



**International Institute of Municipal Clerks  
Board of Directors  
Annual Meeting Agenda  
May 20, 2017**

**Hotel Bonaventure – Montreal, Canada**



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Vincent Buttiglieri, MMC

**President** Term ends: May 24, 2017  
Municipal Clerk  
Township of Ocean  
399 Monmouth Road  
Oakhurst, NJ 07755-1589  
**Phone:** (732) 531-5000 X 3321  
**Fax:** (732) 531-6970  
**Email:** vbuttiglieri@oceantwp.org

### Mary Kayser, MMC

**President Elect** Term ends: May 24, 2017  
City Secretary  
City of Fort Worth  
200 Texas Street  
Fort Worth, TX 76102  
**Phone:** (817) 392-6161  
**Fax:** (817) 392-6196  
**Email:** mary.kayser@fortworthtexas.gov

### Stephanie Carouthers Kelly, MMC

**Vice President** Term ends: May 24, 2017  
City Clerk  
City of Charlotte  
600 East Fourth Street 7th Floor  
Charlotte, NC 28202-2857  
**Phone:** (704) 336-4515  
**Fax:** (704) 336-7588  
**Email:** sckelly@charlottenc.gov

### Monica Martinez Simmons, MMC

**Immediate Past President** Term ends: May 24, 2017  
City Clerk  
City of Seattle  
P.O. Box 94728  
Seattle, WA 98124-4728  
**Phone:** (206) 684-8361  
**Fax:** (206) 386-9025  
**Email:** monica.simmons@seattle.gov

### Carol L. Anderson, MMC

**Region I Director** Term ends: May 23, 2018  
Assistant City Clerk  
City of Torrington  
140 Main Street  
Torrington, CT 06790  
**Phone:** (860) 489-2239  
**Fax:** (860) 489-2548  
**Email:** carol\_anderson@torringtonct.org

### Julie A. Coelho, CMC

**Region I Director** Term ends: May 22, 2019  
Town Clerk  
Town of Warren  
514 Main St  
Warren, RI 02885-4369  
**Phone:** (401) 245-7340 X 4  
**Fax:** (401) 245-7421  
**Email:** jcoelho@townofwarren-ri.gov

### Douglass A. Barber, CMC

**Region II Director** Term ends: May 22, 2019  
City Clerk  
City of New Carrollton  
6016 Princess Garden Parkway  
New Carrollton, MD 20784  
**Phone:** (301) 459-6100  
**Fax:** (301) 459-8172  
**Email:** dbarber@newcarrolltonmd.gov

### Andrew J. Pavlica, MMC

**Region II Director** Term ends: May 24, 2017  
City Clerk/Deputy City Manager  
City of Garfield  
111 Outwater Lane  
Garfield, NJ 07026-2694  
**Phone:** (973) 340-2001 X 5560  
**Fax:** (973) 340-5183  
**Email:** apavlica@garfieldnj.org

### Pamela Smith, MMC

**Region III Director** Term ends: May 22, 2019  
City Clerk  
City of Sanibel  
800 Dunlop Road  
Sanibel, FL 33957  
**Phone:** (239) 472-3700  
**Fax:** (239) 472-3065  
**Email:** pamela.smith@mysanibel.com

### Lisa B. Vierling, MMC

**Region III Director** Term ends: May 23, 2018  
City Clerk  
City of High Point  
P.O. Box 230  
High Point, NC 27261  
**Phone:** (336) 883-3536  
**Fax:** (336) 822-7067  
**Email:** lisa.vierling@highpointnc.gov

# IIMC Board of Directors Roster

## **Mary Ann Hess, MMC**

**Region IV Director** Term ends: May 24, 2017  
City Clerk/Finance Director  
City of Laurel  
P.O. Box 647  
Laurel, MS 39441-0647  
**Phone:** (601) 428-6430  
**Fax:** (601) 428-6415  
**Email:** maryannhess@laurelms.com

## **Diane K. Whitbey, MMC**

**Region IV Director** Term ends: May 23, 2018  
City Clerk/Treasurer  
City of North Little Rock  
P.O. Box 5757  
North Little Rock, AR 72119-5757  
**Phone:** (501) 975-8620  
**Fax:** (501) 975-8769  
**Email:** DWhitbey@nlr.ar.gov

## **Robbie Hume, CMC**

**Region V Director** Term ends: May 22, 2019  
City Clerk/Administrator  
City of Lawrenceburg  
100 N. Main St.  
Lawrenceburg, KY 40342  
**Phone:** (502) 839-5372  
**Fax:** (502) 839-5106  
**Email:** rhume@lawrenceburgky.org

## **Mary J. Johnston, MMC**

**Region V Director** Term ends: May 23, 2018  
Clerk of Council/Records Manager  
City of Westerville  
P.O. Box 6107  
Westerville, OH 43081-6107  
**Phone:** (614) 901-6410  
**Fax:** (614) 901-6401  
**Email:** mary.johnston@westerville.org

## **Pam DeMouth, CMC**

**Region VI Director** Term ends: May 23, 2018  
City Clerk  
City of Ankeny  
410 W. First Street  
Ankeny, IA 50023-1557  
**Phone:** (515) 965-6405  
**Fax:** (515) 965-6416  
**Email:** pdemouth@ankenyiowa.gov

## **Anne B. Uecker, MMC**

**Region VI Director** Term ends: May 24, 2017  
City Clerk/Treasurer  
City of St. Francis  
3400 East Howard Avenue  
St. Francis, WI 53235  
**Phone:** (414) 316-4305  
**Fax:** (414) 481-6483  
**Email:** anne.uecker@stfranwi.org

## **Denise R. Chisum, MMC**

**Region VII Director** Term ends: May 24, 2017  
City Clerk  
City of Lee's Summit  
P.O. Box 1600  
Lee's Summit, MO 64063-1600  
**Phone:** (816) 969-1006  
**Fax:** (816) 969-1002  
**Email:** denise.chisum@cityofls.net

## **Brian L. Ruch, MMC**

**Region VII Director** Term ends: May 23, 2018  
City Clerk/Collector  
City of Beardstown  
P.O. Box 467  
Beardstown, IL 62618-0467  
**Phone:** (217) 323-3110  
**Fax:** (217) 323-4029  
**Email:** beardstown@casscomm.com

## **Elizabeth Burke, MMC**

**Region VIII Director** Term ends: May 22, 2019  
City Clerk  
City of Flagstaff  
211 West Aspen Ave.  
Flagstaff, AZ 86001  
**Phone:** (928) 213-2076  
**Fax:** (928) 213-2059  
**Email:** EBurke@flagstaffaz.gov

## **RaNae M. Edwards, MMC**

**Region VIII Director** Term ends: May 24, 2017  
City Clerk  
City of Grand Island  
P.O. Box 1968  
Grand Island, NE 68802-1968  
**Phone:** (308) 385-5444 X 111  
**Fax:** (308) 385-5486  
**Email:** redwards@grand-island.com

# IIMC Board of Directors Roster

**Tracy L. Davis, MMC****Region IX Director**

City Recorder  
City of Keizer  
P.O. Box 21000  
Keizer, OR 97307-1000  
**Phone:** (503) 856-3412  
**Fax:** (503) 393-9437  
**Email:** davist@keizer.org

Term ends: May 23, 2018

**Sheri L. Pierce, MMC****Region IX Director**

City Clerk  
City of Valdez  
P.O. Box 307  
Valdez, AK 99686-0307  
**Phone:** (907) 831-0702  
**Fax:** (907) 835-2992  
**Email:** spierce@ci.valdez.ak.us

Term ends: May 22, 2019

**Bonnie Hilford, CMC****Region X Director**

Deputy City Clerk  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, AB T2P 2M5  
CANADA  
**Phone:** (403) 268-5878  
**Fax:** (403) 268-2362  
**Email:** bonnie.hilford@calgary.ca

Term ends: May 24, 2017

**Aleta Neufeld, CMC****Region X Director**

City Clerk  
City of Lethbridge  
910-4 Avenue South  
Lethbridge, AB T1J 0P6  
CANADA  
**Phone:** (403) 315-9440  
**Fax:** (403) 320-7575  
**Email:** aleta.neufeld@lethbridge.ca

Term ends: May 22, 2019

**Djimmer Petrusma, MMC****Region XI Director**

Clerk  
City of Dronten  
Postbus 100  
Dronten 8250 AC  
THE NETHERLANDS  
**Phone:** 0321-388282  
**Fax:**  
**Email:** d.petrusma@gmail.com

Term ends: May 23, 2018

**Bruce Poole, MMC****Region XI Director**

Town and Parish Clerk  
Shepton Mallet Town Council  
1 Park Road  
Shepton Mallet  
Somerset BA4 5BS  
ENGLAND  
**Phone:** 0044 (0)1278787687  
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**Email:** bruce.poole2@btopenworld.com

Term ends: May 24, 2017



**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
May 20, 2017  
Hotel Bonaventure – Montreal, Canada**

1.	Call to order	
2.	Roll call	3
3.	Swearing in of Region X Director Bonnie Hilford - Buttiglieri	
4.	Agenda approval	7
5.	Consent agenda approval	
	a. DRAFT Minutes of November 11, 2016, Board Meeting – Alexandria, VA	9
	b. DRAFT Minutes of November 12, 2016, Board Meeting – Alexandria, VA	11
	c. DRAFT Minutes of Board Meeting Teleconference – March 21, 2017	17
6.	Foundation Report Update – Nicol – NO ACTION REQUIRED	21
7.	Executive Session Buttiglieri/Shalby	
8.	Executive Director Update – Chris Shalby – ACTION REQUIRED	25
	a. 2018 Conference - All Conference Event - verbal	31
	b. Diversity/Inclusivity Task Force Budget Request	33
	c. Property Management Firm Hire – budget request	34
	d. IIMC/IIMC Foundation operations contract –sponsorship revenue – report	
9.	Education Department Report — NO ACTION REQUIRED	39
10.	Region XI Report – Tom Van Der Hoven – NO ACTION REQUIRED	45
11.	Committee Reports – Board Liaisons to Introduce Reports – NO ACTION REQUIRED	
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	b. Education/Professional Development	51
	i. Questions Proposed to EPD Committee	54
	ii. IIMC Education Guidelines Comparison Chart	55
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	g. Public Relations	75
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	i. Research and Resource	79
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12.	Committee Reports – Board Liaisons to Introduce Reports – ACTION REQUIRED	
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	b. Policy w/ attachments	89
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	ii. Policy Title 2 - Board of Directors	104
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	v. Policy Title 5 - Education	168
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13.	Financials – ACTION REQUIRED	
a.	2016 Year-End Financials – Shalby/Parker/Pantaleon	243
b.	2016 Audit Report – Pantaleon/Parker/Shalby	253
c.	2017 First Quarter Financials – Shalby/Pantaleon/Parker - Handout	
14.	Staff Reports – NO ACTION REQUIRED	
a.	Communications – Shalby	269
b.	Membership – Janis Daudt	271
c.	Diversity/Inclusivity Task Force – Shalby/Long	273
15.	Annual Conference Updates	
a.	2017 – Montreal, Canada – Shalby – Verbal	
b.	2018 – Norfolk, Virginia – Shalby – Verbal	
c.	2019 – Birmingham, Alabama – Shalby – Verbal	
d.	2020 – St. Louis, Missouri – Shalby – Verbal	
e.	2021 – Grand Rapids, MI – Shalby - Verbal	
16.	Report From Directors	
17.	Other Business and Announcements	
18.	Adjournment	

**International Institute of Municipal Clerks**  
**Board of Directors ~ Mid-Year Meeting**  
**November 11, 2016**  
**Westin Hotel ~ Alexandria, Virginia**

President Buttiglieri called the board meeting to order at 3:35 p.m.

The following were in attendance:

President Vincent Buttiglieri, MMC

President Elect Mary Kayser, MMC

Vice President Stephanie Carouthers Kelly, MMC

Immediate Past President Monica Martinez Simmons, MMC

Region I Directors: Carol L. Anderson, CMC; Julie A. Coelho, CMC

Region II Director: Andrew J. Pavlica, MMC; Douglass A. Barber, CMC

Region III Directors: Pamela Smith, MMC; Lisa B. Vierling, MMC

Region IV Director: Mary Ann Hess, MMC; Diane K. Whitbey, MMC

Region V Directors: Robbie Hume, CMC; Mary J. Johnston, MMC

Region VI Directors: Pam DeMouth, CMC; Anne B. Uecker, MMC

Region VII Directors: Denise R. Chisum, MMC; Brian L. Ruch, MMC

Region VIII Director: Elizabeth Burke, MMC; RaNae M. Edwards, MMC

Region IX Directors: Tracy Davis, MMC; Sheri L. Pierce, MMC

Region X Director: Debi A. Wilcox

Region XI Director: Djimmer Petrusma MMC; Bruce Poole, MMC

Not in attendance:

Region X Director: Aleta Neufeld, CMC

Others present:

Colleen Nicol, MMC

Dale Barstow, Municipal Code

Bobby Busch, MMC

Stephanie Moon Reynolds, MMC

Lana McPherson, MMC

Executive Director, Chris Shalby

Office Manager, Denice Cox

Director of Member Services, Janis Daudt

Director of Professional Development, Dr. Jane Long

Certification Manager, Ashley DiBlasi

Finance Specialist, Janet Pantaleon

CPA, Financial Consultant, Connie Parker

Parliamentarian, Connie M. Deford

Administrative Coordinator/Secretary, Maria Miranda

Director Edwards moved to excuse Director Neufeld's absence. **Motion carried.**

#### Foundation Report Update

Foundation President Nicol presented an overview of the IIMC Foundation adding the following:

- Collected \$30,000 last year at conference
- Collected \$9,000 in voluntary giving with dues
- The Foundation is noticing lower contributions now due to budget cuts in municipalities
- Have added the Jim Tinnin endowment
- Will make a decision in regards to the amount of Policy 8 contribution
- Handed out \$18,000 in scholarships last year
- Encourage Board members to promote contributions with the membership and state association, whether via dues, raffle tickets, fundraisers and legacy donations.

The Board went into Executive Session at 3:45 p.m. and reconvened at 4:15 p.m.

#### Announcements

A reception sponsored by the Hilton Hotel will be held in the lounge from 5 to 6 p.m. this evening. Dinner will be on your own.

Breakfast will be from 7 – 8 a.m. on Saturday morning with the meeting scheduled to begin at 8 a.m. We will plan to adjourn by 4:30 p.m.

Dinner with the IIMC Foundation members will be Saturday evening at Joe Theisman's Restaurant.

The bus will leave for Arlington Cemetery promptly at 7 a.m. on Monday morning. After the wreath-laying ceremony, the bus will return to the hotel.

#### Adjournment

The meeting adjourned at 4:20 p.m.

**International Institute of Municipal Clerks  
Board of Directors ~ Mid-Year Meeting  
November 12, 2016  
Westin Hotel ~ Alexandria, Virginia**

President Buttiglieri called the board meeting to order at 8:05 a.m.

The following were in attendance:

President Vincent Buttiglieri, MMC  
President Elect Mary Kayser, MMC  
Vice President Stephanie Carouthers Kelly, MMC  
Immediate Past President Monica Martinez Simmons, MMC  
Region I Directors: Carol L. Anderson, CMC; Julie A. Coelho, CMC  
Region II Director: Andrew J. Pavlica, MMC; Douglass A. Barber, CMC  
Region III Directors: Pamela Smith, MMC; Lisa B. Vierling, MMC  
Region IV Director: Mary Ann Hess, MMC; Diane K. Whitbey, MMC  
Region V Directors: Robbie Hume, CMC; Mary J. Johnston, MMC  
Region VI Directors: Pam DeMouth, CMC; Anne B. Uecker, MMC  
Region VII Directors: Denise R. Chisum, MMC; Brian L. Ruch, MMC  
Region VIII Director: Elizabeth Burke, MMC; RaNae M. Edwards, MMC  
Region IX Directors: Tracy Davis, MMC; Sheri L. Pierce, MMC  
Region X Director: Debi A. Wilcox  
Region XI Director: Djimmer Petrusma MMC; Bruce Poole, MMC

Not in attendance:

Region X Director: Aleta Neufeld, CMC

Others present:

Colleen Nicol, MMC  
Dyanne Reese, MMC  
Bobby Busch, MMC  
Stephanie Moon Reynolds, MMC  
Lana McPherson, MMC  
Executive Director, Chris Shalby  
Office Manager, Denice Cox  
Director of Member Services, Janis Daudt  
Director of professional Development, Dr. Jane Long  
Certification Manager Ashley DiBlasi  
Finance Specialist, Janet Pantaleon  
CPA, Financial Consultant, Connie Parker  
Parliamentarian, Connie M. Deford  
Administrative Coordinator/Secretary, Maria Miranda

President Buttiglieri administered the Oath of Office to Region XI Director Djimmer Petrusma.

**AGENDA**

The meeting agenda was approved as distributed

## CONSENT AGENDA

Minutes of the following meetings were approved;

- a. May 21, 2016 Board Meeting, Omaha, NE
- b. May 25, 2016 Board Meeting, Omaha, NE
- c. May 25, 2016 Annual Business Meeting, Omaha, NE
- d. September 15, 2016 Board Meeting Teleconference

## EXECUTIVE DIRECTOR UPDATE

ED Shalby presented the report adding the following:

### 2016 Conference - Omaha, NE:

- Omaha conference will exceed projections and will realize an estimated profit of \$140,000 by year-end.

### 2017 Conference – Montreal, Canada:

- Currently we are projecting attendance at 500 Delegates/60 guests and a deficit of \$72,814 due to the fact that the conference is in Canada.

### Hotels:

- The host hotel is the Bonaventure with 250 rooms contracted. Second hotel is the Marriott with the Sheraton as the second overflow hotel.

### Education:

- Per the Board's recommendation, we will discontinue the Education Resource Group beginning in 2017 and use a volunteer-based Education Resource Council.
- We have been operating without a Communications Coordinator and will be looking to fill the position in 2018 in order to alleviate staff work load.

### Independent Contractors:

- Director Uecker moved to renew contracts for the following four IIMC independent contractors: Dr. Jane Long, Director of Professional Development; Tom van der Hoven, Region XI, Consultant; Sharon Ozimek, Event Management; and Connie Parker, Financial Manager. **Motion carried.**
- Director Davis requested to see contracts for Ozimek and all other contractors. Director Shalby agreed to provide job descriptions only.

## EDUCATION DEPARTMENT REPORT

Certification Manager DiBlasi presented the report adding the following:

- We will be offering two Athenian Dialogues in Montreal and will add a third and fourth if the need arises; we have facilitators available.
- We have released one additional course through Captus Press bringing our total online program number to four courses. Since January 1, 2016, IIMC has received approximately \$12K in revenue from these programs.
- We have received a proposal for a new Institute from Indiana which will go to the committee for approval in January 2017.

- Since the Annual Board Meeting in May 2016, we have awarded 161 CMC designations and 44 MMCs.
- Vice President Kelly asked if IIMC has considered live stream/pay per view sessions and academies for all members who cannot attend conference. DiBlasi stated that this idea is on IIMC's wish list but that we have to keep in mind that not all speakers are open to live stream and some have the rights protected and some have outrageous fees. DiBlasi also stated it is too late for 2017, but we will look into this with speaker when dealing negotiations and find out what options they're willing to give us.

Dr. Long stated that she is creating a pilot peer-to-peer interactive course entitled "Managing Change and Transitions," which is scheduled to be released on Digital Chalk by the end of 2016.

At this time Director Coelho expressed her concern regarding points awarded during Region meetings. Region meetings currently earn .5 point per 4 in-class hours vs. 1 point with same speaker and content at an Institute. DiBlasi explained that if we award same amount of points then this would avoid the use of Institutes and that we will need direction from the Board in order to make any changes

Director Burke suggested we forward this issue to the committee so they can look at options rather than revamp the policy. ED Shalby agreed to forward the issue to the committee.

