/Wages	93,000	10,480	7,750	2,730	94,436	93,000	1,436	101.5%
Salary Benefits	18,000	1,700	1,500	200	16,991	18,000	(1,009)	94.4%
Payroll Taxes-Employer	8,100	809	675	134	8,414	8,100	314	103.9%
Workers Comp Insurance	900	79	75	4	881	900	(19)	97.9%
Auto Mileage	200	-	17	(17)	-	200	(200)	0.0%
Awards/Gifts	-	-	-	-	-	-	-	0.0%
Computer/Software Support	-	-	-	-	-	-	-	0.0%
Credit Card	4,500	602	375	227	5,070	4,500	570	112.7%
Dues Mailing	12,100	146	1,008	(862)	9,241	12,100	(2,859)	76.4%
Membership	530	-	44	(44)	265	530	(265)	50.0%
Office Equipment	-	-	-	-	-	-	-	0.0%
Postage/Courier/Mailing	12,100	209	1,008	(800)	4,164	12,100	(7,936)	34.4%
Printing Mbr Drive	2,000	-	167	(167)	1,298	2,000	(702)	64.9%
Professional Develop/Training	500	-	42	(42)	28	500	(472)	5.5%
Promotion	530	-	44	(44)	525	530	(5)	99.0%
Research Salary Survey Services	400	-	40	(40)	350	400	(50)	87.5%
Staff Travel Accommodations	1,200	-	100	(100)	-	1,200	(1,200)	0.0%
Staff Airfare	1,500	-	125	(125)	-	1,500	(1,500)	0.0%
Staff Travel Ground	200	-	17	(17)	-	200	(200)	0.0%
Staff Travel Meals	400	-	33	(33)	-	400	(400)	0.0%
Staff Travel Other	100	-	8	(8)	-	100	(100)	0.0%
<b>Total Direct Expense</b>	<b>156,260</b>	<b>14,025</b>	<b>13,028</b>	<b>997</b>	<b>141,661</b>	<b>156,260</b>	<b>(14,599)</b>	<b>90.7%</b>
<b>Net Profit/Loss</b>	<b>915,740</b>	<b>72,477</b>	<b>76,305</b>	<b>(3,828)</b>	<b>879,599</b>	<b>915,740</b>	<b>(36,141)</b>	<b>96.1%</b>

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# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Janet Pantaleon, Pilar Archer  
**Date:** May 3, 2010  
**Subject:** 2010 Year To Date Notes

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March YTD budget reflects a Net Profit of \$37,450. Comparing March 2009 YTD Net Profit of \$43,837 (before litigation) with March 2010 – 2010 YTD reflects \$6,387 lower than 2009 due to several key factors that are exceptions to the rule and not expected to continue to impact the 2010 budget. Those key factors include but are not limited to website expense and automation to the certification process with Task Centre for the Education Department. March is also one of two months that carries 3 payrolls instead of 2 – and historically does not reflect a profit. Overall March is much stronger this year than this time last year. Current assets are increased by \$33,046, the LOC has been decreased by \$85,000 and the current liabilities for the association are \$110,000 less in 2010.

## **General Comments:**

In hopes of streamlining certain procedures within the IIMC organization, staff has been working to implement Task Centre software within their existing iMIS association management database to automate notifications via email of when certain documents (CMC Applications, CMC Admissions, CMC Supporting Documentation etc.) are received in-house. This same Task Centre software will be used to develop generated notifications via emails, letters and certificates when a person is CMC designated. Both of these processes should be fully implemented by April 30<sup>th</sup>.

## **Administrative**

- Administrative year-to-date has come in under budget by \$8,841. This is mainly contributed to a reduction in expenses.

## **Athenian**

- Athenian year-to-date has come in over budget by \$664. Due to the changes in the Athenian program and with only 2 more classes to be held at the IIMC Annual Conference in May – we expect this budget to come in under budget by yearend.

## **Building**

- Building year-to-date has come in under budget by \$4,832 which is quite a difference from this time last year when the rental space within the IIMC building stood vacant. We have two line items within this budget that we expect an overage of projected budget by year-end – Depreciation and Property Tax. The required building improvements needed at the close of fiscal year 2009 were not included within the original depreciation budget. The Property Tax bill rate is higher this year than last.

## **Committees**

- Committees' year-to-date is under budget by \$3,522.

## **Education**

- Education year-to-date is under budget this month by \$14,918 even with the added expenses for implementation of the Task Centre software for automation of certain task as mentioned above. In comparing this time this year with last year – we are seeing a reduction in certification income which is most likely attributed to the stabilization of certification process and that some of deadlines for certification have been removed.

## Marketing

- Marketing year-to-date has come in over budget by \$2,895. YTD income is under budget due to various reasons.

## Membership

- Membership year-date has come in over budget by \$9,507 based largely on a conservative membership budget. In comparing this time this year with last – IIMC is reflecting a monthly growth of approximately \$2,500 each month in 2010.

	Accounts Receivable Analyze		
	2/28/2010	3/31/2010	Net Change
Conference Sponsorship	\$ 4,500.00	\$ 4,000.00	\$ (500.00)
News Digest Advertising	700.00	2,500.00	1,800.00
Conference Registration	585.00	47,619.00	47,034.00
ALS Dialogue			-
Mid-Year Receivables	830.22	830.22	-
Staff Receivable	99.88	213.80	113.92
Misc. AR	349.00	132.90	(216.10)
<b>Total</b>	<b>\$ 7,064.10</b>	<b>\$ 55,295.92</b>	<b>\$ 48,231.82</b>

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**IIMC Financials**  
**FISCAL YEAR 2010**  
**Statement of Financial Position**  
**March 31, 2010**

**ASSETS**

***Current Assets***

General Checking - Vineyard	\$	144,198
MMA - Acct #10100828		48,984
MMA - Acct #2712253		92,068
MMA - Acct #1359169545		205,174
MMA - Building Reserve		20,578
Accounts Receivable		55,296
Inventory		16,659
Prepaid Expense		11,470
Prepaid Conference		48,366
<b>Total Current Assets</b>	<b>\$</b>	<b><u>642,792</u></b>

***Property & Equipment***

Furniture	\$	73,943		
Accum Deprn - Furniture			(71,506)	\$ 2,437
Office Equipment	42,028			
Accum Deprn - Office Equipment			(41,618)	410
Building	397,448			
Accum Deprn - Building			(88,321)	309,127
Building Improvement - No Rent	153,365			
Accum Deprn - Building Improvement			(38,142)	115,223
Building Improvement - Rent Only	29,962			
Accum Deprn - Building Improvement			(24,667)	5,295
Land				321,408
Building Rental	376,400			
Accum Deprn - Bldg Rental			(83,641)	292,759
Computer Equipment	81,544			
Accum Deprn - Computer Equipment			(72,120)	9,424
Computer Software	95,114			
Accum Amortization - Computer Software			(86,456)	8,658
Loan Cost	16,058			
Accum Amortization - Loan Costs			(6,424)	9,634
<b>Total Property and Equipment</b>				<b><u>\$ 1,074,374</u></b>