Director Coelho moved to have the Education Committee look at points awarded for Region meetings vs. Institutes. **Motion carried.**

## **RECESS**

The meeting recessed at 9:30 a.m. and reconvened at 9:50 a.m.

## **COMMITTEE REPORTS**

Without objection, reports from the following committees that did not require action were received: Conference, Elections, International Relations, Legislative, Membership, Mentoring, Records Management, and Research and Resource.

## **BUDGET AND PLANNING**

Without objection, President Elect Kayser's motion to postpone the report to the first item under Financials, Item 12, was approved.

## **EDUCATION/PROFESSIONAL DEVELOPMENT**

Past President Simmons presented the Report. The committee recommendations for each proposal are provided as well as Board of Directors action:

1) Proposed Change to Institute Guidelines:

This motion was passed unanimously by the committee members on the call, 11-0. The recommendation was adopted by the Board of Directors.

2) Proposed Changes to Education Guidelines

President Elect Kayser moved to amend by inserting "any or all" before "points may be earned" in both CMC and MMC. Motion carried.

CMC – Regions 1 thru 11: Rewrite to add "any or all" as follows:

Of the 60 CMC Education points required for CMC certification, any or all points may be earned through online learning (includes offerings by Institutes, Academies, pre-approved State, Provincial, or National Association programs, and IIMC programs).

MMC – Regions 1 thru 11: Rewrite to add “any or all” as follows:

Of the 60 Advanced Education points required for MMC certification, any or all points may be earned through online learning (includes offerings by Institutes, Academies, pre-approved State, Provincial, or National Association of program, IIMC programs, and programs from other outside entities (i.e. Fred Pryor seminars, Career Track, National Seminar Training, Ed2Go and FEMA)).

This motion was passed by a 7-4 vote in the committee.

The recommendation, as amended, was adopted by the Board of Directors.

- 3) Proposed Change to Institute Guidelines for Sponsoring Institution.  
This motion was passed by a 12-2 vote in the committee.

The recommendation was adopted by the Board of Directors.

## **POLICY**

The following recommendations were approved:

- Approval of the membership ownership language as has been the practice with the policy to read: Membership belongs to the member and not the City where the member works. If a member moves from city to city, the membership is retained with the member
- Approval of the policy changes submitted by the Budget and Planning Committee, now contained in 4.05; 4.15.01, and 4.20
- Approval of the Annual Conference VIP protocol policy in 7.45.
- Approval of the Quill Award criteria changes, policy associated forms/instruction changes.

ED Shalby proposed the following changes to the Quill Award Selection Criteria to read as follows:

The Selection Committee shall use the IIMC Quill Award Scoring Form for determining successful nominees for the year. The Executive Director and President shall notify the recipient(s), the recipient's mayor and city manager, and confirm attendance at the annual IIMC, Inc. awards event.

Past President Simmons moved to approve the amendment. **Motion carried.**

## **PUBLIC RELATIONS & MARKETING**

Director Pavlica presented the Report and presented three proposed letters to be distributed to Congressional representatives in early 2017.

The recommendation for distribution of all three proposed letters was approved.

By unanimous consent, discussion of the Budget and Planning Report after Item #12c under Financials was postponed until after lunch.

**STAFF REPORTS:**

Communications: The report was received as presented by ED Shalby.

Membership: The report was received as presented by Membership Director Daudt. She added the following:

- Member Drive to market to County Clerks and Special Districts has brought in 28 new members. Last mailing for this drive has been gone out.
- The Region Director Challenge has brought in 10 new members

Director Burke requested a list of Special Districts in order to be able to work on additional recruiting. Director Daudt will provide the list to her and other Board members per request.

Region XI: The report was received as presented by ED Shalby. He added the following:

- We are optimistic that something may develop with the Local Government Institute of India; we will follow up in the beginning of 2017.
- Study Abroad will finalize with the hotel at the end of November 2016.

Education Resource Group: The report was received as presented by ED Shalby.

Meeting recessed at 11:49 a.m. and reconvened at 1:10 p.m. with Item 12-Financials.

**FINANCIALS**

The report was received as presented by Finance Manager Parker and Finance Specialist Pantaleon.

**BUDGET AND PLANNING**

The report was presented by President Elect Kayser. The committee's recommendation to approve the 2017 budget was adopted.

**ANNUAL CONFERENCE UPDATES – ED Shalby**2017 Montreal, Canada

- Montreal is a stunning city
- The host hotel is the Bonaventure with Marriott and Sheraton being the overflow hotels
- Opening Ceremony will offer Cirque du Soleil acts
- We are working to get a local MC and local Nation Anthem singer since it will have to be sung in French
- All-Conference Event will be either all black or all white with different types of cuisine and a DJ

2018 Norfolk, VA

- Host hotels will be the Sheraton and Marriott
- Great Host Committee
- Host Committee would like Board to consider flip-flopping the All-Conference Event to Monday and have Tuesday off

## 2019 Birmingham, AL

- Birmingham is a great city
- City is one hour from Atlanta
- Convention center is part of the Host Hotel
- Great Host Committee (Lee Frazier is Host Clerk)

## **2021 ANNUAL CONFERENCE SITE SELECTION**

Handouts were distributed and ED Shalby presented the overview of the three anonymous bidding cities. After the presentation, the Board voted unanimously for City C, Grand Rapids, MI. the Host Hotel is the Amway Hotel.

## **ANNUAL MEETING MINUTES**

The Annual Meeting Minutes, previously adopted at this meeting, were amended as follows:

On Page 3, strike out Young and insert Simmons after President. Motion adopted.

## **REPORT FROM DIRECTORS**

Each Region Director and EC Member reported on activities in their region and announced upcoming meetings and events.

## **OTHER BUSINESS AND ANNOUNCEMENTS**

- President Buttiglieri and Past President Simmons gave an update on the Diversity/Inclusivity Task Force and Composition and distributed a handout with a list of volunteers for consideration. This list is made up of members that have never served on the Board of Directors. The goal is to begin work with the task force in January 2017 along with Dr. Long.
- President Buttiglieri gave an update on his meeting with the Executive Committee from the Newfoundland/Labrador Professional Management Association. He stated that the Committee is excited to be affiliated with IIMC and what we have to offer and what it can do for them professionally. ED Shalby would like the Board's approval to invite the Committee to Montreal; the request was approved.
- NAGARA has invited IIMC to present and will give us an exhibit space to promote IIMC. Cost will be to fly Director Daudt to recruit members. The Board approved Daudt's travel.
- SLCC, ADSO and IIMC co-joint conference: We have a policy for abroad conferences which states it should be every 10 years. Bidding process will be as we did for Canada. One of the cities suggested is Bristol for 2022. RFPs for 2022 will be going out in March 2017.
- ED Shalby announced that all Board members should arrive in Montreal on Thursday in order to attend the Board Development on Friday.

## **ADJOURNMENT**

With no further business, the meeting adjourned at 4:00 p.m.

Maria Miranda, Secretary

**International Institute of Municipal Clerks**  
Board of Directors Teleconference Meeting  
March 21, 2017

President Buttiglieri called the meeting to order at 12:02 p.m. EDT.

The following were in attendance:

President Vincent Buttiglieri, MMC  
President Elect Mary Kayser, MMC  
Vice President Stephanie Carouthers Kelly, MMC  
Immediate Past President Monica Martinez Simmons, MMC  
Region I Director: Julie A. Coelho, CMC  
Region II Director: Andrew J. Pavlica, MMC  
Region III Director: Lisa B. Vierling, MMC  
Region IV Directors; Mary Ann Hess, MMC; Diane K. Whitbey, MMC  
Region V Directors: Robbie Hume, CMC; Mary J. Johnston, MMC  
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Region VII Director: Brian L. Ruch, MMC  
Region VIII Director: RaNae M. Edwards, MMC  
Region IX Directors: Tracy Davis, MMC; Sheri L. Pierce, MMC  
Region X Director: Bonnie Hilford, CMC

Not in attendance:

Region I Director: Carol L. Anderson, MMC  
Region II Director: Douglas A. Barber, CMC  
Region III Director: Pamela Smith, MMC  
Region VII Director: Denise R. Chisum, MMC  
Region VIII Director: Elizabeth Burke, MMC  
Region X Director: Aleta Neufeld, CMC  
Region XI Directors: Djimmer Petrusma MMC, Bruce Poole, MMC

Others present:

Executive Director, Chris Shalby  
Parliamentarian, Connie Deford

President Buttiglieri administered the oath of office to new Region X Director Bonnie Hilford.

**Board Development Session**

President Buttiglieri and Executive Director Shalby reviewed the schedule for board development sessions prior to the May Board of Directors meeting.

Dr. Jane Long will facilitate Part One, a Professional Development continuation from the November board meeting. Part Two, facilitated by Dr. Long and James Banks, will focus on Collaborative Communication. Members will receive information on things to be prepared prior to coming to Montreal.

Breakfast on Friday will be at 7 a.m., with the development session scheduled from 8 a.m. to 2:30 p.m.

## **New Committee**

President Elect Kayser advised that when the executive committee met in February, the various committees were reviewed for next year. The thinking was that the Membership and the Mentoring Committees might be more effective if combined into one committee. There is enough interest to fill a slightly larger combined committee.

Director Edwards moved to approve combining the Membership and Mentoring Committees.

Motion adopted by the following vote:

Yes: Simmons, Kayser, Kelly, Coelho, Pavlica, Vierling, Hess, Whitbey, Hume, Johnston, DeMouth, Uecker, Rich, Edwards, Davis, Pierce, Hilford.

No: None.

The Policy Committee will be notified to put in proper form for the Policy Manual.

## **Montreal Conference**

Executive Director Shalby advised that there are 620 delegates and a total of 830 registrants. The off-site programs are sold out. The main hotel, The Bonaventure, lobby is on the 9<sup>th</sup> floor. There are only two main elevators. Meeting rooms are one floor down from the lobby accessible by one escalator down and one escalator to come back up to the lobby. This is not a typical convention center. Halls are narrow and if scanning is used as in past conventions, there will be a lot of congestion.

For this conference, the Education Department is suggesting the following as a replacement for actual badge scanning for the 2017 conference only:

- Upon check-in, all delegates would receive a document containing all possible session names and a place to initial or check off the session that they attended
- The document would contain a line on which the delegate would sign their name attesting to their attendance at the marked sessions
- The forms would be turned in at a box at the registration desk prior to leaving the conference or alternatively if they forgot to turn in the form, emailed to staff after the conference
- The Education Department would then collect all submitted forms and generate a transcript for each participant based on the sessions they signed off as attending
- Assessments would still be required for pre-conference Academy and Athenian Dialogue.

The IIMC Education and Professional Development Committee and the Conference Committee have reviewed the recommendation and have voted to fully support the proposal.

Vice President Kelly moved to suspend the rules that would interfere with varying from the normal scanning at educational sessions at the 2017 conference only.

Motion adopted by the following vote:

Yes: Simmons, Kayser, Kelly, Coelho, Pavlica, Vierling, Hess, Whitbey, Hume, Johnston, DeMouth, Uecker, Rich, Edwards, Davis, Pierce, Hilford.

No: None.

Executive Director Shalby advised that Montreal will be celebrating its 375<sup>th</sup> anniversary as a city this year. At the opening ceremony, the flags of the Canadian provinces will be displayed by the side of the stage. A local will sing the Canadian National Anthem in English and in French. The international flags and anthems will be presented for all other countries (including the United States). There would not be a parade of state flags. The Master of Ceremonies will be a local individual. A grab-and-go breakfast will be provided for delegates.

Without objection, the described opening ceremonies were approved.

### **International Travel**

President Buttiglieri advised that he has been invited to attend the Israeli Conference. This was not on the original travel listing.

Director Johnston moved to approve the additional travel for the President. Without objection, the motion was adopted.

### **Committee Focus**

President Elect Kayser noted that the Legislative Committee will be focusing on state legislation affecting clerks as well as different methods to track that legislation. Formerly the committee focused on federal legislation.

### **Adjournment**

The meeting adjourned at 12:30 p.m. EDT.

Connie M. Deford  
Parliamentarian and Recorder



Dear IIMC Members and IIMC Foundation Donors:

I'm pleased to report on the activities of the IIMC Foundation for 2016 which included a renaming, rebranding, and new approaches to fundraising. The Foundation wishes to be great stewards of your donations, support the education programs important to you, and make giving easy.

### **Stewardship - Where the Money Comes From**

Thanks to the support of IIMC members, Foundation revenue reached \$140,924 during 2016. Voluntary donations on the annual IIMC dues statement offers an easy way for all IIMC members to give. Encourage colleagues to grow this important revenue source. 2016/17 President Vincent Buttiglieri delivered on a heart-felt pledge telling the story of the Foundation to IIMC members as he traveled the globe. The IIMC Executive Committee actively participates in fundraising and promotion of the Foundation. Conference activities, including the popular Hawaii Raffle and Silent Auction, continue to provide significant income.

<b>INCOME - 2016</b>	
Dues Contributions	43,310
Sponsorships	8,455
Society Donations	16,421
Silent Auction	10,219
Endowments	38,205
Explore Omaha	1,980
30 for 30 Campaign	180
Memorials/Tributes	1,260
Raffles	14,668
Conference T-Shirts	6,180
Other	46
<b>TOTAL INCOME</b>	<b>140,924</b>

Throughout the year and at the Omaha conference, IIMC Members were again offered fun opportunities to donate to the Foundation. Those opportunities and events included:

- Voluntary Donation with IIMC dues renewal
- Hawaii Raffle – One week for two travelers!
- Society Donations
- Silent Auction at Omaha Conference
- T-Shirt Sales for Omaha Conference
- “Explore Omaha” at Conference
- Memorial gifts
- Legacy Program

The IIMC Foundation Legacy Program provides IIMC retirees and members an opportunity to be remembered and to continue supporting education programs. More information on the Legacy Program can be found at [www.iimc.com](http://www.iimc.com) or by contacting a Foundation Board Member.

The Foundation is grateful to the Northern California Association of City Clerks for adding a one-time donation of \$20,000 to an existing California endowment. Due to a state-wide reorganization, this one-time funding source became available. The organization's leadership seized an opportunity to provide a resource for the present and future education of municipal clerks.

### **Stewardship - Education Programs - Where the Money Goes**

The Foundation supported education programs, CMC/MMC scholarships, State/Provincial/National Association grants, Region stipends, and annual conference grants. Professional fees include investment, accounting, and legal services. The Foundation incurred one-time expenses with the name change – seen as critically important to donor understanding of the Foundation's mission of support of IIMC.

<b>CONTRIBUTIONS TO IIMC</b>	
IIMC Education Programs	34,496
Scholarships - Restricted Funds	4,550
Scholarships - Unrestricted Funds	6,250
S/P/N Association Grants	2,500
Laserfiche ID Colloquium	1,900
<b>TOTAL</b>	<b>49,696</b>

<b>OPERATING EXPENSES - 2016</b>	
Board Travel	4,883
Professional Fees	17,302
Supplies/Printing/Postage	3,003
Name Change	5,844
<b>TOTAL</b>	<b>31,032</b>

2016 garnered stronger gains for investments worldwide over the prior year. Restricted endowments created by individuals and State Associations continue to grow and annually provide CMC and MMC scholarships. Laserfiche's restricted endowment supports the Institute Director's Colloquium held at the annual conference. For more information on creating a restricted endowment, see the information at [www.iimc.com](http://www.iimc.com) or contact any IIMC Foundation Board member.

<b>ENDOWMENTS - YEAR END 2016</b>	
Unrestricted	1,680,842
Restricted	487,385
<b>TOTAL</b>	<b>2,168,277</b>

### **Making Giving Easy**

Watch for easier and direct on-line giving opportunities at [www.iimc.com](http://www.iimc.com). The 2017 Montreal conference app will feature a “Donate Now” button. Electronic postcards used for the first time this year alerted IIMC Members to the Foundation, its mission, and how to give.

### **Donor Recognition**

Review the listing of generous donors provided in this report. Consider stepping up to the next level of giving. The annual donor reception couples with Step Up Awards presented at the conference opening ceremonies to bring awareness to remarkable givers and inspire others to join the cause. Review below the inaugural Hall of Fame, Individual, State/Provincial/National Association, and 2016 Step-Up Awards presented in Omaha.

#### *Inaugural Hall of Honor Inductees*

*Helen Kawagoe*

*Lyall Schwarzkopf*

*Norma Rodriguez*

*Kathy Thorpe-Holder*

*Robert Pritchard*

#### *Awards*

*Kittie Kopitke – Individual Donor*

*New Mexico Municipal Clerks and Finance Officers Association – State/Provincial/National Donor*

*Debra Mangen – Individual Step-Up*

*Iowa Municipal Finance Officers Association – State/Provincial National Step Up*

### **Thank You**

The IIMC Foundation Board of Directors sincerely thanks each and every donor with special thanks for the outstanding work of the IIMC Board of Directors and staff for assistance, marketing, fundraising ideas, and activities promoting the spirit of the Foundation’s mission and growing its endowments. Many individuals have personally absorbed travel and operational expenses to keep every dollar possible earning money for IIMC’s members.

In the coming year, watch for the Foundation to increase its digital presence and continue its heartfelt commitment to meet our mission to *raise endowed dollars whose earnings help IIMC pursue its educational objectives*.

Working for you,

Colleen J. Nicol, MMC  
IIMC Foundation President



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 15, 2017

**Subject:** Executive Director's Update

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### Overview

The following overview provides a synopsis of each Department/Area at Headquarters. At the end of this report, we have three recommendations that require Board approval. They are: 1) 2018 Conference; 2) the Diversity/Inclusivity Task Force; 3) Hiring a Property Management Firm; and 4) the IIMC Foundation sponsorship agreement.

### Personnel

We have eight full time staff, and four independent contractors: 1) Professional Development Director; 2) CPA/Financial Consultant; 3) Event Management; and 4) Information Technology. Except for Communications/Marketing, IIMC is fully staffed and operates with a cohesive and professional group. These individuals are self-starters, creative, and have the utmost interest in maintaining this Organization's viability and premier status as the only professional global Organization for Municipal Clerks.

### Administration

IIMC's staff continues to operate efficiently and productively and persists in finding new and creative methods to improve every aspect of the Organization. Although each staff member has his or her own responsibilities, IIMC continues to cross-train in many areas.

As always, Denice Cox (Office Manager), Maria Miranda (Administrative Coordinator) and Janet Pantaleon (Financial Specialist), are extremely proficient and capable in meeting their daily responsibilities as well as assisting in other areas.

### Marketing/Communications

For the past several years, Staff has been producing the monthly online *News Digest*. The Membership Department produces the weekly E-Briefings. The Department provides marketing and collateral support to all Committees and IIMC in general. Going into the 2017 budget, we explored the possibilities of hiring another full time staff member to oversee the Marketing/Communications area. However, the budget didn't allow for that hiring. Proceeding into the 2018 budget year, we will again look into the possibility of hiring either a full time or part time/independent contractor for the position. The Communications Department's report is part of this agenda and will feature current statistics on our E-Briefings, News Digest and other materials regarding membership communication.

## **Education**

Our Education Department, which consists of Dr. Jane Anne Long, Ashley DiBlasi and Kellie Siggson, are expeditious in their responses to members' education questions, and also provide excellent customer service through the certification processes. The Department oversees everything regarding education, certification, conference sessions and speakers and Institute coordination. Their report is in this Agenda.

## **Membership**

In 2016, the Department embarked on a new membership campaign, one that dealt with targeting counties and special districts. The Budget committee allocated approximately \$13,000 toward this campaign. That campaign did not produce the expected results. In 2017, the Department began a new campaign Inactive 2 Active. And, based on the initial results, it seems to be doing quite well.