**TOTAL ASSETS**

**\$ 1,717,167**



**IIMC Financials**  
**FISCAL YEAR 2010**  
**Statement of Financial Position**  
**March 31, 2010**

**LIABILITIES & EQUITY**

***Current Liabilities***

Accounts Payables	\$ 512
Accrued Expense	12,285
Vacation Liability	11,030
ICMA Retirement Liability	-
Deferred Revenue - Dues	659,586
Deferred Revenue - Conference	266,239
Sales Tax Payable	5
Deferred Revenue - Conference Academy Books	636
MCEF Liability	525
MCEF Scholarship	-
<b>Total Current Liabilities</b>	<b><u>\$ 950,818</u></b>

***Long Term Liabilities***

Vineyard Bank - Mortgage	\$ 926,221
MCEF LOC	164,638
<b>Total Long Term Liabilities</b>	<b><u>\$ 1,090,859</u></b>

**EQUITY**

Equity	(387,347)
Property & Equip Reserves	(11,178)
Building Reserves	20,575
Operating Reserves	15,990
Net Income/(Loss)	37,450
<b>Total Equity</b>	<b><u>\$ (324,510)</u></b>

**TOTAL LIABILITIES & EQUITY**

**\$ 1,717,167**

**IIMC Financials**  
**FISCAL YEAR 2010**  
**SUMMARY TOTALS**

	2010							
Department	Revised Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2010% YTD
<b>INCOME:</b>								
Administration	24,500	1,815	2,042	(227)	5,430	6,125	(695)	88.7%
Athenian Leadership Society	15,000	15	1,500	(1,485)	2,190	1,500	690	146.0%
Building	69,936	5,828	5,828	-	17,484	17,484	-	100.0%
Conference	670,850	-	-	-	-	-	-	0.0%
Education	164,300	9,210	11,608	(2,398)	36,460	34,825	1,635	104.7%
Marketing	60,300	3,915	5,230	(1,315)	11,301	15,689	(4,388)	72.0%
Membership	1,003,000	87,107	83,583	3,524	259,195	250,750	8,445	103.4%
Other Income								
<b>Total Income</b>	<b>2,007,886</b>	<b>107,890</b>	<b>109,791</b>	<b>(1,901)</b>	<b>332,060</b>	<b>326,373</b>	<b>5,688</b>	<b>101.7%</b>
<b>EXPENSES:</b>								
Administration	500,705	37,227	41,825	(4,598)	119,366	128,901	(9,535)	92.6%
Athenian Leadership Society	11,000	-	1,100	(1,100)	1,126	1,100	26	102.4%
Building	176,551	12,909	14,713	(1,804)	39,306	44,138	(4,832)	89.1%
Committee - Board of Directors	77,375	-	467	(467)	471	1,400	(929)	33.6%
Committee - Executive	23,600	3,354	1,967	1,388	6,396	5,900	496	108.4%
Committees - Other	21,350	13	1,079	(1,066)	149	3,238	(3,089)	4.6%
Conference	601,999	4,584	4,770	(187)	13,752	14,311	(559)	96.1%
Education	280,300	26,805	22,108	4,697	53,042	66,325	(13,283)	80.0%
Marketing	96,701	8,055	8,058	(3)	22,683	24,175	(1,493)	93.8%
Membership	157,530	16,694	13,128	3,566	38,321	39,383	(1,062)	97.3%
<b>Total Expense</b>	<b>1,947,111</b>	<b>109,642</b>	<b>109,215</b>	<b>426</b>	<b>294,610</b>	<b>328,871</b>	<b>(34,260)</b>	<b>89.6%</b>
<b>PROFIT/(LOSS)</b>								
Administration	(476,205)	(35,412)	(39,784)	4,372	(113,936)	(122,776)	8,841	92.8%
Athenian Leadership Society	4,000	15	400	(385)	1,064	400	664	266.0%
Building	(106,615)	(7,081)	(8,885)	1,804	(21,822)	(26,654)	4,832	81.9%
Board of Directors	(77,375)	-	(467)	467	(471)	(1,400)	929	33.6%
Committee - Executive	(23,600)	(3,354)	(1,967)	(1,388)	(6,396)	(5,900)	(496)	108.4%
Committees - Other	(21,350)	(13)	(1,079)	1,066	(149)	(3,238)	3,089	4.6%
Conference	68,851	(4,584)	(4,770)	187	(13,752)	(14,311)	559	96.1%
Education	(116,000)	(17,595)	(10,500)	(7,095)	(16,582)	(31,500)	14,918	52.6%
Marketing	(36,401)	(4,140)	(2,829)	(1,311)	(11,382)	(8,487)	(2,895)	134.1%
Membership	845,470	70,413	70,456	(43)	220,874	211,368	9,507	104.5%
<b>Net Profit/(Loss)</b>	<b>60,775</b>	<b>(1,751)</b>	<b>576</b>	<b>(2,327)</b>	<b>37,450</b>	<b>(2,498)</b>	<b>39,948</b>	<b>-1499.3%</b>
Controls	0	(0)	0	0	0	0	0	

**IIMC Financials**  
**FISCAL YEAR 2010**  
**Administrative**  
**3/31/2010**

	2010							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INCOME</b>								
Interest	3,400	60	283	(223)	175	850	(675)	20.6%
Misc Admin Revenue	100	5	8	(3)	5	25	(20)	5.0%
MCEF Development Contract	21,000	1,750	1,750	-	5,250	5,250	-	100.0%
<b>Total Income</b>	<b>24,500</b>	<b>1,815</b>	<b>2,042</b>	<b>(227)</b>	<b>5,430</b>	<b>6,125</b>	<b>(695)</b>	<b>88.7%</b>
<b>OVERHEAD EXPENSES</b>								
Salary/Wages	129,500	14,384	10,792	3,592	29,266	32,375	(3,109)	90.4%
Contract Labor	150,000	12,325	12,500	(175)	39,478	37,500	1,978	105.3%
Salary Benefits	32,000	2,966	2,667	300	7,861	8,000	(139)	98.3%
Payroll Taxes-Employer	12,400	1,389	1,033	355	3,824	3,100	724	123.4%
Workers Comp Insurance	2,800	102	233	(131)	306	700	(394)	0.0%
Computer/Software Purchase	13,200	-	1,100	(1,100)	152	3,300	(3,148)	4.6%
Computer/Software Support	30,900	(2,905)	2,575	(5,480)	5,554	7,725	(2,171)	71.9%
Depreciation Furn/Amortization Exp	12,700	1,054	1,058	(4)	3,096	3,175	(79)	97.5%
Office Equipment Lease	3,000	725	250	475	1,594	750	844	212.5%
Office Equipment Maint	3,900	269	325	(56)	929	975	(46)	95.2%
Office Equipment Purchase	1,000	-	83	(83)	-	250	(250)	0.0%
Office Supplies	8,100	601	675	(74)	1,723	2,025	(302)	85.1%
Telephone	9,900	186	825	(639)	1,802	2,475	(673)	72.8%
Web Site	10,200	-	-	-	5,325	5,325	-	100.0%
Auditor Fees	12,500	1,058	1,042	16	3,174	3,125	49	101.6%
Auto Mileage-Staff	300	12	25	(13)	62	75	(13)	82.8%
Copier	8,600	646	717	(71)	1,926	2,150	(224)	89.6%
Credit Card Fees	1,400	182	117	66	296	350	(54)	84.7%
Bank Analysis Fees	-	271	-	271	924	-	924	0.0%
Insurance-Retiree (*)	11,400	1,634	1,900	(266)	3,264	3,800	(536)	85.9%
Legal Fees	5,000	-	417	(417)	-	1,250	(1,250)	0.0%
LOC MCEF Interest	12,996	1,145	1,083	62	2,826	3,249	(423)	0.0%
LOC MCEF Payment	5,004	417	417	-	1,251	1,251	-	0.0%
Memberships	800	-	67	(67)	250	200	50	125.0%
Payroll Processing	1,500	187	125	62	491	375	116	131.1%
Postage/Courier/Mailing	2,500	364	208	156	833	625	208	133.2%
Printing	2,600	-	217	(217)	1,236	650	586	0.0%
Professional Develop/Training	3,000	-	250	(250)	72	750	(678)	9.6%
Shipping	1,000	24	83	(60)	96	250	(154)	38.4%
Subscriptions/Publications	630	-	53	(53)	-	158	(158)	0.0%
Taxes Business	275	-	23	(23)	-	69	(69)	0.0%
Admin Accommodations	2,500	-	208	(208)	440	625	(185)	70.4%
Admin Airfare	3,400	50	283	(233)	950	850	100	111.7%
Admin Ground	800	36	67	(30)	126	200	(74)	63.2%
Admin Meals	1,200	-	100	(100)	-	300	(300)	0.0%
Admin Other	200	-	17	(17)	-	50	(50)	0.0%
Other	3,500	105	292	(187)	238	875	(637)	27.2%
<b>Total Administrative Expenses</b>	<b>500,705</b>	<b>37,227</b>	<b>41,825</b>	<b>(4,598)</b>	<b>119,366</b>	<b>128,901</b>	<b>(9,535)</b>	<b>92.6%</b>
<b>Net Profit/Loss</b>	<b>(476,205)</b>	<b>(35,412)</b>	<b>(39,784)</b>	<b>4,372</b>	<b>(113,936)</b>	<b>(122,776)</b>	<b>8,841</b>	<b>92.8%</b>

# IIMC Financials

FISCAL YEAR 2010

Athenian

3/31/2010

2010								
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INCOME</b>								
Athenian Leadership Society	15,000	15	1,500	(1,485)	2,190	1,500	690	146.0%
<b>Total Income</b>	<b>15,000</b>	<b>15</b>	<b>1,500</b>	<b>(1,485)</b>	<b>2,190</b>	<b>1,500</b>	<b>690</b>	<b>146.0%</b>
<b>DIRECT EXPENSE</b>								
Athenian Leadership Society	11,000	-	1,100	(1,100)	1,126	1,100	26	102.4%
<b>Total Expense</b>	<b>11,000</b>	<b>-</b>	<b>1,100</b>	<b>(1,100)</b>	<b>1,126</b>	<b>1,100</b>	<b>26</b>	<b>102.4%</b>
<b>Net Profit/Loss</b>	<b>4,000</b>	<b>15</b>	<b>400</b>	<b>(385)</b>	<b>1,064</b>	<b>400</b>	<b>664</b>	<b>266.0%</b>

# IIMC Financials

FISCAL YEAR 2010

Building

3/31/2010

	2010							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INCOME</b>								
Rental Income	69,936	5,828	5,828	-	17,484	17,484	-	100.0%
<b>Total Income</b>	<b>69,936</b>	<b>5,828</b>	<b>5,828</b>	<b>-</b>	<b>17,484</b>	<b>17,484</b>	<b>-</b>	<b>100.0%</b>
<b>DIRECT EXPENSE</b>								
Amortize Loan Costs	1,606	134	134	0	402	402	1	100.1%
Association Fees	3,120	230	260	(30)	690	780	(90)	88.5%
Depreciation Building	26,200	2,590	2,183	407	7,770	6,550	1,220	118.6%
Insurance Fire/Property	4,500	321	375	(54)	962	1,125	(163)	85.5%
Landscaping	5,300	280	442	(162)	858	1,325	(467)	64.8%
Mortgage Interest	71,000	5,272	5,917	(645)	16,967	17,750	(783)	95.6%
Office Cleaning - IIMC	3,120	240	260	(20)	780	780	-	100.0%
Property Tax	12,000	1,137	1,000	137	3,411	3,000	411	0.0%
Repair/Maint Building	14,355	1,095	1,196	(101)	2,068	3,589	(1,521)	57.6%
Repair/Maint Grounds	17,050	40	1,421	(1,381)	1,468	4,263	(2,795)	34.4%
Supplies	100	147	8	139	244	25	219	974.8%
Utilities	14,500	1,323	1,208	115	3,385	3,625	(240)	93.4%
Allocation to Bldg Reserve	1,000	-	83	(83)	-	250	(250)	0.0%
Office Cleaning - Tenants	1,700	100	142	(42)	300	425	(125)	70.6%
Commissions	1,000	-	83	(83)	-	250	(250)	0.0%
<b>Total Direct Expense</b>	<b>176,551</b>	<b>12,909</b>	<b>14,713</b>	<b>(1,804)</b>	<b>39,306</b>	<b>44,138</b>	<b>(4,832)</b>	<b>89.1%</b>
<b>Net Profit/Loss</b>	<b>(106,615)</b>	<b>(7,081)</b>	<b>(8,885)</b>	<b>1,804</b>	<b>(21,822)</b>	<b>(26,654)</b>	<b>4,832</b>	<b>81.9%</b>