This is the fourth extensive membership campaign that IIMC has embarked on in the last five years. Please see the Department's report in this agenda.

Janis Daudt and Tammy Storrie oversee this department's work. This group truly enjoys dealing with IIMC members and producing creative ways to recruit and maintain membership. Their efforts helped make the 2016 year-end membership figures exceed the \$1 million mark for the ninth consecutive year.

## **Finance**

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2016 was the tenth consecutive year (2016 year-end review is part of this Agenda) that IIMC's bottom line placed in the positive. We also were able to move funds into our restricted reserves account, now totaling \$603,000, of which \$46,000 is allocated to the building reserve account and the mortgage escrow account. A few years ago, we discussed a goal to reach the \$500,000 mark by 2016-2017. We're a couple of years ahead of schedule and we will continue to build on this account toward the \$1 million mark. At some point, a Board directive will be required to develop a game plan or options regarding the reserves. IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, while continuing to broaden its horizons and provide members with valuable services.

Janet Pantaleon oversees the majority of our daily accounting tasks with help from Maria Miranda. Connie Parker, CPA, our financial consultant, has been with IIMC for approximately two years and her experience and oversight have been invaluable to the department and IIMC. Beginning in 2016, we moved from a monthly to a quarterly budget report. We will be discussing the financials and auditor's report as part of the Agenda. Our budget and planning meeting will be either in August or September at Headquarters.

## **Conference – Montreal, Canada**

This is our third 4-day annual conference. Uncertain of how many of our members can actually travel outside of the US for an IIMC Conference, we projected conservatively -- 500 paying Delegates and 50 guests – and a deficit of \$72,000 for the 2017 Conference. As of April 12, we have 656 Delegates and 69 guests for a total of 725 participants. With exhibitors, speakers, etc., our total number of attendees is estimated to be 876. Region I has registered 73 delegates – This Region is part of the discount program. Per IIMC Conference Policy, both Regions X and XI have a set reduced registration fee for conferences.

After the Portland Conference in 2012, when attendance figures began to decrease, we contacted future conference cities and renegotiated the hotel and convention center contracts. In Montreal, we negotiated 250 rooms (hotel's capacity is 350). With average attrition, we should meet our contract - this city was not a re-negotiation - it was the first one that was 5 years out after Portland. It was anticipated at that time (5 years ago), that travel outside the US for the majority of our attendees might be denied, restricted or not reimbursed. As such, the initial hotel commitment was reduced accordingly, taking a conservative approach to the numbers for the 2017 conference so as not to incur penalties or added costs for under performance. The projections for 2017 were based on the business climate, delegate feedback, conference attendee feedback and board feedback, all in 2012. In addition, the data collected in the subsequent years leading up to 2017 was also factored in.

Within weeks of announcing the host hotel – Hotel Bonaventure – that hotel sold out. We quickly announced our first overflow hotel, the Marriott, and that hotel sold out within a few weeks with a projected total of 775 room nights. We went to our second overflow hotel, the Sheraton, and that hotel as of today is projected to have 650 room nights (which also includes room nights for the Montreal study abroad program).

## **Exhibit Program/Sponsors**

IIMC has sold 29 exhibitor booths. We have eight sponsors – Laserfiche, Municode, American Legal, General Code, Granicus, Onbase by Hyland, MCCi and PrimeGov Solutions. **Laserfiche is sponsoring the room keys at the Hotel Bonaventure and the Marriott; Municode is sponsoring the conference mobile APP and Wi-Fi.** Laserfiche and Municode paid additional costs to sponsor the room keys and the APP and Wi-Fi. – For 2017, we gained a new sponsor – MCCi – however, our overall exhibitor attendance is less than past years due to travel outside of the US. Although the exhibit program is strictly a bottom line component, IIMC will generate revenue, however, it will be less than what we projected.

## **Conference Items Unique to Montreal**

- No Host Committee - As a result, IIMC has had to cover many of the costs for items typically covered or underwritten by a local host committee - for example, the office business equipment rental for the week, opening ceremony local participants' expenses and conference entertainment costs.
- Program changes - for example, modifications to the Opening ceremony and no IIMC boutique.

## **Steps To Help Reduce the Deficit**

- Our food and beverage minimum in the Hotel Bonaventure is \$18,000 CAN, which we will meet. Holding all of our lunches, Montreal Mingle, refreshment breaks, the All Conference Event, the annual business meeting breakfast and the annual banquet in the Bonaventure helps to keep costs down.
- Our overflow hotels – the Marriott and the Sheraton – are both offering 10% commissions on eligible rooms sold, which will help add revenue to the bottom line.
- We continue to offer discount programs for Academies, Region I, and first timers. Any City that sends two or more Clerks to the conference receives a discounted flat rate of \$460 per delegate. We have 36 members who took advantage of this discount. These measures are meant to increase attendance. We provide one year's complimentary membership for any Canadian Clerk (never been an IIMC member) who attends the conference. As of this writing, we have four new members from Canada that will be in attendance.
- We conducted a membership wide survey to gauge attendance, helping us determine hotel capacity.
- Marketed and opened registration earlier than in past years and moved up the early bird cut-off date for registration in an attempt to better forecast the conference actual attendee projections sooner in advance. This would assist us in adjusting hotel room blocks accordingly and also allowed us to take advantage of any applicable discounts available in the conference pre-planning and preparation stage.

Historical perspective: The Board accepted our recommendations in 2011 to reduce expenses for two IIMC events beginning with the 2012 conference. The reduction in expenses in these two events continues in 2017:

- Opening Reception –budget reduced from \$35,000 to \$25,000
- All Conference Event – reduced budget from \$50,000 to \$40,000 –

The above steps are meant to keep IIMC as proactive as possible to minimize loss and ensure revenue. We are certain that the 2017 Conference's education program and networking events will be hugely successful. We are optimistic that with the increased attendance for paying delegates, the still favorable exchange rate between the US and Canadian dollar, potential tax rebates (VAT), Marriott and Sheraton hotel commissions, savings on some education speakers and scanning, audio visual costs and other reductions throughout the week - the original projected losses for the 2017 conference will be reduced.

#### **Headquarter Building -- Update**

We now are leasing all three offices -- **Burga Law, Exact Staff and Studio Pink**. All tenants continue to pay on time, reducing IIMC's monthly mortgage liability from approximately \$3,800 to \$500. The building revenue is reflected in the budget. The monthly liability is cash flow. We have been monitoring maintenance issues as best as possible. All future building repairs and improvements are listed in the Capital budget. **A proposal regarding the hiring of a property management firm is part of this report and will require board action.**

## **Board Action Required**

### **2018 Conference, Norfolk, VA – All Conference Event**

One of the items that the 2018 host committee has asked regarding its conference is would the Board approve switching the days of the Tuesday All Conference Event with the Monday Open Night. The reason: many host committee members have council meetings on Tuesday night, and have worked hard at creating the All conference Event. They would like to attend. If the Board approves this one time switch, IIMC staff, on its site visit this August, will make the necessary arrangements and promote the change in the conference preliminary program.

**\*\*\*Management recommends that the Board approve switching these events, providing 2018 Conference goers with plenty of notice to adjust to the change.**

### **Diversity/Inclusivity Task Force – Attached report**

The attached report was presented to the Budget and Planning Committee. The Committee's overall comments were split in terms of the feasibility and viability of having a Task Force meet face to face at headquarters. However, this particular Task Force has embarked on a sensitive topic concerning a variety of issues that affect the Organization. The first teleconference went well with 10 attendees, but to have total engagement, at least initially, would be advantageous in moving forward.

**\*\*\*Management recommends that the Board approve the funding for this meeting.**

### **Hiring Property Management Firm**

The Budget committee has approved the budget proposal regarding the hiring of a property management firm to handle headquarters' property, tenant issues and oversee the needs of the building.

**\*\*\*Management recommends that the Board approve the funding for this hire.**

### **IIMC Foundation – Agreement and Sponsorship split - Attached**

Attached is the IIMC/IIMC Foundation services agreement. This agreement has been in effect since 2011. When IIMC began to provide services to the Foundation (MCEF at that time), IIMC charged the Foundation an annual fee of \$21,000. In 2011, IIMC's finances began to improve considerably, and the Board agreed that IIMC staff, who handles the operations aspects for the Foundation, continue working for the Foundation at no cost to the Foundation, putting back \$21K into the Foundation's coffers.

Over the years, IIMC and the Foundation have coordinated their efforts regarding acquiring new and maintaining current sponsors. Rather than both Organizations going after the same pool of funds, it was determined that IIMC would develop new and maintain current relationships with its sponsors, making things facile and clean in how funds are acquired. Today, the agreement of sponsorship dollars is divided 90% for IIMC and 10% for the Foundation.

At the Foundation's midyear board meeting in November 2017, the Foundation board asked if IIMC could review its sponsorship split and increase it an additional 10% for an 80/20 split.

Management is proposing that IIMC increase its sponsorship percentage by 10% on a case-by-case basis, annually. IIMC would determine by the November Board midyear meeting where the conference and projected year-end budget would finish. At that time, management would recommend to the Board for their approval whether or not it would be financially viable to allocate an additional 10% from sponsorship dollars to the Foundation.

**\*\*\*Management recommends that the Board adopt this 10% increase from sponsorship funds on a “situational” basis, annually.**

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee  
Allan Suse, Chair  
Vince Buttiglieri, IIMC President

**From:** Chris Shalby, Executive Director

**Date:** March 20, 2017

**Subject:** Diversity/Inclusivity Task Force

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The Task Force met via telecon in February to discuss the goals and objectives regarding its Board directed mission.

As an aside to its discussions, it was suggested if it would be possible for the Task Force to meet face to face for one day at Headquarters early this summer to continue the conversation. In requesting this, everyone on the call agreed that they would be happy to pay their airfare if IIMC would provide two nights' lodging and meals.

Since this is an unbudgeted amount, we are asking the Budget and Planning committee to approve a one time request of \$8,625 toward facilitating this meeting. We would be using operating cash and it would have an effect on the bottom line.

**Hotel @ \$105/night x 23 people for two nights = \$4,830**

**Meals @ \$55/day x 23 people for three days = \$3,795 (Travel days before/after meeting)**

**Total = \$8,625**

The current 2017 budget has a projected year-end profit of \$25,540. If the \$8,625 is approved, it will reduce year-end to \$16,915. It still keeps us with a positive year-end budget, and could improve the bottom line pending savings in other expenses.

I will also be asking the IIMC Foundation to donate \$3,000 toward this meeting. Funds not used will remain with the bottom line..

Once I receive your comments, I will distribute this report to the entire Budget committee. It will also be part of my Agenda report for the Board to discuss and approve at the May Board meeting.



**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

**To:** IIMC Budget & Planning Committee  
**From:** Chris Shalby, Executive Director  
**Date:** April 17, 2017  
**Subject:** Property Management Firm

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With all three offices fully occupied in the Headquarters' building, the amount of building upkeep at times is intermittent and, other times, more consistent. Therefore, IIMC needs to move forward and hire a property management firm.

I have interviewed three property management firms and all are full service companies: collect rent, fix problems with tenants, weekly maintenance, etc. They also want a monthly retainer, ranging from \$550 to \$800 plus the costs of the repairs. They want to open an IIMC checking account and have us deposit monies into that account for use when needed to fix repairs.

This seems like overkill for our needs, especially now that we're fully leased and the majority of issues are minor in terms of oversight. What we really need is more of a facilities manager (dayporter), someone who will walk the property once a week to make sure things are fine, and be responsible for emergency repairs.

Our Broker referred firms 1 and 2. One of our vendors referred firm 3.

- 1) Renken – full service and approximately -- \$800/monthly.
- 2) CityCom – can work with what we're asking -- \$575/monthly
- 3) Wright Real Property – can modify to meet our demands - \$550/monthly

I have ruled out Renken because of costs and that they are full service. I also ruled out Wright Real Property since they, too, are a full service firm, however, they can adapt to our needs and costs. I did not get the impression that they were truly committed to the dayporter position.

CityCom, although a full service firm, understood our situation and needs and recommended using a weekly Dayporter with partial property oversight. They will work with our existing vendors, which is a huge help since our vendors know the history of the building. They are five minutes from Headquarters in case of emergencies and will allow each tenant to contact them directly with problems. All work will be approved by IIMC prior to starting the project.

**Costs:**

We do not have a building management firm line item. This will have to be created. The following is where our expenses lie and the effect on the bottom line:

- **2017 approximate costs beginning in June through December -- \$3,450**

Our 2017 projected year-end is \$25,540. With the property management firm, revised 2017 projected year-end will be \$22,090. **Preparing for the 2018 budget, we would include a new line item for property management – approximate annual costs of \$6,900.**

**Management's Comments:**

The Budget and Planning Committee was fully supportive of this move. We recommend the Board approve the hiring of a property management firm/dayporter to oversee the building's maintenance. If this does not work out to our satisfaction, then we will revisit this need and new options.

## PURCHASE OF SERVICES AGREEMENT

This Purchase of Services agreement ("Agreement") is made effective January 1, 2011 by and between the International Institute of Municipal Clerks (Company) and the Municipal Clerks Education Foundation (Foundation).

WHEREAS the Company is a non-profit professional organization located in Rancho Cucamonga, CA;

AND WHEREAS the Foundation is a non-profit fund raising organization incorporated in Illinois, with contracted office in Rancho Cucamonga, CA.

Now, therefore, the Company and the Foundation agree as follows:

### 1. Staffing & Expenses

The Company hereby agrees to provide staffing support to the Foundation to provide the following services:

- Implement the Foundation's approved Development Plan.
- Coordinate and provide support services to the Foundation Board of Directors. Provide the appropriate reports:
  - Walk run registration and pledges
  - MCEF payments made with IIMC dues - individual
  - MCEF payments made with IIMC dues - City
  - Credit card pledges/payments\*
  - Payroll deductions
  - Memorials
  - Society contributions\*
  - Legacy Donor Recording Protocol (See Attachment A made part of this Agreement)
  - Individual checks made out to IIMC intended for MCEF\*
  - And as required in Subsection 5 of this agreement

\* Restricted and Unrestricted; Credit card pledges/payments will be deducted according to pledge card request. Society contributions pledged, if other than by credit card, will be sent to the MCEF Treasurer and invoiced according to pledge request.

The Company will cover the cost of staffing support. Staffing support shall include wages, benefits, building and office equipment overhead (including credit card fees); and all travel expenses related to the annual conference and mid-year meeting. The Company will also cover the cost of sundry postage, office supplies, and provide a secured area/office with phone line and credit card machine for auction items (pick up) at the annual conference. The Company also agrees to accommodate staffing requirements for voluntary giving, Legacy Donor Plan, On-Line Auction and Development Plan. The Company will waive the booth fee for the MCEF silent auction, provide for the number of tables needed for the silent auction, provide complimentary breakfast and lunch at MCEF Board meetings during the annual conference and the mid year meeting, and food for the donor reception. Any significant changes to approved programs must first be agreed to by the Company prior to implementation.

The Foundation will cover the cost of specific items such as letterhead, business cards, and specialty printing (brochures and annual report). Any meeting rooms, food and beverage other than setout above, or audio visual incurred by the Company on behalf of the Foundation shall be invoiced to the Foundation within 90 days of when the cost was incurred.

## 2. Term

The Company shall provide the above services to the Foundation pursuant to this Agreement for a term commencing on January 1, 2011 and will be automatically renewed from year to year. Either party may terminate this agreement by providing the other party hereto, with six (6) months advance written notice.

## 3. Contract Amendments

If either party wishes to amend the contract both parties must receive written notice of the amendments 60 days prior to the mid-year meeting.

## 4. Payment

The Foundation agrees to pay the amount of \$ 21,000.00, which shall constitute full and complete payment for service rendered. The above amount shall be invoiced by the Company in equal monthly installments of \$ 1,750.00.

## 5. Disposition of Funds

It is agreed that all present and future sources of revenue currently in the control of the Foundation will continue to accrue to the Foundation. This shall include:

- Voluntary Giving Campaign
- Walk/Run Event
- On Line Auction
- Legacy Donor Program
- Silent Auction
- Interest on Investments
- All Society Member Contributions
- All dedicated memorial contributions
- All new endowed scholarship funds with the exception of any scholarship endowments emanating from conference surplus
- All IIMC building fund contributions
- Special endowment funds created by IIMC Members, Retired Members, Non-Members, Corporations, etc.

It is further agreed that all new sponsorship revenue generated by Foundation Board Members shall be shared between the Company and the Foundation on a minimum 60% Foundation, 40% Company basis.

It is further agreed that, all "new" revenue generated by the Company shall be shared between the Company and the Foundation on a 90% Company, 10% Foundation basis. New revenue shall include but not be limited to:

- a) Web-site Advertising which exceeds IIMC 2005 levels

This shall include all revenue derived from selling advertising space on the IIMC/MCEF web-site in excess of 2005 actual revenue.

- b) Broadcast fax and e-mail advertising

- c) News Digest Advertising which exceeds IIMC 2005 budget levels

- d) New Affinity programs

This shall include all new affinity programs currently in development or as yet unplanned.

- e) Any other programs, services or ventures that raise revenue for IIMC but shall not include donations in-kind or goodwill.

The Company shall provide the Foundation with monthly financial reports indicating the amount of revenue collected to date and the Foundations approximate share. The Company shall pay to the Foundation, its share of the eligible revenue on a monthly basis to be received no later than the fifteenth of the following month. A final accounting of revenue shall be carried out prior to year-end and, subject to adjustments, a final payment shall be made to the Foundation of their share of the revenue.

The Foundation shall retain responsibility for maintenance of their financial records, investment of Foundation funds and year-end audit.

## 6. Disputes

Any disputes over eligible revenue or the sharing thereof shall be referred to the Presidents of the respective parties for resolution. In the event that a resolution cannot be found, the matter will be referred to a joint meeting of the Executive Committees of each party for final resolution by way of a majority vote.

## 7. Controlling Law

This Agreement shall be governed by and construed in accordance with the laws of the State of California.

## 8. Headings

The headings in this Agreement are inserted for convenience only and shall not be used to define, limit or describe the scope of this Agreement or any of the obligations herein.

## 9. Final Agreement

This Agreement constitutes the final understanding and agreement between the parties with respect to the subject matter hereof and supersedes all prior negotiations, understandings and agreements between the parties, whether written or oral. This Agreement may be amended, supplemented or changed only by an agreement in writing signed by both of the parties.

## 10. Notices

Any notice required to be given or otherwise given pursuant to this Agreement shall be in writing and shall be hand delivered, mailed by certified mail, return receipt requested or sent by recognized overnight courier service as follows:

To Foundation:

Municipal Clerks Education Foundation  
Dale Barstow, President  
C/o Municipal Code Corporation  
Box 2235  
Tallahassee, FL 32316-2235

To Company:

International Institute of Municipal Clerks  
8331 Utica Avenue,  
Suite 200  
Rancho Cucamonga, CA 91730

## 11. Severability

If any term of this Agreement is held by a court of competent jurisdiction to be invalid or unenforceable, then this Agreement, including all of the remaining terms, will remain in full force and effect as if such invalid or unenforceable term had never been included.

IN WITNESS WHEREOF, this Agreement has been executed by the parties as of the date first above written.

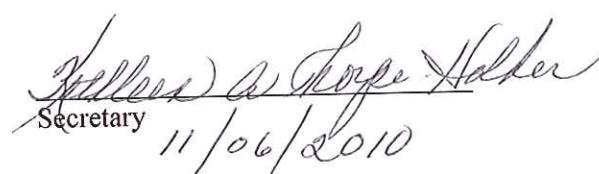
The International Institute of Municipal Clerks

  
Sharon Kassler  
President

  
Eric Shultz  
Executive Director

The Municipal Clerks Education Foundation

  
Dale Barstow  
President

  
Kelley A. Lopez Haller  
Secretary  
11/06/2010

Attachment A

## MCEF IIMC Legacy Donor Recording Protocol

The following protocol has been developed to ensure that IIMC and MCEF are properly recording all Legacy Fund Donors in their respective donor tracking systems and that these two data sources are accurate at all times regarding these critical gifts to MCEF in support of IIMC education initiatives:

- 1) Through volunteer solicitation and the instructions on the Legacy Fund Expectancy Form, MCEF will receive The Legacy Fund Expectancy Form from the Donor confirming that they are directing a Planned Gift to MCEF through their will or some other acceptable financial vehicle. In those instances where the nature of the gift appears complicated in any way, MCEF will have the gift evaluated by the Chair of the Development Committee, the Board Chair and the Treasurer using any outside professional counsel required. This group of MCEF representatives may decline the gift or work with the donor to ensure it is revised into an acceptable format. When this has been achieved the balance of the protocol will be undertaken as stated below
- 2) Through the MCEF Treasurer an MCEF letter of appreciation will be sent to the Donor and a copy of The Legacy Fund Expectancy Form will be sent to the Executive Director of IIMC
- 3) The Executive Director of IIMC will inform the IIMC Accounting Department who will note the Donor's status as a Legacy Fund Donor on their IMIS profile
- 4) The IIMC Accounting Department will send a special Legacy Donor Report twice a year (one month before each of the bi-annual MCEF Board meetings) stating the name of all individuals whose IMIS profile has been marked as a Legacy Donor
- 5) The MCEF Treasurer will reconcile the IIMC Report with the MCEF files – any anomalies will be reported to IIMC Accounting Department and an investigation around any discrepancies until they achieve a full reconciliation of these two data files – the IIMC IMIS system and the manual record of the MCEF Treasurer
- 6) The MCEF Annual Report will include a new section featuring all Legacy Fund Donors acknowledging their donation by presenting their name and the date they confirmed, through the Expectancy Form, their future contribution
- 7) A copy of the MCEF Annual Report be sent to each Legacy Fund Donor with a letter of appreciation for their support of MCEF in this manner



**To:** IIMC Board of Directors

**From:** Dr. Jane Anne Long, Director of Professional Development  
Ashley DiBlasi, Certification Manager  
Kellie Siggson, Education Assistant

**Date:** April 8, 2017

**Subject:** 2017 Education Department Report

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Below, please find highlights of our progress.

### 2017 Annual Conference Education Program

- ❖ **6 Academy Sessions** – Topics will include Confidence, Community Engagement, Decision Making, Meeting Management, Workplace Culture and Non-Verbal Leadership.
- ❖ **2 General Sessions** – “Uncrapify Your Life!” – with Jeff Havens and “The Authenticity Advantage: How to Fly Your Freak Flag” – with Joe Gerstandt.
- ❖ **42 Concurrent Sessions** – 42 concurrent education sessions will be offered on a variety professional development topics. The 2017 conference schedule has been restructured to accommodate member request for shorter concurrent sessions. 1.5-2.0-hour session time slots have been built into the program as well as repeat session to accommodate the high demand for popular topics. The department has recruited many IIMC members to facilitate sessions this year and looks forward to seeing the delegates learn from the real-life experience of their peers.
- ❖ **Athenian Dialogues** – The department will be offering three Athenian Dialogues available at the 2017 conference and all three have outstanding registration numbers as of the date of this report.
  - ❖ **An American Original: Walt Disney by Bob Thomas** will be facilitated by Chuck Tokar, MMC, Mayor/Retired Village Clerk, Chicago Ridge, IL.
  - ❖ **The Sound of Wings: The Life of Amelia Earhart by Mary S. Lovell** will be facilitated by Mary Lynne Stratta, MMC, City Secretary, Bryan, TX.
  - ❖ **Toto's Reflection: Leadership lessons From the Wizard of Oz by Kevin Fickenscher** will be facilitated by Anne Uecker, MMC City of St. Francis, WI
- ❖ **Offsite Concurrent Education Session** – IIMC will be offering two offsite concurrent programs on Tuesday, May 23, 2017 in the morning and again in the afternoon. During each timeslot, 50 delegates will be introduced to some of the unique and innovative programs that make Montréal what it is today. These programs required preregistration and an additional fee of \$60 per delegate. Both sessions sold out immediately after registration opened and have waiting lists in the event of cancellations.

- ❖ **In-Class Assessments** – In-class assessments have been brought back and incorporated into the 2017 Annual Conference. In 2016, this format was met with mixed emotions from the facilitators and the attendees. We have been working with the facilitators for the Academy and Athenian Sessions on developing this tool with the intent of customizing it for their particular session. We also spent time outlining the reasoning and expected outcomes with the facilitators in hopes that they see the tool as an addition to their program rather than a burden. We have taken on more of an administrative role when it comes to conveying expectations and instructions to the delegates registered for these sessions rather than leaving it up to the facilitators.
- ❖ **Conference Scanning** – On March 21, 2017, the IIMC Board of Directors voted to suspend the conference scanning program for the 2017 year only. After much consideration, the Department proposed this option as a way to accommodate the high registration numbers we are experiencing and small venue. The scanning process will be replaced with a self-tracking sheet which will be submitted to IIMC prior to the delegates leaving the conference. The department will use these sheets to generate conference attendance verification. We look forward to seeing this temporary process in action and appreciate the support of the Board, Education and Professional Development and Conference Committees.
- ❖ **Smartphone Application** – During the 70<sup>th</sup> IIMC Annual Conference in Omaha, the app was opened and used well over 20,000 times onsite proving that the delegates find it useful and adds tremendous value to the conference experience. All session handouts and materials will be delivered to the delegates through the app, which proved to be an extremely efficient and easily accessible way to deliver information. The department will also be pushing notification regarding scheduling, events, reminders, etc. to the delegates using the app throughout the conference. We have also created icons to assist with delegate travel, language barriers, transportation and meal options.

### **Athenian Leadership Society**

This program continues to develop and pop up in different parts to the U.S. We have seen an increase in Dialogues and the number of Fellows. As of this date we have 46 Facilitators, an increase of eight from this time in 2016. 94 official Fellows exist and an additional two will complete their tenth dialogue in Montreal. All new inductees will be recognized at the Opening Ceremony on Monday, May 22, 2017

### **Committee Work**

- ❖ **Conference Committee** - The Department worked with the Conference Committee to review proposals and recommend sessions for the 2017 Conference Education program in addition to reviewing the restructured conference schedule with shorter session timeslots. The department thanks this committee for their hard work.

❖ **Education and Professional Development Committee**

- College Degrees – See this committee's full report for details regarding this topic
- IIMC Annual Conference Scanning – See statement above and in committee's full report regarding committee support for this proposal
- New York Institute – The department worked with this committee to review and approve a new home for the New York Clerks Institute and the State University of New York with Institute Director Michael Hattery.

**IIMC Institute Update**

- ❖ **2016 Institute Annual Reports** - Out of 46 IIMC-approved Institute programs, the Education Department received 40 Annual Reports. All reports were reviewed and personalized letters were sent to each Institute Director.
  - **Reports Not Received:**  
As of the date of this report, the department has not received 6 Annual Reports which include 1 from the United States, 4 from Canada, and 1 from Bulgaria. We consistently do not receive annual reports from Alberta, Bulgaria, Manitoba, Nova Scotia, and Saskatchewan.
- ❖ **ID Connection** An electronic newsletter was created for the Institute Directors and was sent on a quarterly basis last year. There was positive feedback received from these publications and comments regarding the ID's feeling more informed. A newsletter was not sent in the first quarter of 2017 because a lengthy communication regarding guideline changes was sent to all Institute Directors. The newsletter will resume in the second quarter of 2017.
- ❖ **New York Institute** – State University of New York under the guidance of Institute Director, Michael Hattery was approved by the department and the Education and Professional Development committee on January 11, 2017.
- ❖ **Indiana Institute** – The Indiana League of Municipal Clerks and Treasurers, Accelerate Indiana Municipalities and Ball State University in the process of creating a proposal for a new Institute in the state of Indiana. We are hopeful that a completed proposal will be ready for review and approval by the end of 2017.
- ❖ **Education Resource Group/Education Advisory Group** – The Education Resource Group (ERG) was disbanded at the end of 2016. At the request of the Board, the Education Advisory Group (EAG) was created and consists of 7 volunteer Institute Directors representing 7 of the 11 IIMC regions.
  - **Colloquium** The agenda for this year's Institute Director's Colloquium is being planned by the EAG. The Colloquium will consist of a half-day session and will be focusing on topics related to adapting to changes in Institutes including, session content, budgeting will less, marketing and relationships with sponsoring institutions. As we have in the past, we will make the Colloquium open to all State Association Presidents and Education Chairs.

**Department Travel** – Dr. Long has traveled to and presented at the following Institutes and Academies since June of 2016:

- Michigan Association of Municipal Clerks Summer Conference
- Tennessee Association of Municipal Clerks and Recorders Fall Conference
- Florida Association of City Clerks Fall Academy
- Municipal Clerks of Illinois – Fall Seminar
- Region II IIMC Conference held in West Virginia
- Indiana League of Municipal Clerks and Treasurers Institute

As of the date of this report, Dr. Long is scheduled to travel to:

- Ohio Municipal Clerk's Association Annual Institute
- University of Wisconsin at Green Bay Municipal Clerks Institute
- Texas Municipal Clerks Certification Program – Graduate Institute

The department hopes to continue travel to our Institutes throughout all 11 Regions as it provides the opportunity to see the wonderful education programs first-hand and build relationships with clerks and Institute Directors.

### **Online Education Programs**

- ❖ **Captus Press** – As of the date of this report, IIMC has five non-interactive, on demand webinars available through Captus Press. Since the inception of these programs in 2014, IIMC has had more than 500 online registrations and has generated more than \$30,000 in revenue. In 2016 alone, we generated well over \$14,000 in revenue, approximately \$2,700 more than 2016 year-end projections. We have projected to generate over \$15,000 in 2017 and are well on our way to do so with more than \$4,800 received thus far. We will be working with several IIMC conference facilitators and other professionals to continue to develop programs to better serve the IIMC membership.
- ❖ **Digital Chalk** - The progress with Digital Chalk has been slower than anticipated, but a new pilot course is ready for upload and will be operational prior to the 2017 Annual Conference in Montreal. The course topic is “Making the Best of Conflict” and will provide learners with both self-paced modules as well as online peer-to-peer interaction. If this pilot course goes well, we are optimistic to have at least three more courses on Digital Chalk by May 2018.
- ❖ **Future of Online Learning at IIMC** - We will be working with several IIMC conference facilitators and other professionals to continue to develop online programs to better serve the IIMC membership. We will also be exploring partnerships with our International Institutes to possibly develop online programs that would be available to members in all regions.

### **Course Review Approvals**

The Course Review process continues to make an impact on state level program providing attendees more flexible options when applying the programs toward certification credit. We have worked with several associations that are new to this process over the last several months and find that their members are appreciative of the extra work put forth by these individuals. Requests are answered within 10 days. Education Assistant, Kellie Siggson is being cross-trained in this area to expand her knowledge of the department's day to day operations and responsibilities.

## Verification

- ❖ Both the CMC and MMC certification processes continue to run like well-oiled machines and Staff is always looking for ways to clarify and make the process more enjoyable for the applicants. Applicants continue to express their satisfaction with the submission process itself and the quick turnaround time which remains at approximately two weeks.
- **CMCs and MMCs** - Since the Annual Board Meeting on May 21, 2016 we have awarded **299 CMC** designations and **81 MMC** designations. Both program numbers continue to be in line with past years.
- **CMC Fee Increase** - On January 1, 2017, CMC fees increased by \$25 making the total cost of the CMC Designation \$125.00. To date, we have not had any complaints from the membership.
- ❖ **International Certification**
  - The number of applications that we receive from members in Regions X and XI has drastically slowed down, however, in the last six months, we have seen an increase in interest from first time applicants in Region 10. We firmly believe that this is a direct result of IIMC coming to Montreal in 2017 and the presence that IIMC now has in that area.
  - We are also looking forward to additional interest from the Professional Municipal Administrators (PMA) association in Newfoundland and Labrador. They expressed interest in having the department attend their conference, but due to the timing of their programs and the IIMC Annual Conference, we were unable to accommodate this request. We are attempting to schedule a conference call with them during their upcoming program to discuss certification with the attendees.
  - Region X Certification Numbers - Five CMCs in 2016 and one thus far in 2017. One MMC in 2016.
  - United Kingdom – No new certifications have been awarded from this area. Although, we occasionally receive applications and interest emails, nothing has come to fruition thus far. We were hoping that the bulk membership that we received from SLCC would change this.
  - Netherlands – 24 CMCs in 2016 and two in 2017 as of this date. Three MMCs in 2016 with two of those getting certified as a CMC and a MMC within a few months of each other due to the international transition period. No MMCs in 2017 thus far.
  - We currently have two Canadian members and five Dutch members that have finished the CMC point requirements and are simply waiting out the two-year membership requirement.
- ❖ **Streamlined apps** – At the end of 2016 the department revised the CMC and MMC Application forms to include tips and hints that will give applicants a better idea of

where to put things on the application forms themselves. This has been very well received so far and applications are being received in much better shape than in the past. We have indicated where FEMA, State Association programs, Ed2go, etc. go on the form. There seems to be less confusion overall.

The Education Department thanks you for your continued support and trust as we move forward and continue to uphold the integrity of IIMC's education and certification programs. We look forward to the remainder of 2017 and beyond.

**Management's Comments:**

As detailed in this report, the Department has been busy. There are several key areas to point out: 1) our international base, although high in numbers, needs attention toward bringing those members into certification programs; \*\*\*2) our online courses are growing in popularity and we need to continue developing more of those since they are easy access for our members, and also bring in revenue; and 3) our outreach via Dr. Long's travels and education sessions which she provides at various association conferences and Institutes has long been a focus of IIMC in this area. All in all, the department constantly looks for new ways to help members. We are proud of our quick turnaround regarding CMC and MMC applications, the personal attention staff provides to members regarding the application process and generally looking for ways to embellish the education programs.

\*\*\*As of this writing, we have been researching a new online company to complement the ones we are currently using. The new company is MindEdge Learning, whom Ashley has been speaking with in regards to new courses, programs and costs. We believe MindEdge will be a popular vehicle for our members and will provide more online opportunities. Of course, the Department will be working with the Education and Professional Development committee regarding the course selections. We will provide you with a complete update sometime this summer.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **IIMC Board**  
**From:** **Tom van der Hoven**  
**Region XI Development Consultant**  
**Date:** **March 7, 2017**  
**Subject:** **Development within IIMC Region XI in 2016/17**



The purpose of my report is to inform the Board of the focus of my work as Region XI Development Consultant in 2016/17 and to seek the Board's input and support.

### **Background:**

This is my fourth report to the Board and follows on from the background and role explained in my previous reports.

### The Role

To work closely with Region XI Directors, IIMC staff and the International Relations Committee.

My key objectives are to:

- Significantly grow membership of IIMC Region XI;
- Generate regular communications between IIMC, Region XI Directors and Region XI members which supplements and complements the material provided by IIMC;
- Commission and create value added material, products and services which members will regard as a member benefit; and
- Organize meetings and events in Region XI both to support the growth and development of region XI and as an additional benefit to IIMC members in region XI and other regions.

### **Discussion:**

#### Structure.

The Region XI Management Board met in Hinckley, UK in October 2016 with the main focus of discussions being the arrangements for the second IIMC/UDiTE European Symposium in Brussels – more on this later in this report. The Symposium Steering Committee discussed the detailed arrangements for the Symposium in a teleconference in December 2016.

## Communication

Communication has always been, and will always be, a priority in Region XI. It is a challenge to engender a feeling of unity in a single region amongst associations in different countries and without a common language. The regular newsletter is our vehicle to share experiences and good practice. The latest newsletter was produced in February 2017 and the next one is scheduled to be published in June 2017 following the annual conference in Montreal.

## Membership

A key objective of my role is to generate membership growth in Region XI.

Following extensive discussions between myself, Executive Director Shalby and the associations in Region XI, the Board agreed a revised Bulk Membership Scheme for Region XI associations in Omaha. ADSO (Association of Democratic Service Officers) in the UK and SLCC (Society of Local Council Clerks) in the UK and the VVG (the Netherlands) have so far joined the scheme. The commitment of these three associations has grown IIMC's total Region XI membership to over 5300 members – a third of IIMC's total membership and emphasizing IIMC's international status!

Together with IIMC staff we will be working with the associations and members in Region XI to establish what products and services will suit them and how best for them to access it.

I reported to the Board in November 2016 that we had made contact with the All India Institute of Local Self-Government. We reintroduced ourselves in the hope of starting a dialogue. ILGI is similar to IIMC in terms of membership, education and certification. We had a very positive response from Capt. Modi, Director General of the All India Institute, expressing their support to working with IIMC on collaborative arrangements beneficial to both organisations. Further contact was made by Executive Director Shalby who suggested a teleconference be held to start the conversation and he also extended an invitation to Capt. Modi to attend IIMC's annual conference in Montreal.

Unfortunately, the area of partnership that AIILSG wanted to explore was an exchange programme of Mayors and so our Executive Director Shalby had to explain that IIMC's membership comprised of Municipal Clerks and not Mayors. He did however emphasize that IIMC would still like to engage with AIILSG if both of our demographics were a true fit. To date we have not had a response but will continue our efforts to engage with them and similar organisations worldwide.

## Region XI Events

The Board will be aware of the very successful European Symposium which was held in conjunction with UDiTE in Brussels in June 2014 and the proposed second Symposium

scheduled for June 2016 which unfortunately had to be cancelled due to the terrible terrorist events in Brussels in March 2016.

I am pleased to report that arrangements are in place for the next Symposium to be held in Brussels on 7<sup>th</sup> and 8<sup>th</sup> September 2017. We were able to negotiate a venue with the Committee of the Regions who agreed to host our event free of charge in their Jacques Delors building. The meeting rooms are fully equipped for translation services but we will have to provide our own translators. It is envisaged that the discussions will be translated into three languages. A contract has also been signed with the Brussels Marriott Hotel Grand Place at favorable delegate rates. A gala dinner will also be held at the Marriott.

Speakers from the UK, Belgium and the Netherlands have been contracted as well as a number from the Committee of the Regions. Two key sponsors, Blachere and Eandis have signed up to the event with a sponsorship of €5,000 each. The sponsorship from EANDIS will be used to provide translation services.

Marketing of the event commenced in February and we are confident that it will be as successful as the first one.

#### Focus for 2016/17

The key focus for the immediate future will be to ensure a successful Symposium and to work with the large number of new members in Region XI to provide the products and services they will want to access.

The next newsletter will be issued following the Montreal conference with a primary focus to market the 2017 Brussels Symposium.

#### **Recommendation:**

Members of the IIMC Board are invited to comment on the report.

#### **Management's Comments:**

IIMC's efforts in Region XI are coming to fruition, especially in terms of overall membership numbers. It is obvious that this is one region, due to proximity, that requires more communication and consensus from a variety of parties since all Region XI affiliates have varied education and membership needs. On the forefront of this Region, we will be speaking with SLCC's new CEO regarding the possibility of a joint conference in 2022. Also, the 2017 Region XI IIMC Director vacancy attracted three candidates, making this a first in IIMC's history for this Region. We continue to look forward to growing the membership and, more importantly, promoting IIMC's education programs and their importance



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: Board of Directors**

**From: Marc Lemoine, MMC, Chair**  
**Lynnette Ogden, MMC, Vice Chair**

**Date: April 11, 2017**



**Subject: 2016/2017 Conference Committee Final Report**

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### **Background:**

The purpose of this Committee is to review and recommend conference education topics, speakers, sessions, and general session speakers and work with staff in reviewing the overall conference design and how to improve upon existing formats.