**IIMC Financials**  
**FISCAL YEAR 2010**  
**Committees**  
**3/31/2010**

	2010							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>EXECUTIVE COMMITTEE:</b>								
Telephone	1,500	-	125	(125)	70	375	(305)	18.6%
Travel Accommodations	7,000	1,295	583	712	2,286	1,750	536	130.6%
Travel Airfare	10,000	1,130	833	297	2,287	2,500	(213)	91.5%
Travel Ground	2,000	178	167	11	255	500	(245)	51.0%
Travel Meals	3,000	751	250	501	1,498	750	748	199.8%
Travel Other	100	-	8	(8)	-	25	(25)	0.0%
Other	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>23,600</b>	<b>3,354</b>	<b>1,967</b>	<b>1,388</b>	<b>6,396</b>	<b>5,900</b>	<b>496</b>	<b>108.4%</b>
<b>BOARD OF DIRECTORS:</b>								
<b>General</b>								
Election Expense	11,000	-	-	-	-	-	-	0.0%
Insurance Officers & Directors	4,000	-	-	-	-	-	-	0.0%
Meeting Expenses	-	-	-	-	-	-	-	0.0%
Strategic Planning	5,000	-	-	-	-	-	-	0.0%
Postage	50	-	4	(4)	-	13	(13)	0.0%
Shipping	50	-	4	(4)	-	13	(13)	0.0%
Telephone	4,500	-	375	(375)	471	1,125	(654)	41.9%
Memorials	700	-	58	(58)	-	175	(175)	0.0%
Other Expenses	300	-	25	(25)	-	75	(75)	0.0%
<b>Mid-Year</b>								
Travel Accommodations	15,000	-	-	-	-	-	-	0.0%
Travel Airfare	17,000	-	-	-	-	-	-	0.0%
Travel Ground	1,000	-	-	-	-	-	-	0.0%
Travel Meals	10,000	-	-	-	-	-	-	0.0%
Travel Other	300	-	-	-	-	-	-	0.0%
Meeting Expenses	-	-	-	-	-	-	-	0.0%
Travel Region Directors	-	-	-	-	-	-	-	0.0%
<b>Conference</b>								
Travel Accommodations	5,000	-	-	-	-	-	-	0.0%
Travel Airfare	700	-	-	-	-	-	-	0.0%
Travel Ground	300	-	-	-	-	-	-	0.0%
Travel Meals	2,275	-	-	-	-	-	-	0.0%
Travel Other	200	-	-	-	-	-	-	0.0%
<b>Total Expense</b>	<b>77,375</b>	<b>-</b>	<b>467</b>	<b>(467)</b>	<b>471</b>	<b>1,400</b>	<b>(929)</b>	<b>33.6%</b>
<b>BUDGET AND PLANNING:</b>								
Meeting Expenses	-	-	-	-	-	-	-	0.0%
Travel Accommodations	3,200	-	-	-	-	-	-	0.0%
Travel Airfare	3,000	-	-	-	-	-	-	0.0%
Travel Ground	500	-	-	-	-	-	-	0.0%
Travel Meals	1,500	-	-	-	-	-	-	0.0%
Travel Other	200	-	-	-	-	-	-	0.0%
Other	-	-	-	-	-	-	-	0.0%
<b>Total Expense</b>	<b>8,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>CONFERENCE POLICY:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>EDUCATION / PROFESSIONAL DEVELOPMENT:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Postage/Courier/Mailing	-	-	-	-	-	-	-	0.0%
Telephone	50	-	4	(4)	-	13	(13)	0.0%
<b>Total Expense</b>	<b>250</b>	<b>-</b>	<b>21</b>	<b>(21)</b>	<b>-</b>	<b>63</b>	<b>(63)</b>	<b>0.0%</b>
<b>ELECTION:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Postage/Courier/Mailing	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>ETHICS:</b>								
Telephone	1,000	13	83	(70)	36	250	(214)	14.3%
<b>Total Expense</b>	<b>1,000</b>	<b>13</b>	<b>83</b>	<b>(70)</b>	<b>36</b>	<b>250</b>	<b>(214)</b>	<b>14.3%</b>

**IIMC Financials**  
**FISCAL YEAR 2010**  
**Committees**  
**3/31/2010**

	2010							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INTERNATIONAL RELATIONS:</b>								
Exchange Program/Study Abroad	4,500	-	375	(375)	-	1,125	(1,125)	0.0%
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Telephone	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>4,700</b>	<b>-</b>	<b>392</b>	<b>(392)</b>	<b>-</b>	<b>1,175</b>	<b>(1,175)</b>	<b>0.0%</b>
<b>POLICY REVIEW</b>								
Telephone	200	-	17	(17)	78	50	28	156.5%
Codification								
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>78</b>	<b>50</b>	<b>28</b>	<b>156.5%</b>
<b>MEMBERSHIP:</b>								
Other	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>MENTORING:</b>								
Telephone	200	-	17	(17)	-	50	(50)	0.0%
Promotion	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>400</b>	<b>-</b>	<b>33</b>	<b>(33)</b>	<b>-</b>	<b>100</b>	<b>(100)</b>	<b>0.0%</b>
<b>PROGRAM REVIEW:</b>								
Meeting Expenses	200	-	17	(17)	-	50	(50)	0.0%
Telephone	-	-	0	0	35		35	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>35</b>	<b>50</b>	<b>(15)</b>	<b>69.6%</b>
<b>PUBLIC RELATIONS:</b>								
Telephone	100	-	8	(8)	-	25	(25)	0.0%
Other (Award)	-	-	0	0	-	-	-	0.0%
<b>Total Expense</b>	<b>100</b>	<b>-</b>	<b>8</b>	<b>(8)</b>	<b>-</b>	<b>25</b>	<b>(25)</b>	<b>0.0%</b>
<b>RECORDS MANAGEMENT:</b>								
Publications - writing/editing/design	5,000		417	(417)		1,250	(1,250)	0.0%
Telephone	100	-	8	(8)	-	25	(25)	0.0%
<b>Total Expense</b>	<b>5,100</b>	<b>-</b>	<b>425</b>	<b>(425)</b>	<b>-</b>	<b>1,275</b>	<b>(1,275)</b>	<b>0.0%</b>
<b>RESEARCH:</b>								
Meeting Expenses	100	-	8	(8)	-	25	(25)	0.0%
Telephone	-	-	-	0	-	-	-	0.0%
Other	-	-	-	-	-	-	-	0.0%
<b>Total Expense</b>	<b>100</b>	<b>-</b>	<b>8</b>	<b>(8)</b>	<b>-</b>	<b>25</b>	<b>(25)</b>	<b>0.0%</b>
<b>RESOURCE &amp; INFORMATION:</b>								
Meeting Expenses	100	-	8	(8)	-	25	(25)	0.0%
<b>Total Expense</b>	<b>100</b>	<b>-</b>	<b>8</b>	<b>(8)</b>	<b>-</b>	<b>25</b>	<b>(25)</b>	<b>0.0%</b>
<b>TASK FORCE(S):</b>								
Telephone	200	-	17	(17)	-	50	(50)	0.0%
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>17</b>	<b>(17)</b>	<b>-</b>	<b>50</b>	<b>(50)</b>	<b>0.0%</b>
<b>Executive Committee</b>	23,600	3,354	1,967	1,388	6,396	5,900	496	108.4%
<b>Board of Directors</b>	77,375	-	467	(467)	471	1,400	(929)	33.6%
<b>Other Committees</b>	21,350	13	1,079	(1,066)	149	3,238	(3,089)	4.6%
<b>Total Expense</b>	<b>122,325</b>	<b>3,368</b>	<b>3,513</b>	<b>(145)</b>	<b>7,015</b>	<b>10,538</b>	<b>(3,522)</b>	<b>66.6%</b>
<b>Net Profit/Loss</b>	<b>(122,325)</b>	<b>(3,368)</b>	<b>(3,513)</b>	<b>145</b>	<b>(7,015)</b>	<b>(10,538)</b>	<b>3,522</b>	<b>66.6%</b>