### **Committee Members:**

Alice Attwood, MMC; Laura Bauer, MMC; Daniel Buchholtz, MMC; Allan Bull, MMC; Lee Frazier, MMC; Karen F. Goodwin, MMC; Karla Graham, MMC; Andy Koopmans; Heather Mailander, MMC; Sadie Main, CMC; Lynnette Ogden, MMC; Shari Moore, MMC; Travis Morris, CMC; Ruth Post, MMC; Kerry Rozman, MMC; Anna Stetson, CMC; Nancy Taylor; Kassie Van Remortel; Melanie Westmoreland, CMC.

**Board Liaisons:** Carol Anderson, CMC; Stephanie Kelly, MMC; Lisa Vierling, MMC.

**Staff Liaisons:** Ashley DiBlasi, Jane Long, Kellie Siggson and Chris Shalby.

### **Goals:**

The goals set for the committee for 2016 / 2017 are:

1. Evaluate and review the content and suitability of the proposed educational sessions of the Annual Conference collaborating with IIMC's Education Department to ensure that the varying levels of education, experience, and job responsibilities of all IIMC members are being met. Forward any recommendations for improvements to the Education Department.
2. Recommend Annual Conference education topics and presenters to the Education Department by July 1, 2016.
3. Work with the Executive Director to review future conference submissions and provide information to the Board of Directors.
4. Review interchanging the day of the Banquet with the day of the All Conference Event.

### **Discussion:**

Goals #1, #2 and #4 were completed as outlined in the mid-year report; summaries regarding these three goals are provided below.

Goal #1: The Committee reviewed / rated Conference Education Proposals for the 2017 conference in Montreal, QC. A spreadsheet listing out links to proposals was provided to the committee by IIMC's Education Department. This spreadsheet was distributed to all committee members and ratings / comments from members forwarded back to IIMC. **Goal Completed.**

Goal #2: The Committee provided other suggestions for presenters and topics at the 2017 conference to the Education Department. **Goal Completed.**

Goal #4 – The Committee reviewed and provided suggestions regarding 4 specific issues related to future conferences:

- We have tried the 4-day format two years in a row. How does the committee feel that we should proceed for the 2017 conference? Are we comfortable staying with a 4-day format or should we revert back to the original 5-day format?
- We would also like feedback from the committee on possibly flipping the schedules for Tuesday / Wednesday, with the Business Meeting / Banquet taking place on Tuesday and All-Conference Event taking place on the final evening of the conference.
- Suggestions for improving the President's Opening Reception on Sunday night
- Suggestions for improving the formal Banquet. **Goal Completed.**

Since submission of the committees' mid-year report, the committee met via teleconference to undertake Goal #3. A summary of this goal is provided below.

Goal #3 – The Committee received Conference Bids regarding the 2021 conference and undertook a teleconference to consider such. The committee reached a unanimous decision and provided feedback for the Executive Director and Board to review. **Goal Completed.**

The Conference Committee was asked to undertake an additional goal. The committee reviewed / provided feedback to IIMC and the Board regarding alternative scanning procedures for the upcoming Montreal conference. The committee was once again unanimous in regards to its feedback, which was in support of the new processes proposed. The committee praised IIMC staff for being pro-active in coming up with workable, effective solutions to meet the ongoing needs of conference attendees and IIMC. **Goal Completed.**

### **Summary:**

The 2016 – 2017 Conference Committee has been very active. The committee is quite large at 20 members / 3 staff liaisons, and quite diverse, with both active and retired City Clerk's represented, as well as institute director and executive directors from 2 of IIMC's international affiliates. Committee members were very engaged, despite the heavy level of commitment; participation rates of between 90 and 100% were common. The Committee appreciates the cooperation and assistance provided by Staff Liaisons, Chris Shalby, Dr. Jane Long, Ashley DiBlasi, and Kellie Siggson, as well as our Board Liaisons Carol Anderson, Stephanie Kelly and Lisa Vierling. It has been an honor to serve as Chair, and I appreciate the invaluable assistance provided by Vice Chair Lynnette Ogden.

### **Recommendation:**

That this report be received by the Board of Directors for information.

### **Management's Comments:**

We thank this Committee for its work on the 2017 Conference, the 2021 Conference selection and all their efforts throughout the year regarding all things in conference education and scanning.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **Vincent Buttiglieri**  
**IIMC President**

**From:** **Sharon K. Cassler, MMC**  
**Chair**

**Date:** **April 4, 2017**

**Subject:** **Annual Report – Education & Professional Development**



**Background:** The Education and Professional Development Committee received their list of Goals and Objectives for the 2016-2017 program year as follows:

1. Identify education resources for existing education and professional development opportunities to be reviewed by the Education Department.
2. Review IIMC's Educational Philosophy to ensure it continues to meet the needs of the membership and is in alignment with IIMC's mission.
3. Review applications filed for new Institutes.
4. Review, discuss and provide feedback on Education and Institute Guidelines as necessary for the forward momentum of IIMC's Education programs.
5. As needed, work with the Education Department to ensure all aspects and development of current and new Municipal Clerk education programs, courses, etc., are consistent with IIMC's education guidelines.

**Summary: Goal #3 - Review applications filed for new Institutes.**

In late November of 2016, the Professional Development Committee received the final proposal that was submitted by the Nelson A. Rockefeller Institute of Government at the State University of New York to become the sponsoring institution for the New York Clerks Institute.

On January 5, 2017, the Committee convened via telecom to discuss the proposal. We were informed by IIMC Staff that this proposal was a product of the partnership between the New York State Association of City and Village Clerks, the New York State Town Clerks Association and the Nelson A. Rockefeller Institute of Government.

Dr. Jane Long informed the Committee that in many conversations with Dr. Hattery of the Rockefeller Institute, she feels very confident that they will abide by all of the IIMC guidelines, both Institute as well as Education. She noted that they plan to launch the program in July of 2017 with a 3 day CMC session in Albany. The staff has worked very closely with this group and also feel that this is a very strong proposal and they are in full support of it.

The Professional Development Committee reviewed all of the documentation, and had opportunity to address any concerns or questions during the telecom. All members felt that this was a strong proposal and expressed their excitement for the New York Clerks to get their certification program under way.

**Recommendation:** A motion was made to approve the proposal as presented and carried unanimously. No further action is required of the Board of Directors.

### **Summary: Conference Scanning**

On March 9, 2017, the Committee received the following proposal from Staff:

Staff is proposing the following as a replacement for actual badge scanning for the 2017 conference **only**:

- All delegates will receive a document containing all possible session names and a place to initial or check off the session that they attended upon check in at registration (see attached example)
- This document will contain a line on which the delegate will sign their name attesting to their attendance as the marked sessions.
- The forms will be turned into a box at the registration desk prior to leaving the conference (or emailed to staff should they forget).
- The Education Department will collect all submitted forms and generate a transcript for each participant based on the sessions they signed off on attending.
- Assessments will still be required for pre-conference Academy and Athenian Dialogue sessions.

Eliminating the scanning policy regulations for **this year only** will lower the overall stress level of the delegates should they get caught up in lines or find themselves delayed due to large group numbers or other events outside of their control.

Staff believes this will result in a better traffic flow throughout the small venue, as the lines outside of the session rooms will not be as prominent as in past years while waiting to scan each individual delegate.

Staff is confident that we can make this process work for 2017. The original scanning process and policies will be brought back with the 2018 conference in Norfolk, VA.

The following questions were raised by Committee members: a) Is the second party verification required of s/p/n associations? Do any of them use self-attendance methods? If not, there is a concern that we would be accused of a double-standard. b) If a s/p/n association had the same logistical challenges, would this accommodation be offered to them? We have heard the "double-standard" accusation in the past and we need to avoid that opposition if possible.

Dr. Jane Long provided the following explanation to the above questions:

Yes, this method is used by some of our State Institutes and s/n/p associations. The idea for the form and process actually came from South Carolina. The only difference between our proposal and how this is being used by the States is that the States also require an assessment along with the attendance sheet. IIMC does not require an assessment for Monday through Wednesday of the IIMC Conference. So, I don't believe this could be pointed to at all as a double standard. In addition, this is a **one time only occurrence** as we will return to scanning at the 2018 conference in Norfolk.

**Recommendation:** The Committee voted 16-1 (4 members did not participate in the e-mail dialogue and did not vote) to support Staff's recommendation to suspend scanning for the 2017 Montreal Conference and resume in 2018 in Norfolk, VA.

**Summary: Additional Goal submitted by President Buttiglieri:**

**Revisit the number of points allocated to a college degree, determining if the points currently awarded are fine as is or need to be reduced. The Florida Association of City Clerks Association presented this topic to the IIMC Board at its May 2016 meeting. The board asked the education and professional development committee and IIMC's education department to revisit this issue.**

The Education and Professional Development Committee held a telecom on February 16, 2017 to discuss this matter. Each member of the Committee reviewed all of the documentation that was presented (copies attached). Dr. Long explained that the staff's concern with regards to the number of points that are given for degrees for points for the CMC as outlined in the attached chart, including full degrees and individual courses. She noted that staff felt this needed to be looked at by the Committee. Each member on the call provided input and the majority of those present stated that they are not hearing concerns from the membership and feel that it should remain as is, with no changes to the Guidelines. Each member also expressed their thanks to staff for bringing this forward to the Committee and felt it was a good conversation.

**Recommendation:** A motion was made that there be no changes made to the Education Guidelines and that they remain as is. The motion carried with 11 members voting yes and 3 members voting no.

I would like to thank President Buttiglieri for the opportunity to serve as Chair of this Committee. The majority of the members were fully engaged and provided very valuable input to all of the issues addressed during this year. Their passion and commitment for IIMC to offer the highest quality of education is very evident and remains a top priority for all of us. We thank the Board for supporting the recommendations of the Committee.

**Management's Comments:**

Education and Professional Development committee is not only a sounding board for IIMC's Education Department, but provides experience and insight into long standing education policies. We believe all of their goals have been met and that the Board already approved the scanning revisions for this conference only during the Board's March teleconference.

We believe the college degree conversation needs to be revisited at some point in the future, perhaps, as next year's goals and objectives are created. It is a complex topic and needs to be delineated as such.

**From Dr. Long:**

**We look forward to discussing the following questions/topics with regard to college degrees during the conference call:**

- Points allotted for each degree type under Education (CMC) or Advanced Education (MMC):
  - Is the current point scale still relevant?
  - Should an applicant be able to apply more than one degree toward these requirements?
  - Should an applicant be able to fulfill all 60 points required using only college degrees?
  - Does this section of the Guidelines need to be revised?
- Points allotted for individual units under Experience (CMC) or Professional Contributions (MMC):
  - Is the point conversion for individual units still relevant?
  - Should an applicant be able to complete half of the designation requirements using a degree alone or multiple degrees?
    - Should degrees that have been saved be allowed to be applied to Professional Contributions (MMC)?
  - Does this section of the Guidelines need to be revised?
- Should degrees that were conferred prior to the applicant working in local government or the Clerk profession, be permitted to be applied to certification, specifically when discussing the MMC designation?
- Should *only* certain types of degrees be accepted toward the MMC designation? For example, only Bachelors of Masters Degrees.

2016/17 Education and Professional Development Committee					
Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
Master's Degree or Higher in Public Administration	20 points	20 points <b>No change</b>	<b>Regions I-IX CMC Education - 60 points required</b>	This would be a new category specific to Master's Degrees. We will still need to address a point value for a Master's Degree in a Related Field" as noted in the July 25, 2016 conference call.	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.
Bachelor's Degree in Public Administration	20 points	15 points <b>Lowered by 5 points (25% decrease)</b>		This would be a new category specific to a BA in Public Admin only. Points awarded for this degree have been reduced by 5 points in order to ensure that higher level degrees are worth more points, as well as to ensure that the Clerks are being encouraged to attend their local Institute/Academy, local association programs and IIMC programs.	

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
Bachelor's Degree in a related field	20 points	15 points <b>Lowered by 5 points (25% decrease)</b>	Points awarded for this degree have been reduced by 5 points in order to ensure that higher level degrees are worth more points, as well as to ensure that the Clerks are being encouraged to attend their local Institute/Academy, local association programs and IIMC programs.	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.	
A Bachelor's Degree or Higher in an unrelated field	10 points	10 points <b>No change</b>		Removes "in Public Administration or related field" as most Associate's degrees have no subject area designation. Would ensure that all AA or AS degrees are eligible for review under Education.	
Associates Degree	5 points	5 points <b>No change in points</b>			

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
Applicable college or university course credits	Not used for Education points - 1 point per credit unit, with no cap	1 point per course, with maximum 5 points for courses which are not part of a conferred degree	<b>(1) 3-unit course formerly valued at 3 points, now 1 point; (2) formerly could use all individual applicable courses from a degree, now degree may be used only in whole for up to 20 points under Education; and (3) previously unlimited number of courses could be used, now only 5 courses total allowed.</b> <b>welcomes the committee's thoughts in determining an appropriate point valuation for individual courses.**</b>	Prevents use of college courses alone (or largely) to fulfill 50 points required. This would also prevent individual college courses that never amounted to a degree to ever be worth more points than a completed degree itself. This would encourage Clerks to continue the college work and finish the degree.	Greatly reduces the number of points awarded for expensive and time-intensive college-level coursework. The # of points per hour is already far lower than for other types of training. Removes flexibility of education venue choice and makes unverified assumption there is a void in clerk-specific training and activities.

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
			<b>Regions I-IX MMC Advanced Education - 60 points required</b>	This would be a new category specific to Master's Degrees. We will still need to address a point value for a Master's Degree in a Related Field" as noted in the July 25, 2016 conference call.	
Master's Degree or Higher in Public Administration	20 points	20 points	<b>No change</b>	This would be a new category specific to a BA in Public Admin only. Points awarded for this degree have been reduced by 5 points in order to ensure that higher level degrees are worth more points, as well as to ensure that the Clerks are being encouraged to attend their local Institute/Academy, local association programs and IIMC programs.	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
Bachelor's Degree or higher in a related field	20 points	15 points  <b>Lowered by 5 points (25% decrease)</b>	Same notes as previous category as these two categories would be combined in the Guidelines	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.	
A Bachelor's Degree or Higher in an unrelated field	10 points	10 points  <b>No change</b>	<b>Not allowed for MMC</b>	Half of the coursework used for any BA is the coursework garnered in the achievement of the AA. An AA alone - the same coursework - is worth zero points. Although designated as a lower division course, the content may be advanced.	
Associates Degree	5 points	0 points			

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
			<b>Regions I-IX MMC Professional and Social Contributions - 40 points required</b>	Prevents use of college courses completed prior to the CMC to fulfill 40 points required. Would ensure that all Professional Contribution points are completed after the achievement of the CMC = consistency throughout Guidelines. Encourages contributions completed during their time in the MMC program.	Greatly reduces the number of points awarded for expensive and time-intensive college-level coursework. The # of points per hour is already far lower than for other types of training. Removes flexibility of education venue choice and makes unverified assumption there is a void in clerk-specific training and activities.
Applicable college or university course credits	1 point per credit unit, with no cap.	1 point per course, with no cap for courses completed after the achievement of the CMC and are not part of a conferred degree	<b>(1) 3-unit course formerly valued at 3 points, now 1 point; and (2) formerly could use all individual applicable courses from a degree, now degree may be used only in whole for up to 20 points under Advanced Education.</b>		Same notes as above. Ensures that all Professional Contribution points are earned after the CMC date and that the Master Municipal Clerk applicant is earning those points while acting as a Clerk serving their community for true professional contributions <b>Up to 40 points reduction</b>

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
<b>Regions X-XI CMC Education - 60 points required</b>					
Master's Degree or Higher in Public Administration	20 points	20 points	No change	Same notes as in Regions I-IX	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.
Bachelor's Degree in Public Administration	20 points	15 points	<b>Lowered by 5 points (25% decrease)</b>	Same notes as in Regions I-IX	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.
Bachelor's Degree or higher in a related field	20 Points	15 points	<b>Lowered by 5 points (25% decrease)</b>	Same notes as in Regions I-IX	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.
A Bachelor's Degree or Higher in an unrelated field	10 points	10 points	<b>No change</b>		

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
Associates Degree	5 points	5 points	No change in points	Same notes as in Regions I-IX	
Applicable college or university course not part of a conferred degree	1 point per credit unit, no cap	1 point per course, with maximum 5 points	(1) formerly 3 unit course was <b>3 points, now 1 point; (2) formerly no cap, now capped at 5 courses</b> <b>**Staff welcomes the committee's thoughts in determining an appropriate point valuation for individual courses.**</b>	Prevents individual college courses to total up to more credit than a complete degree. Protects the value of degrees and encourages degree completion or attendance at other Clerk related programs	Greatly reduces the number of points awarded for expensive and time-intensive college-level coursework. The # of points per hour is already far lower than for other types of training.

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
Applicable college or university course credits	Not used for Education points - 1 point per credit unit, with no cap	1 point per course, with maximum 5 points for courses which are not part of a conferred degree	<p>Regions X XI CMC Experience - 50 points required</p> <p>(1) 3-unit course formerly valued at 3 points, now 1 point; (2) formerly could use all individual applicable courses from a degree, now degree may be used only in whole for up to 20 points under Education; and (3) previously unlimited number of courses could be used, now only 5 courses total allowed. <b>**Staff welcomes the committee's thoughts in determining an appropriate point valuation for individual courses.**</b></p>	<p>Prevents use of college courses alone (or largely) to fulfill 50 points required. This would also prevent individual college courses that never amounted to a degree to ever be worth more points than a completed degree itself. This would encourage Clerks to continue the college work and finish the degree.</p> <p>Greatly reduces the number of points awarded for expensive and time-intensive college-level coursework. The # of points per hour is already far lower than for other types of training. Removes flexibility of education venue choice and makes unverified assumption there is a void in clerk-specific training and activities.</p>	

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
<b>Regions X-XI IIMC Advanced Education - 60 points required</b>					
Master's Degree or Higher in Public Administration	20 points	20 points	No change	Same comments as Region I-IX	
Bachelor's Degree in Public Administration	20 points	15 points	<b>Lowered by 5 points (25% decrease)</b>	Same comments as Region I-IX	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.
Bachelor's Degree or higher in a related field	20 points	15 points	<b>Lowered by 5 points (25% decrease)</b>	Same comments as Region I-IX	The only downgrading of points for a degree is credit given for a Bachelor's Degree in Public Administration or related field - something IIMC should encourage. Reducing the number of points is reducing the reward - a long-term reward earned through 4 or more years of study.
A Bachelor's Degree or Higher in an unrelated field	10 points	10 points	No change	Same comments as Region I-IX	

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
Associates Degree		5 points 0 points	<b>Not allowed for MMC</b>	Same comments as Region I-IX	Half of the coursework used for any BA is the coursework garnered in the achievement of the AA. An AA alone - the same coursework - is worth zero points. Although designated as a lower division course, the content may be advanced.

Category/Change	CURRENT	PROPOSED	AFFECT ON MEMBERS	Staff Comments	Chair/Vice Chair Comments
	Regions X-XI MMC Professional and Social Contributions - 40 points required	1 point per credit unit, with no cap for courses completed after the achievement of the CMC and are not part of a conferred degree	(1) 3-unit course formerly valued at 3 points, now 1 point; and (2) formerly could use all individual applicable courses from a degree, now degree may be used only in whole for up to 20 points under Advanced Education.	Same comments as Region I-IX	Greatly reduces the number of points awarded for expensive and time-intensive college-level coursework. The # of points per hour is already far lower than for other types of training. Removes flexibility of education venue choice and makes unverified assumption there is a void in clerk-specific training and activities.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Terri Kowal, MMC  
Chair, Elections Committee

**Date:** March 29, 2017

**Subject:** Elections Committee Report



### Background

The Elections Committee is responsible for conducting and supervising all elections. This year's goals are:

- Oversee elections and procedures
- Review publications and notices to Members regarding elections
- Conduct elections for constitutional amendments or Region Directors as required.
- Approve all election results prior to their release.
- Recommend updates to the Election Manual as needed to align to the Constitution.

### Discussion

The Elections Committee was kept busy this year with an interesting assortment of issues. Most recently, we reviewed for comment the eligibility of a candidate for Region XI. While the Constitution states that a candidate "Must provide written support of candidacy from their state, provincial, or national association within the Region in which they are running", this individual candidate does not have a state, provincial or national association to support them. After review, the majority of the Election Committee members felt we should allow the candidate to run.

We are preparing for three elections in April:

1. Vice President — Two candidates. Ballots to be distributed to all IIMC voting members worldwide
2. Region II – Two candidates. Ballots to be distributed to all IIMC voting members in Region II
3. Region XI -- Three candidates. Ballots to be distributed to all IIMC voting members in Region XI

The Elections Committee vetted the ballots prior to their distribution, and will confirm and announce the results at the annual meeting in Montreal. IIMC will inform the winners when the election process is completed.

A task force was appointed to research and discuss the issue of making constitutional changes to the method in which the Vice President is elected, as requested by Region I at the May, 2015 annual business meeting. The task force met by phone and determined that the requested change, in which a rotation of Region vice presidential candidates take place, was not in the best interest of the membership and therefore the Elections Committee did not recommend adopting the change.

The second item assigned to the task force was a request to only consider those items given to the membership in advance of the annual meetings. This item was recommended for introduction, and was voted on at the May 2016 annual meeting. As a result of that vote, the Committee vetted the ballot language as prepared by staff, and reviewed the results when the polling was completed.

### **Financial**

The Elections Committee has not spent any funds nor earned any funds for 2016-2017. All business has been conducted by email or telephone.

### **Summary**

The Elections Committee followed all constitutional requirements and rules. The Committee Members work well together and are dedicated to IIMC. We are prepared for the elections, including the VP and Region Directors. I was honored to Chair this committee of dedicated volunteers who responded quickly and thoughtfully as needed. The members include: Claudene Anthony (Co-Chair), Amanda McCrory, Awilda Hernandez, Deborah Rainone, LaTeia Lott, Marita Rhude, Tammy Legacy, and IIMC Board Members Bruce Poole and Mary Ann Hess. We all appreciated the assistance of staff members Denice and Maria.

### **Recommendation**

No recommendations at this time.

### **Management's Comments:**

We thank this committee for their work this year on vetting three elections and participating in several policy discussions regarding campaigns. Per IIMC Policy, Elections Committee Chair Terri Kowal will announce the election results for Vice President and Regions II and XI Director at this week's Annual Business Meeting.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Sally Oglesby, Legislative Committee Chair  
**Date:** March 23, 2017  
**Subject:** Legislative Committee

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## Background

The 2016-17 Goals and Objectives for the Legislative Committee are:

1. Submit communications to the membership through the Executive Director on legislative issues of significant importance to Municipal Clerks for publication through the News Digest, E-Blasts, Twitter, or other means.
2. Make recommendations to the Board of Directors on emerging issues where IIMC can benefit from legislative lobbying.

## Discussion

The Legislative Committee held teleconferences on July 12, 2016; October 19, 2016; and March 8, 2017 and, upon review of the 2016-17 Goals and Objections, the following issues were named and discussed:

- Elections – With all the news surrounding the November elections, an e-Blast was sent out to IIMC members prior to the election to assist in answering questions about potential voting fraud. Following the election, an e-Blast was sent out to get post-election comments. Very few comments were received as no significant issues were reported.
- Early Voting – While no significant issues were reported from the November elections, some state officials are identifying processes that can be improved.
- Voting Rights Act issues concerning violations and notices to cure. Information from California was submitted to the committee regarding a legislative package to address violations and notices to cure.
- Police Body cams and discussion on whether they are public or private – An article on body cameras was submitted to the *News Digest*.
- Red light/Speeding cameras – No new legislation was provided; however, many states have implemented laws regulating them and cities are removing them due to public perception they were only revenue sources and not improving safety. Some statistics, however, dispute that and find them to be effective.
- FOIA requestors that are using the free or very inexpensive information for commercial gain. There is legislation in California and Rhode Island regarding commercial use of records. Examples cited were Garmin, check registers, purchase orders, vendors, outstanding checks, etc. Legislation is being contemplated in several states to open more records, make them easier to access, and shortening the time allowed to produce records.
- Drones around airports, as well as general privacy concerns and regulations – FAA is putting out new rules regarding them. As they become more prevalent and sophisticated in their uses, more rules/concerns may need to be considered by cities

- Electronic meetings – Legislation from New Brunswick, Minnesota, Arizona, and California was reviewed regarding members ability to remote into meetings. It appears that this is an emerging trend that other states might want to discuss with their legislators.

## **Financial**

There are no financial requests.

## **Summary**

The Legislative Committee spent important time on issues that are relevant and current. The November election cycle was a primary example of that and the committee's desire to provide support to fellow clerks who are involved in the election process and feared getting mired down in some of the antagonistic rhetoric. It was important to this committee that the clerk profession be shown as professional, not partisan, and working very hard to conduct clean elections.

The participation of this committee in the meetings was outstanding with members freely sharing information and providing issues of concern.

## **Recommendation**

It is recommended that the 2017-18 Legislative Committee continue to monitor:

- FOIA issues
- Electronic meetings
- Elections/Voting Rights Act
- Drone legislation and rules

## **Management's Comments:**

This Committee put forth quite an effort this past year with the election, distributing an E-briefing email regarding election ethics and protocol, and trying to provide members with legislation information. It seems that Federal Legislation is too timely an issue for the committee to be proactive. This coming year, the Committee's focus will be more on the state level and to gauge its true intent and relevance.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Lana R. McPherson, MMC  
**Date:** April 5, 2017  
**Subject:** Annual Committee Report – MEMBERSHIP



The Membership Committee was comprised of the following members this year: Marita Rhude, Vice-Chair, Region 6; Liz Gaynor of Region 1; Doug Barber, Region 2 and Board Liaison; Dixie Gualtieri and Lori McWilliams of Region 3; Janice Bates of Region 5; Roxanne Schneider of Region 6; RaNae Edwards of Region 8 and Board Liaison; Janis Daudt and Tammy Storrie are our IIMC Staff Liaisons. The Committee would like to also thank Ashley DiBlasi and Kellie Siggson for their help working with our new members who requested more information about IIMC and the certification process.

The Membership Committee's 2016-17 goal is: *"Work with the Member Services Department, focusing on contacting new members each month to welcome them to IIMC and suggest to them how to get the most out of their IIMC membership. Direct them to IIMC Staff with questions. Be prepared to provide the new member with IIMC's phone and fax."*

The Membership Committee has made contact with 812 new members during the past months of June, 2016, through February, 2017. IIMC membership remains around 14,000. The Committee has had an excellent response to our personal contacts. We have referred several new members back to IIMC staff to answer their questions regarding education and certification.

Since my time on the Membership Committee, I have found the outreach works much better for a clerk in the same region to contact the new members in that region. As clerks, we have different requirements depending on the state we are in. It would be my suggestion, for the 2017-18 year, the Executive Committee consider increasing the members of the Membership Committee to include one member from each region to better answer any questions a new clerk may have upon the initial welcome contact. That Membership Committee member can then also refer the new member to IIMC to request a mentor from that region, or further answer questions.

This year the Committee hasn't requested any budget funding as IIMC handles all mailings and teleconferencing for the Committee.

In summary, it has been a real joy to serve as the chair of this committee. I thank Marita Rhude, Vice-Chair, and our outstanding Membership Committee for their dedication in stepping up to serve. I know the Membership Committee will continue to be a strong influence in making our new clerks feel welcome in the IIMC family.

### Management's Comments:

We appreciate this Committee's outreach efforts on behalf of new members. Their work with IIMC's Member Services Department is always a coordinated effort with positive results.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Staff Liaison to Mentor Committee  
**Date:** April 7, 2017  
**Subject:** Mentor Committee report



### Background

We have 25 Mentors and Mentees that are matched. We have 97 Mentors that are waiting to be matched.

### Discussion

Once an application has been received, Member Services searches for a match in the following areas: proximity, population, municipality type, area code and form of government. After a match has been made Member Services sends the following automated letters to the Mentor/Mentee matches:

- Welcome Letter and Mentor/Mentee contact information. This emailed letter goes to the new Mentor and Mentee with all of their contact information and suggestions for making their match a strong one.
- Quarterly Letters sent to the Mentor/Mentee match. These emailed letters are to remind the Mentor and Mentee to contact each other and if they have not heard from each other in a while, then they need to email or call to touch base.
- End of Year Letter. This emailed letter is to ask the Mentor and Mentee how the past year has worked for them and if they want to continue their match. If the answer is yes, then they will continue receiving quarterly letters and if not, we will make sure each understands that the match is discontinued. This letter also asks how we can improve the IIMC Mentor Program.

Staff feels these automated letters are working very well. It was so hard to keep track of follow-up with each match so this has lightened the load with the committee.

The Mentor Committee always hosts the First Time Delegate to the Mentor table at the conference. Barbara Blackard, MMC has agreed to assist in setting this up and working with volunteers who will be helping in Montreal!

We are always looking for pins to place at the Mentor table to encourage pin exchange for the first time delegate.

### Management's Comments:

This past March, the Board approved merging this committee with the Membership committee, forming one committee to oversee and streamline all activities regarding new members and mentees. We will have a Mentor table by registration and former IIMC Region VI Director Barbara Blackard has agreed to coordinate it for us.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** President Buttiglieri & Board of Directors

**From:** Debbie Burke, MMC, City of Normandy Park, WA  
Chair, Public Relations & Marketing Committee

**Date:** March 31, 2017

**Subject:** 2016-2017 Year End Report



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**Overview:** The following Goals have been completed or are near completion. There are no financial decisions for this committee.

**Goal #1 - Submit at least one article for the News Digest in the area of best practices, management and leadership.**

Committee Members Anthony Mejia and Denise Tucker developed and distributed a template interview questionnaire to selected AD participants, facilitators, and fellows regarding their experiences with the program. They developed News Digest articles that were published in January and March 2017 issues.

**Goal #2 - Develop marketing plan for Program Excellence in Governance Award (PEGA), recognizing innovation and best practices.**

2a. Committee Members Helen Cospolich and Rod Diridon developed a template questionnaire that can be used to interview past award recipients. Cospolich received contact email addresses in March 2017 and will be sending the questions out to past award recipients.

2b. PEGA recipient interviews will be posted on YouTube and linked to the IIMC Website. Last year, the PRM Committee received a record number of 12 applications and recommended three for the award.

**Goal #3 - Develop existing materials and new marketing ideas for Municipal Clerk's Week.**

3a. Committee Member Anthony Mejia updated existing Municipal Clerk's Week posters and provided them to IIMC for posting online in December 2016.

3b. Committee Members Anthony Mejia and Shannon Corin are surveying cities that have previously adopted a resolution or proclamation and will develop an article for the News Digest regarding the importance of recognizing Municipal Clerks Week to include sample recognition activities such as hosting an open house, school field trips, etc.

3c. Committee Members Anthony Mejia and Tiwanna Crawford drafted a letter requesting that the next U.S. President issue a proclamation in recognition of Municipal Clerk's Week. Additional letters were addressed to appropriate Congressional representatives requesting sponsorship of a resolution in support of a Presidential Proclamation.

**Goal #4 - Develop new marketing ideas to promote the value of IIMC's Certification programs and professional resources.**

4a. On an ongoing basis, the IIMC Education Department staff write and publish articles to spotlight new CMC and MMC recipients and educational programs.

4b. Dr. Jane Long is working on articles for the News Digest regarding certifications.

4c. Articles produced as part of Goal #1 further supports this Goal.

**Other accomplishments:**

The committee received a letter from Executive Director Chris Shalby that was written by IIMC Past President Dyanne Reese titled 'Reflections on History' with a request to review and make a recommendation on publication for an interesting feature in the online News Digest. As IIMC's Task Force on Diversity/Inclusivity begins the process of exploring IIMC and inclusivity, the PRMC recommended publication.

Two applications were received and reviewed for the 2017 PEGA. Following a small amount of debate in email, the majority of the Committee recommended IIMC to award the following applications:

1. Margaret Carey, City of Countryside, IL  
PEGA Category 5 – Innovation to community welfare
2. Kristi Morrow, City of Frisco, TX  
PEGA Category 3 – Innovation to customer service

**Management's Comments:**

The *News Digest* article on the Athenian Dialogue interviews was published in the magazine early this year. The PEGA program produced two winners for 2017, and both will be in attendance to receive their awards this week. Municipal Clerks Week graphics and marketing ideas have been used this year and in past years. Committee member Mejia does a nice job with designing graphics for this event. We are waiting on Committee Members Mejia and Tiwanna Crawford's letter requesting the U.S. President issuing a proclamation in recognition of Municipal Clerks Week. Additional letters were addressed to appropriate Congressional representatives requesting sponsorship of a resolution in support of a Presidential Proclamation. IIMC certification and education program articles are in the hopper and Dr. Long will be writing one on the importance of Certification. Lastly, we look forward to this Committee's new charge of creating a simple and effective Communication Crisis Plan for the Organization.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: Vincent Buttiglieri, MMC, IIMC President**  
**Chris Shalby, IIMC Executive Director**

**From: Lisa Johnston, Chair**

**Date: April 7, 2017**



**Subject: Final Committee Report Records Management**

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**Background:** The IIMC Records Management Committee has had various communications by email. The goals of the committee are:

1. Recommend records management educational sessions for the Annual Conference.
2. Prepare a minimum of two articles regarding best practices for records management.
3. Identify at least 2 issues and create content for the online Resource Center of ordinances, policies and best practices.
4. Work with Research and Resource Committee on developing a Technical Bulletin on Benchmarking.

**Financial:** No financial assistance was requested.

### **Summary:**

1. **Session Proposals:** Committee members have suggested a few topics, however the conference location proved challenging. We were able to reach out to the Clerks office for the City of Montreal and made a connection that was forwarded to IIMC. This also resulted in a session regarding moving 400 years of records.
2. **Articles:** Stephen French submitted two articles for the News Digest.
3. **Resource list:** a list of on-line resources was submitted during the 2015-16 committee year. Additional recommendations will be submitted as they are identified.
4. **RIM bulletin:** We were unable to make progress on this item this year.

### **Recommendation:**

1. Continue to poll members for Records best practices to add to the Resource Center.
2. Evaluate what additional technical guides are needed and develop a plan for getting them produced.

I have enjoyed working with the 2016-17 committee. My only regret is that we are so busy in our regular lives, that we don't have the time to have a committee round table and share our stories. Perhaps, another year.

### **Management's Comments:**

This Committee also vetted the IIMC/NAGARA agreement and has always been a contributor toward Records Management type classes at our conferences. We are in dire need of updating some of our Technical Bulletins, no easy task since we have many outdated bulletins. The Committee continues to look for best practices to add to IIMC's Resource Center.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** LaVette E. Hennigan, MMC, Chair  
**Date:** Wednesday, April 7, 2017  
**Subject:** 2016-2017 Final Report – Research and Resource Committee



### Background

Our committee's purpose is, "*To assist with surveying the membership on various issues as necessary; and to ensure the members are provided with quick and accurate answers to inquiries through membership network and resource library.*"

### 2016-2017 Goals & Objectives presented to the Committee

1. Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, Committees, and staff; and compiling, analyzing and reporting responses.
2. Respond to member questions submitted to IIMC website and staff.
3. Continue to expand content and resource links for the IIMC resource library.
4. Identify at least 2 issues and create content for the online Resource Centre of ordinances, polices and best practices.
5. Work with the Records Management Committee on developing a Technical Bulletin on Benchmarking.

**Discussion:** Our committee has satisfied its Purpose, Goal Nos. 1 and 2, and is working on one very large "Comparison Chart" Project (see entry VI. below), that will address Goal No. 4. Committee members were asked to provide comments for inclusion in this report. Their comments may be found in Exhibit A, attached, and are essential in assisting IIMC and the incoming committee chair when determining how to move the committee forward. I have valued committee member's input, assistance, timely responses and encouragements. Special recognition is given to committee member Kathy Montejo for suggesting the "Comparison Chart" Project, to Niki Muller for immediately offering to spearhead the project; to Dixie Gualtieri and Paula Geletei for offering their direct assistance; Vice Chair Lanaii Benne for suggesting to us IIMC's involvement; and IIMC Director Chris Shalby for putting his stamp of approval for permitting the Project to move forward and offering valued guidance. I know Kathy and Niki are working diligently and will have something for the committee's review very soon. The Project will then be submitted to IIMC and State Presidents for review and comment, back to the committee to make adjustments, and then the IIMC for submission to the membership.

IIMC Research and Resource Committee – Final Report  
April 7, 2017

**Financial:** There were no financial needs during 2016-2017.

**Summary:** The following six (6) requests were submitted to the committee and received their feedback:

- I. How are election workers recruited?
- II. Sample Evaluation / Performance forms?
- III. When the public speaks at meetings do they have to give their name and address to be permitted to speak?
- IV. What is the industry standard for how long it should take to transcribe meeting minutes?
- V. “What is the requirement of being recognized as a Municipal Clerk in each State”?
- VI. “Comparison Chart” Project: This will be a grid style chart showing the standard duties of a municipal clerk in each state.

**Recommendation**

I have made it known I'm unable to Chair or be a member of the committee in the coming year. However, I would like to see the “Comparison Chart” Project through to submission of the final draft to IIMC for submission to the membership. Is this possible? If I'm unable to do so I ask that IIMC permit Niki and Kathy to remain an integral part of the Project to see it to its completion.

**Management's Comments:**

The Committee does an excellent job of fielding and answering questions and requests from members throughout the year, as well as vet any survey being distributed to the membership. Regarding their Comparison Chart project, we've already agreed to have committee members Niki and Kathy continue working on this project through fruition. This was an idea created by the committee and viewed as a helpful tool for members. Staff liaison Tammy Storrie is helping coordinate the effort.

## EXHIBIT A

**IIMC**  
**Research and Resource Committee**  
**Member's Comments re: 2016-2017 Year**

1. Hello, I am not quite sure what type of comments are being sought for this report, but I would like to say that the networking is of huge help, especially when trying to evaluate a situation, or to establish policies. I find it reassuring to hear how other Clerks manage their offices and how they share their knowledge. I have learned quite a lot and truly thank everyone for their participation. I wish I had more to share, but I am learning and do appreciate all of you. And with great appreciation, I truly thank you for all you do and have done for us all!
2. I think we need to put in the report the great job that you have done organizing us and keeping us on track!
3. Hey Lavette, Thanks again for chairing our committee. The members of this committee provide invaluable insight for members are members that find themselves in an unusual situation or just need confirmation on the path taken. It's not a committee that everyone will use on a regular basis, but it is great peace of mind knowing that it is there when you need it. The diversity of the membership of the committee enables the committee collectively to provide great insight in most any question that may be raised. Under your leadership I thought the committee was very responsive and effective in the task at hand. Have a great rest of the week!
4. Having served as board liaison for two years now, I would say over this past year, we have seen an increase in number of inquiries from membership, which confirms the value of what this board provides. And the responses from committee members is expedient and a wealth of knowledge. The comparison chart project is a huge project but will be a benefit to all members. Thank you LaVette for your leadership this year...it is much appreciated! Just curious who will be attending the conference in Montreal? Hope to meet many of you there. Just curious who will be attending the conference in Montreal? Hope to meet many of you there. Sincerely
5. I think Pam and Paula characterized it well – responses have been prompt and thorough, members receiving the answers have been most appreciative and seem satisfied with the information (even if just to bounce things off of and get a different perspective or reinforcement of their current process), the variety of work experiences and professional knowledge from the Committee members has been invaluable in being able to response to a variety of questions from members from around the country, etc. Committee members have been also great at offering ideas for additional resources (I seem to recall some references to various websites, books, etc. for the person asking the question to gain additional information).