# IIMC Financials

FISCAL YEAR 2010

Conference

3/31/2010

	2010							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INCOME</b>								
Registration Members-Full	464,350	-	-	-	-	-	-	0.0%
Registration Guest	25,000	-	-	-	-	-	-	0.0%
Donations & Sponsorships	46,500	-	-	-	-	-	-	0.0%
Exhibitor Program	28,000	-	-	-	-	-	-	0.0%
Registration Comp	(8,000)	-	-	-	-	-	-	0.0%
Cancellation Fee	3,000	-	-	-	-	-	-	0.0%
Misc Conference Revenue	68,000	-	-	-	-	-	-	0.0%
Academy Workshop	41,000	-	-	-	-	-	-	0.0%
Boutique Sales	3,000	-	-	-	-	-	-	0.0%
<b>Total Income</b>	<b>670,850</b>	-	-	-	-	-	-	<b>0.0%</b>
<b>DIRECT EXPENSES</b>								
Contract Labor	57,245	4,584	4,770	(186)	13,752	14,311	(559)	96.1%
Credit Card Fees	12,500	0	-	0	1	-	1	0.0%
Conference Consulting	-	-	-	-	-	-	-	0.0%
Telephone/Internet	6,000	-	-	-	-	-	-	0.0%
Planner Travel Accom.	100	-	-	-	-	-	-	0.0%
Planner Airfare	1,000	-	-	-	-	-	-	0.0%
Planner Ground Travel	350	-	-	-	-	-	-	0.0%
Planner Travel Meals	700	-	-	-	-	-	-	0.0%
PlannerTravel Other	100	-	-	-	-	-	-	0.0%
Awards & Gifts	3,000	-	-	-	-	-	-	0.0%
Office Supplies	100	-	-	-	-	-	-	0.0%
Shipping	3,000	-	-	-	-	-	-	0.0%
Lanyards/Bags/Gifts	4,000	-	-	-	-	-	-	0.0%
Conference Security	1,200	-	-	-	-	-	-	0.0%
Academy Speaker Fees	24,000	-	-	-	-	-	-	0.0%
Academy Speaker Accommodations	2,700	-	-	-	-	-	-	0.0%
Academy Speaker Meals	1,200	-	-	-	-	-	-	0.0%
Academy Speaker Travel	7,400	-	-	-	-	-	-	0.0%
Academy Materials/Supplies	1,000	-	-	-	-	-	-	0.0%
Colloquium Institute Director	500	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Fees	40,000	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Accommodations	890	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Meals	400	-	-	-	-	-	-	0.0%
Genl/Plenary Speaker Travel	3,400	-	-	-	-	-	-	0.0%
Postage/Courier/Mailing	715	(0)	-	(0)	(1)	-	(1)	0.0%
Speakers Accommodations	4,700	-	-	-	-	-	-	0.0%
Speakers Fees	32,000	-	-	-	-	-	-	0.0%
Speakers Meals	2,100	-	-	-	-	-	-	0.0%
Speakers Travel	10,100	-	-	-	-	-	-	0.0%
Staff Travel Accom.	11,000	-	-	-	-	-	-	0.0%
Travel Accommodations VIP	4,000	-	-	-	-	-	-	0.0%
Conf. Travel Airfare Staff	3,000	-	-	-	-	-	-	0.0%
Conf. Travel Ground - Staff	800	-	-	-	-	-	-	0.0%
Conf. Travel Meals - Staff	4,500	-	-	-	-	-	-	0.0%
Conf. Travel Other - Staff	200	-	-	-	-	-	-	0.0%
Conf. Transportation	30,000	-	-	-	-	-	-	0.0%
Conf. Transportation - VIP	1,000	-	-	-	-	-	-	0.0%
Audio/Visual	65,000	-	-	-	-	-	-	0.0%
Copier	100	-	-	-	-	-	-	0.0%
Opening Reception	35,000	-	-	-	-	-	-	0.0%
All Conference Event	55,000	-	-	-	-	-	-	0.0%
Annual Banquet	35,000	-	-	-	-	-	-	0.0%
DJ	2,000	-	-	-	-	-	-	0.0%
Exhibit Hall	3,500	-	-	-	-	-	-	0.0%
Food & Beverage	85,000	-	-	-	-	-	-	0.0%
Meetings/Board/Comm.F&B/AV	3,000	-	-	-	-	-	-	0.0%
Colloquim Food & Beverage	3,000	-	-	-	-	-	-	0.0%
Opening Ceremony	500	-	308	-	-	-	-	0.0%



# IIMC Financials

FISCAL YEAR 2010

Conference

3/31/2010

	2010							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
Private Receptions	10,000	-	-	-	-	-	-	0.0%
Onsite Labor	5,000	-	-	-	-	-	-	0.0%
Design Work	600	-	-	-	-	-	-	0.0%
Photographer	3,500	-	-	-	-	-	-	0.0%
Signage	300	-	-	-	-	-	-	0.0%
Conference Printing/Design Work	18,000	-	-	-	-	-	-	0.0%
Merchandise	2,000	-	-	-	-	-	-	0.0%
Other	599	-	-	-	-	-	-	0.0%
<b>Total Direct Expense</b>	<b>601,999</b>	<b>4,584</b>	<b>4,770</b>	<b>(187)</b>	<b>13,752</b>	<b>14,311</b>	<b>(559)</b>	<b>96.1%</b>
<b>Net Profit/Loss</b>	<b>68,851</b>	<b>(4,584)</b>	<b>(4,770)</b>	<b>187</b>	<b>(13,752)</b>	<b>(14,311)</b>	<b>559</b>	<b>96.1%</b>
				0			(0)	

# IIMC Financials

FISCAL YEAR 2010

Education

3/31/2010

	2010							
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INCOME:</b>								
MCEF Contribution/Policy 8	25,000	-	-	-	-	-	-	0.0%
Fees CMC	40,000	2,600	3,333	(733)	11,910	10,000	1,910	119.1%
Fees MMC	60,000	3,615	5,000	(1,385)	16,475	15,000	1,475	109.8%
Pin CMC	-	30	-	30	30	-	30	0.0%
Pin MMC	-	-	-	-	60	-	60	0.0%
Plaques CMC	8,000	420	667	(247)	2,520	2,000	520	126.0%
Distance Ed Registration	20,000	2,145	1,667	478	4,290	5,000	(710)	85.8%
Conference CD Rom	11,300	600	942	(342)	1,425	2,825	(1,400)	50.4%
MCEF Scholarship	-	-	-	-	-	-	-	0.0%
<b>Total Income</b>	<b>164,300</b>	<b>9,210</b>	<b>11,608</b>	<b>(2,398)</b>	<b>36,460</b>	<b>34,825</b>	<b>1,635</b>	<b>104.7%</b>
<b>DIRECT EXPENSES:</b>								
Salary/Wages	158,250	16,430	13,188	3,243	32,179	39,563	(7,383)	81.3%
Salary Benefits	23,500	2,067	1,958	109	5,129	5,875	(746)	87.3%
Payroll Taxes - Employer	13,500	1,485	1,125	360	4,081	3,375	706	120.9%
Workers Comp Insurance	2,800	56	233	(177)	168	700	(532)	24.0%
Computer/Software Support	-	4,133	-	4,133	4,133	-	4,133	0.0%
Conference CD Rom	5,000	-	417	(417)	-	1,250	(1,250)	0.0%
Credit Card Fee	2,500	133	208	(75)	399	625	(226)	63.8%
Distance Ed	22,900	1,350	1,908	(558)	2,700	5,725	(3,025)	47.2%
Memberships	500	-	42	(42)	-	125	(125)	0.0%
Pins CMC	2,000	-	167	(167)	-	500	(500)	0.0%
Pins MMC	1,500	691	125	566	691	375	316	184.2%
Plaques	5,000	-	417	(417)	1,219	1,250	(31)	97.6%
Office Equipment Purchase	-	-	-	-	-	-	-	0.0%
Office Supplies	-	-	-	-	-	-	-	0.0%
Postage/Courier/Mailing	1,100	746	92	654	850	275	575	309.0%
Printing	2,500	(1,628)	208	(1,836)	(1,628)	625	(2,253)	-260.5%
Shipping	6,000	1,301	500	801	2,833	1,500	1,333	188.9%
Professional Develop/Training	2,000	40	167	(127)	160	500	(340)	32.1%
Program Development	10,000	-	833	(833)	109	2,500	(2,391)	4.4%
Subscriptions/Publications	500	-	42	(42)	-	125	(125)	0.0%
Telephone	500	2	42	(40)	19	125	(106)	14.9%
Staff Travel Accommodations	1,000	-	83	(83)	-	250	(250)	0.0%
Staff Airfare	2,000	-	167	(167)	-	500	(500)	0.0%
Staff Travel Ground	750	-	63	(63)	-	188	(188)	0.0%
Staff Travel Meals	750	-	63	(63)	-	188	(188)	0.0%
Staff Travel Other	750	-	63	(63)	-	188	(188)	0.0%
Conference Scanning Equipment	15,000	-	-	-	-	-	-	0.0%
<b>Total Direct Expense</b>	<b>280,300</b>	<b>26,805</b>	<b>22,108</b>	<b>4,697</b>	<b>53,042</b>	<b>66,325</b>	<b>(13,283)</b>	<b>80.0%</b>
<b>Net Profit/Loss</b>	<b>(116,000)</b>	<b>(17,595)</b>	<b>(10,500)</b>	<b>(7,095)</b>	<b>(16,582)</b>	<b>(31,500)</b>	<b>14,918</b>	<b>52.6%</b>