April 7, 2017



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Douglas Tymchyshyn, IRC Chair  
Brenda Young, IRC Vice Chair

**Date:** March 27, 2017

**Subject:** Final Committee Report for Board of Directors



### Background

The International Relations Committee (IRC) was assigned the following goals and objectives by President Buttiglieri:

1. Collaboration with Symposium Region XI Management Partners on future Symposiums.
2. Manage and run a booth at the IIMC Annual Conference which promotes international programs and provides a focal point for international members.
3. Work with Region X and XI representatives and the International Development Consultant to define options for future Study Abroad Programs.
4. Develop communication vehicles for Region X and XI members to determine short and long needs of these regions.
5. Review Region XI membership schemes.
6. Market Regions X and XI to members in Regions I to IX.

### Discussion

#### Goal 1: Collaboration with Symposium Region XI Management Partners on future Symposiums.

The Region XI Symposium will be held in Brussels, Belgium on September 7<sup>th</sup> and 8<sup>th</sup>, 2017. The Symposium Program “Broadening your Horizons – a European Perspective” will provide an opportunity to meet with and learn from inspiring international speakers and colleagues around the world about democracy in action with a specific focus on Europe. This event will require contributions of \$9,000 from IIMC and \$3,000 from the Foundation.

#### Goal 2: Manage and run a booth at the IIMC Annual Conference which promotes international programs and provides a focal point for international members.

The IRC will not operate a booth at the IIMC 2017 Annual Conference in Montreal, as the Exhibit Hall was completely sold out. The IRC will have a pop-up near the IIMC Registration area and at the Region XI Symposium in Brussels, Belgium.

The IRC looks forward to operating a booth at the IIMC 2018 Annual Conference in Norfolk, Virginia.

#### Goal 3: Work with Region X and XI representatives and the International Development Consultant to define options for future Study Abroad Programs.

The 2017 Study Abroad Program will be held from May 17<sup>th</sup> to 19<sup>th</sup> in Montreal, Quebec, Canada. The program will explore the Canadian cities of Montreal, Quebec City, and Ottawa, allowing participants to submerge themselves into each culture. The Ottawa portion of the program, provides the opportunity to discover historical and charming facets of the Capital City, along with the history, functions and art of Canada's Parliament with a guided tour of Centre Block. The Montreal tour introduces participants to landmarks, new developments, and historic parts of the City, along with a chance to experience the cultural diversity of Montreal. Quebec City participants will receive information on the history and workings of Quebec's parliamentary institutions, and visit many of the City's historic sites. The 2017 Study Abroad Program will be well attended as the accommodation program registrations sold out with program only registrations remaining.

The IRC looks forward to participating in the planning of future Study Abroad Programs.

**Goal 4: Develop communications vehicles for Region X and XI members to determine short and long term needs in these regions.**

The IRC recommends using the typical twelve step process for developing communication campaigns. The twelve step communication campaign process involves:

1. *Manage the Project*
  - Develop a plan to organize the campaign development process including time, money, other resources, data gathering and interpretation and decision-making.
2. *Revisit your Promotion Strategy*
  - Define and/or confirm the purpose of your communication campaign, including the development of measurable campaign objectives.
3. *Analyze your Audience*
  - Collect information about the demographic, behavioural and psychographic (e.g., values and beliefs) of your chosen audience to create an audience profile. Also examine the characteristics of your audience to determine whether or not they can be divided or segmented into smaller, more homogeneous groups (audience segmentation).
4. *Develop an Inventory of Communication Resources*
  - The list should include existing communication resources (e.g., media outlets, community spokespersons) in your community or organization and the assessment of the strengths, weaknesses and possibilities of getting our message delivered through these resources.
5. *Select Communication Objectives*
  - Identify the 'bottom-line' changes (e.g., increasing knowledge about steps people can take to join IIMC) that you hope to accomplish as a result of your communication activities.
6. *Select Communication Channels and Vehicles*
  - Identify the communication channels and vehicles in which the message is sent (e.g., radio, television, the Internet, newspapers, interpersonal communication).

- 7. *Combine and Sequence Communication Activities*
  - Combine and sequence the channels and vehicles chosen in the last step across the communication timeline.
- 8. *Develop the Message*
  - The key message, or messages, communicated need to be carefully chosen.
- 9. *Develop a Project Identity*
  - Create an identity that will clearly communicate your image and your intended relationship with your audience (i.e., the purpose of your communications campaign and why it's important).
- 10. *Develop Materials (Production)*
  - Develop specifications for each desired communication vehicle, the selection of suppliers and the management of the production process.
- 11. *Implement your Campaign*
  - Program materials must be available in sufficient quantities. Plans must be in place, and gatekeepers representing different channels must be briefed.
- 12. *Evaluate your Campaign*
  - Collect and interpret information on the planning, implementation and results of the campaign in order to identify effective aspects of the campaign and areas where improvement is required.

The 2017/18 IRC would start with Step 1 and develop the project plan that establishes the framework for that and future IRC's to implement and revise the communication campaigns as needed.

Also, the IRC recommends the immediate use of personally addressed mail when you want to communicate information to members internationally (i.e. Annual Conference, Study Abroad Program, Region XI Symposium, etc.). The IRC believes personally addressed mail will increase the "warm feeling" people have from receiving this mail and strengthen the chance that people become involved instead of ignoring the information.

#### Goal 5: Review Region XI membership schemes.

The IIMC Board approved a revised membership scheme for Region XI associations. The Association of Democratic Services Officers (ADSO) and the Society of Local Council Clerks (SLCC) in the UK, and VvG in the Netherlands have confirmed their participation in the membership scheme which will make Region XI the largest of all IIMC regions with over 5,300 members. Contact was made with the All India Institute of Local Self-Government (AIILSG), and we initially had a very positive response from Capt. Modi, Director General of the All India Institute. Capt. Modi expressed their support to working with IIMC on collaborative arrangements beneficial to both organizations, but the area of partnership they wanted to explore was an exchange program of Mayors. We explained IIMC membership is comprised of Municipal Clerks and not Mayors, but that we would still like to engage with AIILSG where our demographics fit. To date we have not had a response but will continue our efforts to them and similar organizations worldwide.

## Goal 6: Market Region X and XI to members in Regions I to IX.

The Committee identified several ways to market IIMC to the members of Regions I through IX. These marketing initiatives include distributing the IIMC message, making improvements to the IIMC website and social media presence, updating the IIMC brand and creating consistent messaging, and creating promotional and informational video.

The IRC recommends the following marketing initiatives be implemented:

1. *Distributing the Message*
  - a. Conference Name Badges
    - Include badge ribbons that identify the region the attendee is from
  - b. Social Media Spotlights
    - Produce spotlights on members/cities/countries in the regions
  - c. Conference Slides, Photos and Brochures
    - Show slides/photos from the regions – during the morning videos
    - Make brochures available at the international table
    - Use the Conference app to push out information to attendees. Three possibilities include: reminders to attendees to welcome clerks from other regions, facilitate a scavenger hunt activity for attendees who identify a member from each region and introduce themselves, or give International Members a prize when they check in and a name of a Region I – IX member, if that member comes up to them and introduces themselves they get the prize.
2. *Website and Social Media Improvements*  
Identify Improvements
  - Use analytics to assign an intern to identify website and social media improvements
3. *IIMC Branding Updates*  
Global Branding
  - Change website/logo/tagline to be more global oriented, less national with global members
4. *Promotional/Informational Videos*  
Social Media/Website/Conference
  - Create a series of videos about what the International means to members and how it has enriched/changed their lives (put a personal spin on it)
    - utilize member experiences from all regions
  - Create a 3 minute video regarding diversity/Global Organization
5. *Social Media Presence*  
Enhanced Leadership Presence
  - Encourage IIMC Leadership to actively interact with members using social media
6. *Branding Message*  
Informative Messages
  - Create 3 to 5 key points using informative messages that are recognizable in all forms

## **Financial**

In 2017/18 the IRC will require contributions of \$9,000 from IIMC and \$3,000 from the Foundation for the Region XI Symposium and will require funding to implement accepted marketing initiatives in Goals #4 and #6.

## **Summary**

The IRC is pleased to have completed Goals #1, #2, #3, #5, and #6, and continues to work diligently on completing Goal #4. The IRC looks forward to having the opportunity to complete the work on Goal #4 in 2017/18.

On behalf of the IRC, I want to thank President Buttiglieri and the IIMC Board for offering all of us this opportunity to serve the IIMC.

## **Recommendation**

The IRC recommends 2017 Region XI Symposium receive requested funding, an IRC booth be hosted at the 2018 Conference in Norfolk, Virginia, planning begin to host a future Study Abroad Program, the twelve step communication campaign process be used to establish Region X and XI communication campaigns, personally addressed mail be used to communicate information to members internationally, and the marketing initiatives, along with associated funding, be undertaken to market Regions X and XI to members in Regions I to IX. Also, we recommend that the IRC be permitted to continue our work on completing Goal #4 in 2017/18.

## **Management's Comments:**

The Region XI Symposium has already been allocated \$12,000 toward its education program. As of this writing, the Symposium has 15 registered attendees with the promise of more. IIMC has started to promote the Symposium more prominently in recent E-Briefings.

Since the 2017 exhibit hall is tight on space, we did not offer the IRC the traditional booth in the hall. We do have a Symposium poster by registration to promote the Symposium. In 2018, we will return to offering the Committee a traditional booth in the exhibit hall.

The 2017 Study Abroad Program will conclude the week of the Conference. Registrations are closed and we have 21 participants with Denice Cox acting as staff liaison per IIMC policy. IIMC hired VDM, a Montreal-based tour group to work with IIMC's Education Department to provide education worthy sessions and trips. The members visited Ottawa, Quebec and Montreal. We look forward to suggestions regarding the 2019 Study Program.

The Region XI membership scheme began in 2016 and continues as IIMC witnessed an additional 3,500 new members in this Region.

**NOTE:** As for the Committee's proposal to the Board to adopt goals #4 and #6 – the 12-step communication campaign process and marketing Regions X and XI to Regions I – IX -- We respectfully ask the Board to have the Committee revisit these two goals since the goals do not flow with previous IIMC marketing campaigns. There are several major budget implications that we've not discussed with the Committee and, speaking as IIMC's Marketing Director, I would certainly like to be involved in future conversations from the beginning regarding the feasibility of plans of this nature. The plans may be plausible, as far-reaching as they are depicted, but we don't believe there was much discussion regarding costs, acquiring demographic information, branding, global outreach, implementation and return on investment.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Mary Lynne Stratta, Chair, PRC  
Lee Woodward, Vice Chair, PRC

**Date:** April 7, 2017

**Subject:** Final Report – Policy Review Committee



## Background

The Policy Review Committee (PRC) completed several of its assigned goals and objectives for the Board's consideration at the mid-year meeting. President Buttiglieri assigned the PRC several more tasks following the mid-year meeting. All have been addressed and are listed below, along with recommendations.

## Discussion

How many emails a candidate can send to the membership? Following full PRC consideration and a recommendation from the Election Committee, the PRC **recommends** no change in the policy.

Both the Election Committee and the PRC read the mid-year Board report to mean that the committees were to take a look at Policy 2.20.060 as revised by the Board at mid-year. After speaking with the President by phone, he asked that we examine the policy as revised and offer recommendations. Both the PRC and Election Committee felt the wording of item B needed review and recommendations. As a reminder, below is the language as approved by the Board at mid-year:

### Revised Policy

#### 2.20.060

##### Campaigning Guidelines

- A. Candidates are allowed unlimited emails to discuss their candidacy.
- B. IIMC staff SHALL review all election materials FROM CANDIDATES OR ANYONE ACTING ON BEHALF OF THE CANDIDATES BEFORE DISTRIBUTION TO IIMC MEMBERS. MATERIALS INCLUDE BUT ARE NOT LIMITED TO candidate brochures, biographies, LETTERS AND EMAILS OF SUPPORT, NEWS RELEASES, PHOTOGRAPHS, WEBSITES, etc. If there is perceived impropriety with the information provided, the Executive Director will submit the information to the Election Committee for their final recommendation.
- C. The Executive Committee members, BY GROUP OR INDIVIDUALLY, can neither endorse nor provide assistance to any candidate, and SHALL NOT BE MENTIONED IN ANY ELECTION MATERIALS. PHOTOGRAPHS OF PRESENTATIONS BY AN EXECUTIVE COMMITTEE MEMBER ARE AN EXCEPTION AND WILL NEED TO BE PRE-APPROVED PRIOR TO DISTRIBUTION.

Some of the concerns and questions expressed about Section B by members of the PRC included, but were not limited to:

How can IIMC have the authority or ability to prevent one member of IIMC from emailing a friend (another member of IIMC) to discuss a candidate? It is the belief of the PRC that this is overreach at best, and probably a violation of freedom of speech. We do not believe it is IIMC's place to regulate and monitor communications between friends and individual IIMC members.

How can IIMC tell a state/provincial/national association that it cannot adopt a resolution of support for a candidate and then inform its own membership of such action by its own Board of Directors, such as in their own newsletter? We believe that we can trust our state/national/provisional associations to exercise good taste and discretion in such resolutions by speaking only about the candidate they wish to endorse and not mentioning the opponent(s). Should a problem present itself in this regard, then it is the PRC **recommendation** that the endorsed candidate would be responsible for seeing that inappropriate language is removed from resolutions, website posts, etc.

After speaking with the PRC and the Executive Director, it was explained that the concern was directed toward "mass distributions" from IIMC provided contact lists. Therefore, the PRC **recommends** that certain wording be deleted from item B and instead read as below:

B. IIMC staff SHALL review all election materials FOR MASS DISTRIBUTION, BASED UPON A DISTRIBUTION LIST PROVIDED BY IIMC, from candidates or anyone acting on behalf of candidates before distribution to IIMC members. Materials requiring staff approval before distribution include candidate brochures, biographies, news releases, photographs, websites and MASS DISTRIBUTION OF EMAILS OR OTHER TYPES OF MASS COMMUNICATIONS. If there is any perceived impropriety with the information provided, the Executive Director SHALL submit the information to the Election Committee for their final recommendation. SHOULD SUCH AN IMPROPRIETY OCCUR, IT WILL BE THE RESPONSIBILITY OF THE ENDORSED CANDIDATE TO CORRECT THE IMPROPRIETY. CANDIDATES ARE RESPONSIBLE FOR INFORMING THEIR SUPPORTERS OF THESE GUIDELINES.

The PRC had no problem with Sections A and C as approved at mid-year. It is the PRC **recommendation** that should the Board approve this policy change, the policy manual and campaign guidelines be updated to reflect this change, as well as the Constitutional amendments approved in 2016.

### **Parliamentarian**

The PRC was asked to study Policy Manual Section 2.95.040, relative to the IIMC Parliamentarian. The suggested policy language the PRC was asked to review is:

2.95.040

#### **Appointment Process, Term and Payment**

The Parliamentarian shall serve a three-year term with the ability of ~~reapplying~~ CONTINUING IN the position WITH A RENEWED CONTRACT. IIMC will provide an annual stipend for

services plus payment of expenses for travel, accommodations and meals to attend the mid-year and annual board meetings.

After discussion, the PRC **recommends** the section read as follows:

The Parliamentarian shall serve a three-year term with the ability TO RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED. IIMC will provide an annual stipend for services plus payment of expenses for travel, accommodations and meals to attend the mid-year and annual board meetings.

The next paragraph in the policy makes it clear the appointment is made with the approval of the Board of Directors.

### **International Relations Consultant**

The PRC was also asked to review the below proposed change to this policy, as follows:

#### Appointment Process, Term and Payment

The International Relations Consultant shall serve a three-year term with the ability of ~~reapplying~~ CONTINUING IN the position WITH A RENEWED CONTRACT. IIMC will provide an annual stipend for services, and pay certain expenses for travel related to his or her specific duties.

After study, the PRC **recommends** this policy be changed to reflect the wording provided as for the Parliamentarian policy:

The International Relations Consultant shall serve a three-year term with the ability TO RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED. IIMC will provide an annual stipend for services, and pay certain expenses for travel related to his or her specific duties.

The second paragraph of this section also makes it clear the appointment will require the approval of the Board.

### **Independent Consultants/Contractors**

The PRC was asked to study proposed new Chapter 2.500 of the Policy Manual relative to independent consultants and contractors. After a lengthy discussion, the PRC agreed to **recommend** the following language for the Board's consideration (PRC suggested changes are shown in caps and strike throughs):

#### Chapter 2.500

#### INDEPENDENT CONSULTANTS/CONTRACTORS

##### Sections:

2.500.010	Purpose
2.500.020	Scope
2.500.030	Policy

2.500.010      Purpose

To establish purpose, appointment process, terms and scope of work for IIMC independent consultants/contractors (May 20, 2017).

2.500.020      Scope

Executive Director

2.500.030      Policy

Independent Consultants/Contractors:

FOR PURPOSES OF THIS POLICY, INDEPENDENT CONSULTANTS/CONTRACTORS ARE DEFINED AS individuals hired by IIMC to provide either on-going or one-time services in their respective fields. These individuals work with the Executive Director and IIMC staff to carry out specific IIMC responsibilities that are not assigned to IIMC staff. These responsibilities entail and are not limited to education, ~~international relations~~, conference, finances, marketing and communications.

Appointment Process, Term and Payment:

The Executive Director will provide the Board with a report for the need to hire an individual consultant/contractor. The report will include the costs/stipends/travel associated for ~~these individuals'~~ THE INDEPENDENT CONSULTANT/CONTRACTOR services AND ~~the~~ overall consultant's responsibilities. Depending on the nature of the task, the consultant's term and continuation of work shall be ~~left up to~~ AT THE DISCRETION OF the Executive Director.

Recruitment:

With the Board's support, the Executive Director is responsible for RECRUITING AND hiring independent consultants/contractors.

Scope of Work:

Depending on the position and the area of ~~the consultant's~~ expertise, specific objectives will be created BY THE EXECUTIVE DIRECTOR for each required area.

Please note the PRC is recommending the removal of the reference to the international relations consultant in this policy since that position is already addressed in Policy Manual Chapter 2.200.

**Budget and Planning Committee**

President Buttiglieri asked the PRC to examine the current policy regarding the composition of the Budget and Planning Committee, and specifically the lack of a formal process on how the incoming Vice President selects their Budget Chair, who may be eligible, and the length of time the Chair may serve in that capacity.

As to item 1 – That the Chair of the Budget and Planning Committee can only serve in that capacity for one year. Should there not be a qualified person to serve in any one year, someone who has served previously may serve again, if selected by the incoming Vice President. The PRC felt this language was moot and not necessary. It is a logical assumption so therefore the PRC **recommends** removal of this language.

As to item 2 – Those interested in serving would submit their name to IIMC who would in turn compile a list of potential members. This list would be presented to the incoming Vice President who would work with the IIMC Executive Director to select their Chair.

The PRC discussed this at length and **recommends** the following policy language as follows relative to item 2 above:

QUALIFIED, FORMER IIMC BOARD MEMBERS SHALL BE NOTIFIED ANNUALLY OF THE UPCOMING APPOINTMENT BY THE VICE PRESIDENT AND AN APPLICATION FORM PROVIDED TO THEM. INTERESTED PERSONS MUST RETURN THE APPLICATION FORM TO BE CONSIDERED FOR APPOINTMENT. THE APPLICATION FORM SHALL REQUIRE THE APPLICANT TO INCLUDE AN EXPLANATION OF THEIR EXPERIENCE WITH THE IIMC BUDGET PROCESS, AND ALSO REQUIRE AN ACKNOWLEDGEMENT OF THE TIME COMMITMENT AND TRAVEL REQUIRED OF COMMITTEE MEMBERS, INCLUDING THE COMMITTEE'S ANNUAL MEETING TO DEVELOP THE BUDGET, AND THE CHAIR'S TRAVEL TO THE ANNUAL CONFERENCE TO PRESENT THE BUDGET REPORT AT THE ANNUAL BUSINESS MEETING. THE INCOMING VICE PRESIDENT IS ENCOURAGED TO CONSULT WITH THE EXECUTIVE DIRECTOR REGARDING HIS/HER APPOINTMENT TO THE BUDGET AND PLANNING COMMITTEE. THE INCOMING VICE PRESIDENT'S APPOINTEE SHALL SERVE A THREE-YEAR TERM ON THE COMMITTEE, AND AUTOMATICALLY PROGRESS THROUGH THE POSITIONS OF COMMITTEE MEMBER, VICE CHAIR AND CHAIR.

The PRC was also asked to study all policies in the policy manual for any needed “clean up”. Attached you will find policies with comments highlighted in yellow. Most of these recommendations involve formatting, grammar, punctuation, the insertion of previously approved practices, etc. **Recommended** policy content changes are included in the report above.

### **Financial**

The PRC knows of no significant financial impact from the above recommendations.

### **Summary**

With the submission of this report, the PRC has completed all assignments for the year. Any changes in policies approved by the Board should be referred to next year's Policy Review Committee to place in policy format before codification.

### **Recommendation**

The PRC respectfully recommends the adoption of policies or policy revisions as outlined above, as well as the slight modifications to existing policies as highlighted in the attached.

It has been a very busy year for the PRC and as Chair, I would like to thank Vice Chair Woodward and all members of the PRC for their hard work and dedication. Thank you for the honor to serve.

### **Management's Comments:**

We definitely appreciate all the work the Policy committee tackles annually. Its purpose from day one has improved and maintained IIMC's governance. Management's comments are below

#### **Policy B – Elections and Campaigning**

Management does not agree with the Committee's proposed new policy. Management recommends keeping the original policy that the Board approved in November 2016. In that regard, it left open the approval process to IIMC and the respective candidates and their supporters. The proposed new policy only allows IIMC to vet campaign materials to which IIMC has provided its list.

Management also recommends that the Board create a policy that allows "a candidate to begin campaigning and to distribute campaign materials after the individual's nomination forms have been vetted by IIMC." Currently, there is no policy. IIMC's initial announcement regarding Board vacancies appears in the online October News Digest with a January deadline.

#### **\*\*\*Parliamentarian –**

Management does not agree with the Committee's recommendation that the Parliamentarian can RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED.

Management recommends the policy of CONTINUING IN THE POSITION WITH A RENEWED CONTRACT. We are not certain of why the committee feels this change is necessary. This may be due process in municipalities (which was brought up on the teleconference), however, as a non-profit, IIMC is not bound by those types of laws. We believe if the individual is doing a good job, why replace them? We think continuity and bringing a historical perspective and experience to this position is key.

#### **\*\*\*International Relations Consultant**

Management does not agree with the Committee's recommendation that the International Consultant can RENEW FOR ONE ADDITIONAL THREE-YEAR TERM BEFORE AN RFP PROCESS IS REQUIRED.

Management recommends the policy of CONTINUING IN THE POSITION WITH A RENEWED CONTRACT. We are not certain of why the committee feels this change is necessary. This may be due process in municipalities (which was brought up on the teleconference), however, as a non-profit, IIMC is not bound by those types of laws. We believe if the individual is doing a good job, why replace them? We think continuity and bringing a historical perspective and experience to this position is key.

**\*\*\*Both of these policies were approved at the November 2016 mid year Board meeting the way Management presented them.**

#### **Independent Consultants/Contractors**

We recommend the Board approve the policy submitted by PRC.

### **Incoming Budget Chair**

Management recommends that we approach this committee's application process similar to other committees with these exceptions: 1) only past IIMC Board members can apply for this position; 2) in addition to the application, the interested candidate must outline his or her financial experiences; 3) acknowledge the travel commitments; and 4) the list of potential applicants be supplied to the Incoming Vice President for review and selection. The Board of Directors must approve the appointment at the Incoming Board meeting at the Annual Conference.

### **Policy Manual Content Revisions**

We will make the content revisions to the rest of the Policy Manual and have an updated Manual on our website early summer.



## **Title 1**

### **GENERAL PROVISIONS**

#### **Chapters:**

<b>1.01</b>	<b>Policy Manual Adoption</b>
<b>1.05.10</b>	<b>Mission Statement</b>
<b>1.05.20</b>	<b>Educational Philosophy</b>
<b>1.05.30</b>	<b>Professional Certifications</b>
<b>1.05.40</b>	<b>Educational Partnership</b>
<b>1.10.10</b>	<b>Social Media</b>
<b>1.15.10</b>	<b>Use of IIMC Logo</b>

## Chapter 1.01

### POLICY MANUAL ADOPTION

(Reserved)

Recommend justifying text throughout for cleaner appearance.

## Chapter 1.05

### MISSION STATEMENT, EDUCATIONAL PHILOSOPHY PROFESSIONAL CERTIFICATIONS AND EDUCATIONAL PARTNERSHIP

Sections:

- 1.05.010 Mission statement.
- 1.05.020 Educational philosophy.
- 1.05.030 Professional certifications.
- 1.05.040 The educational partnership.

#### 1.05.010

##### **Mission statement.**

The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that provides promotes continuing education and certification through university and college based institutes, promotes continuing education and provides supplies networking solutions, services and benefits to its members worldwide. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1]. Highlights & strikeout here indicate recommendation from committee member. Mission statement in Constitution has not changed. (Please see in red below for more on this.)

Notes – The mission statement reads this way in the Constitution - *IIMC is a professional, non-profit association that promotes education and certification through university and college based institutes and provides networking solutions, services, and benefits to its members worldwide.* - Does not contain the word “continuing” and doesn’t hyphenate “college-based”; committee members recommended that the mission statements in 1.05.010 and 1.10.10(2)(b) match it.

#### 1.05.020

##### **Educational philosophy.**

The primary purpose of the International Institute of Municipal Clerks (IIMC) is to provide education and professional development programs and opportunities for its members. IIMC recognizes that education and professional development are important to every member and that educational needs are diverse throughout the world. The educational philosophy of “No Clerk Left Behind” remains in the forefront as IIMC offers extensive educational programs and courses through a variety of methods, including university- and college-based institutes, IIMC-approved institutes, state/provincial/national associations, international study and exchange programs, on-line courses, publications, networking opportunities and annual conferences. IIMC values its affiliations with municipal clerk associations and sponsoring educational institutions, which assist <sup>98</sup> IIMC in providing members with certifications, earned through

participation in educational programs and involvement in a variety of professional development activities. These certifications include the certified municipal clerk (CMC) designation and the master municipal clerk (MMC) designation. The educational programs and certifications offered through IIMC empower its members to achieve academic and professional success.

IIMC promotes lifelong learning, skill development and public service and fosters a spirit of mutual assistance and goodwill among municipal clerks around the globe. It continually works to advance leading practices in professional and personal development, creates opportunities for its diverse membership to engage in training and development activities and programs, and supports education programs that enrich the knowledge, practical abilities, and professionalism and leadership skills of its members. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1].

#### **1.05.030**

##### **Professional certifications.**

IIMC has a program of professional certifications intended to increase the development of its members through continuing education. IIMC's professional designation programs, the certified municipal clerk (CMC) and the master municipal clerk (MMC) are designed to raise the standards of the municipal clerk profession and provide the opportunity for further recognition by governmental authorities and the public. These certifications are bestowed on municipal clerks after completion of advanced education and professional contributions. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1].

**1.05.040****The Educational Partnership.**

To achieve its educational goals, the International Institute of Municipal Clerks (IIMC) partners with 45 universities, colleges and select affiliates, in cooperation with state/provincial/national associations **and IIMC staff**. This unique partnership contributes to the success and longevity of the quality of education that has been delivered to IIMC members for many decades. IIMC combines its resources with the resources of its **two??** partners at the state/provincial/national and institute levels to achieve greater efficiency, effectiveness, and relevance for its members. [November 23, 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1].

## Chapter 1.10 SOCIAL MEDIA

### Purpose

IIMC's social media platforms are currently hosted by Facebook®, Twitter®, and a website. These are the social media/networking sites which the International Institute of Municipal Clerk's membership has joined, along with many governments, to promote activities, programs, projects and events. Clerks join the IIMC Facebook® or Twitter® pages, or visit [www.iimc.com](http://www.iimc.com), in order to get the latest articles, E-briefs, News Digests, networking opportunities, etc. The IIMC world of focal information, friend recommendations, News Feed Stories, and other virtual enhancements is only a mouse click away on this on-line community. The Facebook page is designed to drive traffic to the IIMC [website](#) and programs at [www.iimc.com](http://www.iimc.com) and to inform more people about IIMC activities, as well as increase membership.

At IIMC, it is imperative that we distribute timely information to the right Clerk at the right time. Social Media assists in disseminating this information.

#### 1. Web presence

IIMC wishes to maximize the effectiveness of its web/Internet presence. Therefore, the following general principles should be followed whether creating a stand-alone website, participating in social communication sites such as Facebook or Twitter, [Instagram](#), or engaging in any other web/Internet presence that may arise in the future:

- a. Select the format that best enhances IIMC's visibility; is the easiest to customize and provides accessible means of measuring readership and membership use.
- b. Identify IIMC as 'Non-profit organization. (association?? We reference ourselves as an association in the Mission Statement'
- c. Clearly identify accounts for IIMC representative users – e.g., President, Executive Director, etc.

#### 2. Boilerplate

- a. When possible, given the medium, insert the IIMC logo.
- b. Include a short mission statement (should conform to website).

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

Highlights & strikeout here indicate recommendation from committee member. Mission statement in Constitution has not changed. (Please see in red below for more on this.)

Notes – The mission statement reads this way in the Constitution - *IIMC is a professional, non-profit association that promotes education and certification through university and college based institutes and provides networking solutions, services, and benefits to its members worldwide.* - Does not contain the word "continuing" and doesn't hyphenate "college-based"; committee members recommended that the mission statements in 1.05.010 and 1.10.10(2)(b) match it.

#### External Links

External links are provided for your convenience, but they are beyond IIMC's control. IIMC makes

no representation as to their content or computer safety. Use of or reliance on any external links and their content is at your own risk. When visiting external links you must refer to that external website's terms and conditions of use.

### 3. Terms of Use

Post the following Terms of Use:

**Comments will be monitored.** Standards of professional conduct are expected of those who post. What is said is read by many and reflects on the character of the person who posts as well as on IIMC.

**Comments will be monitored.** IIMC reserves the right to remove and/or ban the person who posts inappropriate comments, including but not limited to the following: obscene language or sexual content, threats, statements that defame any person or organization, are hostile or harassing in nature, support or oppose political candidates or ballot propositions, promote illegal activity, infringe on IIMC's rights or the rights of any individual or entity, violate the right to privacy, infringe on intellectual property or publication rights, promote or advertise commercial services or products, solicit business or membership in other organizations, or are not topically related to the particular posting.

IIMC is a private non-governmental organization~~??~~. Therefore, the First Amendment right to free speech is respected, but need not be granted.

- a. Removal of a posting is at IIMC's sole discretion. IIMC will notify the individual and provide you with a statement regarding you're the removal.
- b. An individual may be banned as a commentator by the Executive Director. An appeal of this decision may be made to the Board of Directors. You may appeal a decision to ban you as a commentator to IIMC's Executive Director; however, t The decision whether or not to reinstate you're a person's permission to post is at IIMC's sole discretion and not subject to further appeal.

We no longer have a Communications Department or Communications Coordinator. However there have been discussions about adding the Coordinator back. Need to update these references in Chapter 1.10.

### 4. Link to IIMC

- a. Include a link to [www.IIMC.com](http://www.IIMC.com) where appropriate.

### 5. Page administrators

- a. IIMC's Communication Department will be responsible for monitoring Social Media outlets.
- b. The Communication Department will designate a back-up administrator in the Communication Coordinator's absence.

### 6. Style

- a. IIMC pages will use proper grammar and standard AP style, avoiding jargon and abbreviations. Social Media is more casual than most other communication tools but still represents the IIMC's level of professionalism.

### 7. Applications

There are thousands of Facebook/Social Media<sup>102</sup> applications. Common applications can allow users to

stream video and music, post photos, and view and subscribe to RSS feeds. While some may be useful to the page's mission, they can cause confusion and security risks.

- a. An application should not be used unless it serves a credible business purpose, adds to the user experience and IIMC's mission statement, comes from a trusted source and has been reviewed and approved by the Executive Director.
- b. An application may be removed at any time if there is significant reason to think it is causing a security breach or spreading viruses.

## 8. Postings

IIMC's Communications Coordinator is the primary individual authorized to post on IIMC's social media platforms on behalf of IIMC. The Communications Coordinator will be the gateway to approving the following information:

- a. All industry-related content to include stories and pictures. Government affairs, public relations, media affairs, association/industry news
- b. Marketing, promotion, industry articles and information
- c. The "fair use" doctrine which allows quotation or copying of small portions of copyrighted materials applies only in limited circumstances. Check with counsel when in doubt.
- d. Obtain written permission before posting photographs of minors. Never provide personally identifiable information about a minor. Obtain written permission before posting photographs of individuals that were not taken in a public setting.

## 9. Success Rates (This is currently appearing as an additional "c" under 8. Postings, but is believed to be 9. Success Rates, with its own items as already designated a-d below.)

IIMC's Communication Coordinator will be responsible for developing measurements to determine how well IIMC's social media platforms are achieving the stated goals. Types of measurements will include, but not be limited to:

- a. Number of comments per posts (Can you track reposts?)
- b. Number of times posts or comments within posts are removed monthly and the reason the posts are removed
- c. Number of new members generated through social media posts
- d. Number and type of complaints

IIMC's staff is responsible for helping identify interesting topics to post and for sharing these ideas with the communications coordinator.

[November 23, 2013; November 12, 2011]

We no longer have a Communications Department or Communications Coordinator. However there have been discussions about adding the Coordinator back. Need to update these references in Chapter 1.10.

**Recommend justifying text throughout for cleaner appearance.**

**This title uses a heading and page numbering in the footer, unlike Title 1. All titles should be consistent.**

## **Title 2**

### **BOARD OF DIRECTORS**

#### **Chapters:**

- 2.05 Minutes and Agendas**
- 2.10 Accord of Trust and Confidentiality Agreement**
- 2.15 President and Executive Director Activity Reports**
- 2.20 Elections and Campaigning**
- 2.25 Vacancy of Vice-President**
- 2.30 Region Directors Responsibilities**
- 2.35 Committees – Creation and Appointment**
- 2.40 Ethical Standards Committee – Oath of Office/Confidentiality**
- 2.45 Expenses – Conference**
- 2.50 Expenses – Board Travel**
- 2.55 Gifts**
- 2.60 Visits – Presidential**
- 2.65 Past Presidents**
- 2.70 Memorials**
- 2.75 Board of Directors Mid-Year Meetings**
- 2.80 First Timer Session at Annual Conference**
- 2.85 Executive Committee Travel**
- 2.90 Posting of Proposed Constitutional Amendments**
- 2.95 Parliamentarian**
- 2.100 President Participation At Board Meetings**
- 2.200 International Relations Consultant**
- 2.300 Items of Business Introduced At Annual Business Meeting**
- 2.400 Study Abroad**

## Chapter 2.05

### MINUTES AND AGENDAS

Sections:

- 2.05.010 Purpose.
- 2.05.020 Scope.
- 2.05.030 Policy.

#### **2.05.010**

**Purpose.**

To establish a policy for the preparation and distribution of agendas and minutes. [October 27, 2006; September 30, 1994. Policy B-6].

#### **2.05.020**

**Scope.**

Board of Directors and all committees. [October 27, 2006; September 30, 1994. Policy B-6].

#### **2.05.030**

**Policy.**

- A. Approved minutes shall be maintained in an official corporate minute book.
- B. In preparation of the agenda the Executive Director shall:
  - 1. Set administrative deadlines for submittal of agenda reports as appropriate; however, this does not preclude subsequent additions of urgent matters to the agenda as determined by the President or Executive Director.
  - 2. Publish and distribute all Board meeting agendas and packets to the Board no later than five business days prior to special meetings and 15 business days before the annual and mid-year meetings.
  - 3. Post the Board agenda and packets, including draft minutes, on the website immediately subsequent to distribution to the Board of Directors, with the exception of confidential documents.
  - 4. Provide management's recommendations regarding committee recommendations for which action is requested.

**C.** Minutes of the IIMC Board, Executive Committee and all committees will be action minutes. The minutes will indicate who was in attendance, who was absent, the **itemsdiscussed**, comments submitted for the record, motions made (the maker of the motion and the second will not be listed) and the vote. If the vote is not unanimous, the individuals **inopposition** will be listed. Any member abstaining from an item due to a conflict of interest will be noted in the minutes. **(May 7, 2011)**

**D. Executive Sessions**

**1.** Executive Sessions will be allowed for personnel matters, consultation with legal counsel, real estate issues, ethics matters and other matters where public discussion would be harmful or detrimental to the IIMC organization or individual as a whole as determined by the Board. **(May 7, 2011)**

**2.** A notation will be made in the Board minutes of Executive Sessions noting beginning time, who was in attendance, items discussed and the time adjourned. **(May 7, 2011)**

**E. Recording Secretary** – The recording secretary will be responsible for the recording/transcribing of the meeting. The Executive Director or his designee will make arrangements for a recording secretary to record the meetings of the Board of Directors. The transcript of the meeting will be formatted into the approved summary minutes format. (**November 23, 2013**; May 7, 2011)

**F. Parliamentarian** – The Parliamentarian will know parliamentary procedure and act in an advisory capacity to the Board of Directors in matters related to parliamentary procedure. (**November 23, 2013**; May 7, 2011)

**G. Drafts of minutes** of Board meetings shall be distributed to the Board of Directors no later than ten business days subsequent to the Board meeting along with a list of any new policies adopted or amended. (**November 23, 2013**; May 7, 2011)

**H. Drafts of minutes** of Board meetings, with the exception of confidential documents, shall be posted on the website as soon as possible following the Board meeting and subsequent to distribution to the Board of Directors. (**November 23, 2013**; May 7, 2011)

**I. Upon approval** of the draft minutes of meetings of the Board of Directors, the approved minutes, with the exception of confidential documents, shall be distributed to all Board members and the President of MCEF. In addition, the approved minutes shall replace the draft minutes on the website.

**F. Executive sessions and matters** regarding personnel shall not be posted on the website.

**G. Minutes of the meetings** of the executive committee and budget and planning committee shall be provided to the members of the Board within five business days following the meeting. [October 27, 2006; September 30, 1994. Policy B-6].

**(Some of the bulleted letters above are bold, some aren't, need to be made the same.)**

## **Chapter 2.10**

### **ACCORD OF TRUST AND CONFIDENTIALITY**

Sections:

- 2.10.010 Purpose.
- 2.10.020 