# IIMC Financials

FISCAL YEAR 2010

Marketing

3/31/2010

	2010							
Description	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INCOME</b>								
Advertising	27,000	2,350	2,455	(105)	5,200	7,364	(2,164)	70.6%
Advertising/Sponsor	16,500	1,343	1,375	(32)	4,029	4,125	(96)	97.7%
Advertising Website	1,500	-	125	(125)	98	375	(277)	26.1%
Royalty - Liberty Mutual	500	-	42	(42)	(5)	125	(130)	-4.4%
Royalty - MBNA MasterCard	4,000	-	333	(333)	-	1,000	(1,000)	0.0%
Royalty - Robert's Rule of Order	1,000	-	83	(83)	-	250	(250)	0.0%
Royalties Other - E.Mina/NAP	2,000	-	167	(167)	150	500	(350)	30.0%
Mailing Lists	800	-	67	(67)	-	200	(200)	0.0%
Merchandise	2,500	-	208	(208)	-	625	(625)	0.0%
Publications	4,500	162	375	(213)	1,770	1,125	645	157.3%
Publications - Book 8		60	-	60	60	-	60	0.0%
<b>Total Income</b>	<b>60,300</b>	<b>3,915</b>	<b>5,230</b>	<b>(1,315)</b>	<b>11,301</b>	<b>15,689</b>	<b>(4,388)</b>	<b>72.0%</b>
<b>DIRECT EXPENSES</b>								
Contract Labor	81,900	6,825	6,825	-	20,475	20,475	-	100.0%
Workers Comp Insurance	339	39	28	11	117	85	32	138.1%
Auto Mileage	200	-	17	(17)	-	50	(50)	0.0%
Credit Card Fee	312	4	26	(22)	29	78	(49)	37.5%
Awards & Gifts	1,000	-	83	(83)	-	250	(250)	0.0%
Postage	50	-	4	(4)	-	13	(13)	0.0%
Design Work (non conference)	1,000	-	83	(83)	-	250	(250)	0.0%
Merchandise	1,000	-	83	(83)	-	250	(250)	0.0%
Shipping	100	-	8	(8)	-	25	(25)	0.0%
Staff Travel Accommodations	600	-	50	(50)	-	150	(150)	0.0%
Staff Airfare	500	-	42	(42)	-	125	(125)	0.0%
Travel Exhibit	2,000	-	167	(167)	-	500	(500)	0.0%
Staff Travel Ground	500	-	42	(42)	-	125	(125)	0.0%
Staff Travel Meals	500	100	42	58	100	125	(25)	80.0%
Staff Travel Other	200	-	17	(17)	-	50	(50)	0.0%
News Digest/Print/Mail/Design	3,000	355	250	105	1,066	750	316	142.1%
Printing - Book 8	500	-	42	(42)	-	125	(125)	0.0%
Printing /Publications	3,000	732	250	482	896	750	146	119.4%
<b>Total Direct Expense</b>	<b>96,701</b>	<b>8,055</b>	<b>8,058</b>	<b>(3)</b>	<b>22,683</b>	<b>24,175</b>	<b>(1,493)</b>	<b>93.8%</b>
<b>Net Profit/Loss</b>	<b>(36,401)</b>	<b>(4,140)</b>	<b>(2,829)</b>	<b>(1,311)</b>	<b>(11,382)</b>	<b>(8,487)</b>	<b>(2,895)</b>	<b>134.1%</b>

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# IIMC Financials

FISCAL YEAR 2010

Membership

3/31/2010

Description	2010							
	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
<b>INCOME</b>								
Membership Dues	1,001,000	86,667	83,417	3,251	257,910	250,250	7,660	103.1%
Membership Late Fee	2,000	440	167	273	1,285	500	785	257.0%
<b>Total Income</b>	<b>1,003,000</b>	<b>87,107</b>	<b>83,583</b>	<b>3,524</b>	<b>259,195</b>	<b>250,750</b>	<b>8,445</b>	<b>103.4%</b>
<b>DIRECT EXPENSES</b>								
Salary/Wages	97,000	10,662	8,083	2,579	21,609	24,250	(2,641)	89.1%
Salary Benefits	17,500	1,728	1,458	269	4,410	4,375	35	100.8%
Payroll Taxes-Employer	9,000	956	750	206	2,715	2,250	465	120.7%
Workers Comp Insurance	1,100	80	92	(12)	240	275	(35)	87.3%
Computer/Software Support	-	1,849	-	1,849	1,849		1,849	0.0%
Credit Card	4,500	281	375	(94)	1,122	1,125	(3)	99.7%
Dues Mailing	10,600	-	883	(883)	2,064	2,650	(586)	77.9%
Membership	530	-	44	(44)	-	133	(133)	0.0%
Postage/Courier/Mailing	8,400	982	700	282	2,610	2,100	510	124.3%
Printing Mbr Drive	2,000	157	167	(10)	1,432	500	932	286.4%
Professional Develop/Training	1,500	-	125	(125)	-	375	(375)	0.0%
Promotion	600	-	50	(50)	272	150	122	181.0%
Research Salary Survey Services	400	-	33	(33)	-	100	(100)	0.0%
Staff Travel Accommodations	1,500	-	125	(125)	-	375	(375)	0.0%
Staff Airfare	2,000	-	167	(167)	-	500	(500)	0.0%
Staff Travel Ground	200	-	17	(17)	-	50	(50)	0.0%
Staff Travel Meals	400	-	33	(33)	-	100	(100)	0.0%
Staff Travel Other	100	-	8	(8)	-	25	(25)	0.0%
<b>Total Direct Expense</b>	<b>157,530</b>	<b>16,694</b>	<b>13,128</b>	<b>3,566</b>	<b>38,321</b>	<b>39,383</b>	<b>(1,062)</b>	<b>97.3%</b>
<b>Net Profit/Loss</b>	<b>845,470</b>	<b>70,413</b>	<b>70,456</b>	<b>(43)</b>	<b>220,874</b>	<b>211,368</b>	<b>9,507</b>	<b>104.5%</b>

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# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Janis Daudt, Director of Member Services

**Date:** April 19, 2010

**Subject:** Member Services Report

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Member Services has seen such a positive change in member correspondence and comments since the changes to education were made. We don't hear the upset member on the other end of the phone nor do we feel we have to referee disagreements with our members. For that we are very grateful. Yes, it has been a tough year with membership decreasing, but we cannot sit and reflect on that. We have to push on to recruiting and retaining members. The economy will change in the future, but we are proactive now with our follow-up with retirees, transitional members, new replacements, postcard mailing respondents and membership campaigns.

Tammy Schultz, Member Services Representative, is sending out new member packets, third month letters and ninth month letters. All of this represents communication to the new member and touching upon each area of IIMC such as education information, web site, region information, Board of Directors and their contact information, publications, resources, surveys, committees, Clerk ListServ, CareerCenter, Mentor Program and dues renewals.

In order to grow our membership we need all available "hands-on-deck." Our staff, Institute Directors and board members must work hand in hand to encourage membership at State Conferences, Institutes and through phone calls and emails. Our Institute Directors receive an IIMC Member Package from Member Services each year which includes IIMC Member Applications, Application for Admission to our Education Programs, Mentor Brochures and Member Brochures. We ask that they hand these out to all of their institute registrants. It needs to begin at the Institute as this is the first place a clerk will hear about IIMC. If our Institute Directors do not share this information, it is a very large missed opportunity!

When our Region Directors attend State Conferences and they do not take member applications and brochures and "sell" IIMC to all of the attending clerks, it is another very large missed opportunity! We also need our Region Directors to "work" the month end report. Welcome the new members in their region and congratulate those members that have achieved the CMC and MMC designations. Our Directors should also be contacting the Cancelled Members from the month end report as there is always a possibility to contact a new replacement or speak with the clerk that was cancelled in hopes of "winning the clerk back." Mary Lynne Stratta has been very successful in her month end report "follow-up."

Our postcard campaign mailed to the Native American Tribal Council Secretaries has brought in five responses and we have mailed the postcard twice. This is very exciting.

This year, Member Services is creating the Board of Directors supply folder. This folder will contain every item a director needs to enhance their knowledge of IIMC and how they can improve upon their selling of IIMC!

The Recruit A Member Program will continue throughout 2010 along with the Region Director Challenge. We will continue to create non member databases for use in our postcard mailings.

Member Services is proud of our work and our continued dedication to improving membership growth and customer service. We thank you for your support through 2009 -2010.

## MANAGEMENT'S RECOMMENDATION

We are acutely aware of our decrease in membership. However, rather than sit idly by, the department has been proactive in many areas. It will continue to look for new ways of recruiting members while keeping those current members intact. The elimination of the education issues has reduced customer complaints and has allowed Jan and Tammy to focus on growing the membership.



This report discusses the proposal for a joint conference between the IIMC and the SLCC to be held in the UK in 2015. The NEC is asked to support the proposal so that detailed work can take place on this large scale project.

IIMC has previously held a conference in Rotterdam with the VVG the Dutch Clerks organisation

In 2008 IIMC and SLCC discussed the possibility of holding a joint conference in the UK in 2010. At the time there were too many cost imponderables to be resolved and it was not felt that these could be addressed in the time available.

It is now proposed that a plan be established to hold a joint conference in 2015. This extended planning horizon of five years will give plenty of time to refine the plan and address any cost or logistical issues. Such a conference could be expected to have between 800 and 1200 delegates so it will be a major undertaking for the two organisations. The benefits for the SLCC would be that it would provide a major opportunity to showcase the UK profession to an international audience as well as providing SLCC members with an unparalleled opportunity to attend a large conference with world class speakers and professional sessions which would normally be outside our price range.

Four potential Venues have been selected. These are;

The Arena and Convention Centre Liverpool

The Manchester Central Conference Centre

The ICC in Birmingham

The Hilton Metropole at the NEC Birmingham

These venues are close to international airports, have world class conferencing accommodation and are lower cost than similar facilities in the South of England. Given that there would be so many delegates accommodation will need to be found in a number of hotels and the range available in Manchester, for example is attached.

The IIMC board will consider this proposal in May. If both organisations agree then there should be a meeting with IIMC officers after our National conference in October to visit the venues and work out an agreement to undertake this project. The plan would come up with a joint conference which would lean on the strengths of each organisation but aim to provide a unique world class experience for all delegates.

It is recommended that the NEC confirm its support for this plan to hold a joint conference with IIMC in 2015 given that practical arrangements and costings can be achieved.

Nick Randle

Chief Executive

**MANAGEMENT'S RECOMMENDATION:**

We recommend to the IIMC Board that they accept this proposal in concept and allow IIMC and SLCC to have further discussions regarding the feasibility of a joint conference in the United Kingdom. By accepting this proposal, IIMC and SLCC will:

- will visit the potential venues and think through the logistics.
- Develop a joint plan for the event based on shared assumptions that we can both sign up to.
- Define a basic agreement between IIMC and SLCC on who does what, how the financial risks and benefits are to be shared and how the event is going to be delivered.

The report on 2015 will be presented at the 2010 mid year meeting. If the Board approves the plan, then the 2015 Conference will be held in the United Kingdom. If research proves that holding a 2015 conference outside North America is not feasible, then IIMC will ask for RFPs to hold its 2015 conference in North America where the Board will decide on the site at the 2011 Conference.



## **IIMC REGION II DIRECTOR AD HOC COMMITTEE**

The members of the IIMC Region II Director Ad Hoc Committee were appointed by each State President in the Region. There were two members appointed from each of the seven States in the Region: DE, MD, NJ, PA, VA, WVA, and Washington, D.C. The charge to this committee was to determine whether there should be a rotation process for choosing the Region II Directors in order to increase participation. The committee met twice via teleconference, and there were several emails exchanged among the members.

The Region II Director Ad Hoc Committee determined that there were two options to be discussed. Option #1 was to stay with the present system to choose Region II Directors, whereby individuals may choose to run for the position of Region II Director at any time. The members of the committee who supported this process believed that it allowed individuals to decide for themselves when it was the right time for them to run, both personally and professionally. It would encourage those with the dedication, drive, and energy to represent Region II to the best of their ability. It was believed that this process has worked in the past, which has been proven by the fact that there have been only two times in the past 15 years that there has been an election for Region II Director with more than one candidate. It would also allow a Municipal Clerk from any given state, with an average career of 25-30 years, to run for Region II Director sixteen times during a twenty-five year career, and nineteen times during a thirty year career. The members of the committee who supported Option #1 felt that this was a fair process due to the fact that the elections are held through a mail ballot, and it would be up to the individual candidates to make themselves known to the members in Region II in order to encourage votes.

Those who were opposed to Option #1 believed that some states are more active and have a larger membership than others, so it would be difficult to get elected unless a candidate was from one of the larger states. They felt that this created an exclusionary process, and would not increase participation. They also felt that Option #1 was an unfair process for those states with fewer members.

Option #2 was to establish a rotation process to elect the Region II Directors. This process would rotate the two Region II Directors among all member states (DE, MD, NJ, PA, VA, WVA, and D.C.) with no state having a member fill a Director position for two consecutive terms. The rotation would be in alphabetical order, and the current Region II Directors would contact each state as its turn comes up. If that state does not have a viable candidate, then the next state in the rotation would be chosen and so on until a viable candidate is found. This would exclude the states of the current Region II Directors. If there are no viable candidates, then a candidate from the state of the exiting Director could then be considered as a candidate for Region II Director. It was believed that this would encourage more participation for the position of Region II Director, and would be a more fair process, as each state would have a chance to put up a candidate for the position. It was also considered to be a more inclusionary process by those who supported Option #2.

Those who were opposed to Option #2 felt that the rotation process may cause someone who is not fully committed to, or interested in, holding the position of Region II Director, and is simply putting his/her name up for consideration because it is his/her state's turn to do so. If this is the case, Region II may not be served as well as it could be if an interested and committed candidate runs from any state at any time. In addition, those who were opposed to Option #2 pointed out that if every state in Region II ran a candidate when it was its turn to do so, it would take seven to eight years for a State to be able to run a candidate, and ten to eleven years until that state's Director ended his/her term. Therefore, given an average career for a Municipal Clerk of 25-30 years, it would allow an individual from any given state to run for Region II Director only two or three times during his/her career if every state ran a candidate for Director when it was its turn to do so. Therefore, it was determined to be a more exclusionary process by those who opposed Option #2.

The Region II Director Ad Hoc Committee voted at its final teleconference, and the votes of those who could not participate in the teleconference were also requested by the Chair. The final vote was separated by only one vote, and was in favor of Option #1. Therefore, there was no definitive conclusion.

A member of the committee suggested that perhaps another way to increase participation in the selection of the Region II Directors would be for the present Region II Directors to inform all of the State Presidents the year before a Director's position becomes vacant that this will occur, as well as when the application for Region II Director will be available, and the deadline for submitting the application. For instance, there is going to be a Director from Region II leaving in 2010, so the State Presidents should be notified by the current Region II Directors about this vacancy in the spring of 2009 (or in this case, immediately) that this position will be open. It will then be the responsibility of each State President in Region II to disseminate this information to their State's membership. In this way, it will give each state in Region II almost a year to encourage an individual to run for Region II Director. This may cause several candidates to run for a Region II Director's position, which was thought to be a good thing by the Region II Director Ad Hoc Committee members.

In conclusion, it should be noted that it was the desire and goal of the entire Region II Director Ad Hoc Committee to elect individuals to the position of Region II Director who will represent all of Region II with commitment, energy, and a passion for making it the best region in the ILMC organization.

Respectfully Submitted,

Heather A. Mailander, Chair  
Region II Director  
Ad Hoc Committee

Region II Director Selection Issue  
April 5, 2010  
Carol L. Jacobs, Region II Director

**History** – Region II consists of New Jersey, Pennsylvania, Delaware, Maryland, Virginia and West Virginia. The District of Columbia is also included but their participation has been very limited or nonexistent. Since at least 1989, a member of the Municipal Clerks Association of New Jersey has consistently held one of the two Director positions for Region II. Any qualified candidate can file and run against a New Jersey's candidate, however, due to the large membership majority that New Jersey enjoys, their candidate has the advantage during an election. The other five states take turns for the second Director position.

**Issue Background** - When I finally realized that IIMC's Constitution or Candidate Guide did not guarantee New Jersey a continuous seat on the Board, I began inquiring how other Regions handle their selection of Directors.

Regions V and IX have rotation policies in place; all other Regions rotate the states and give equal opportunity to all members regardless of membership.

IIMC's Strategic Plan for Board Development includes increasing interest in IIMC Board membership; reviewing the regional recruiting process for Directors; seeing that potential Board members have been vetted by their state and regional organizations through a fair and predictable process that is reasonably consistent among regions.

During the 2009 Region II business meeting hosted by the Maryland Clerks, I brought up the topic of possible rotation for our region. Co-Director, Jane Williams-Warren suggested a committee with representation from all states in Region II be created to see if there was sufficient interest in creating a policy. State Presidents put forth the names of two members willing to serve on this Region II Ad Hoc Rotation Committee. IIMC made available teleconference service to the committee. New Jersey's Heather A. Mailander, and Vincent Buttiglieri volunteered to serve as Chair and Vice Chair. Ms. Mailander reported in part:

***...The Region II Director Ad Hoc Committee voted at its final teleconference, and the votes of those who could not participate in the teleconference were also requested by the Chair. The final vote was separated by only one vote.... Therefore, there was no definitive conclusion...***

The entire report was published in the summer issue of the Region II Newsletter with a notice stating that this was still an open issue, suggestions, recommendations, etc were welcome and further discussion would be held during the 2010 Region II Business Meeting.

When no comments or suggestions were received, I asked President Stratta for direction and we agreed that the Policy and Review Committee should address and come back with

a recommendation to the Board. Director Williams-Warren was copied in my e-mail to President Stratta.

This issue was discussed again at the January 2010 Region II Business Meeting, hosted by New Jersey. There was heated debate and opposition voiced by the New Jersey members to any change in the current practice. Many commented that there was no problem; anyone can run for Director. Some New Jersey attendees suggested that I have personal motive because I had previously failed in my campaign against a New Jersey candidate. When I shared the news that I had referred this to Policy and Review, I was criticized for taking this action. It was a long meeting!

Recently, Executive Director Shalby reported the findings of Policy and Review as follows and suggested that a report could be prepared for Board agenda:

**Policy Review Recommendation:**

*After lengthy discussion, the Policy Review Committee encourages Region II to rotate the Region Directors similar to the other regions in the United States. In almost every region in the United States, one state has a dominant membership who could control the election of a region director. As a courtesy, all the other regions rotate the region directors so every state from large to small has the same opportunity to serve IIMC. At the same time, the Policy Review Committee understands that each region needs to conduct business to the best of their ability for the good of the regions membership. We conclude that it is best for Region II to resolve this issue within their own membership.*

**Membership Totals** - According to the March, 2010 IIMC Membership Tally, Region II membership is as follows:

• Delaware	40
• Maryland	49
• New Jersey	321
• Pennsylvania	103
• Virginia	177
• West Virginia	15

**Board Consideration** – As a possible solution, with the Boards approval, an amendment to the IIMC Constitution as follows:

**Article IV, Officers and Regional Directors**

**B. Region Directors.** There shall be two Region Directors elected from each IIMC region. Region Directors shall be elected for three-year terms and terms shall be staggered so that the terms of both Region Directors from a region shall not expire in the same year. No two Region Directors shall be from the same Legislative Governmental Body **and no Legislative Governmental Body shall serve a consecutive term unless no eligible candidate from a different Governmental Body has announced their intention 90 days prior to the filing deadline.**

**Conclusion** – As a candidate who tried to break New Jersey’s consistent hold on Director, I can attest first hand to the obstacles.

- Even with complete support from the other five states in Region II, it will always be difficult or impossible for any candidate to survive a campaign with a New Jersey candidate.
- The cost of campaigning is high. Although I had the full support of my state association, I received no money toward my campaign. My personal campaign expenses totaled over \$2,000.
- Those who hold power are usually reluctant to give it up.

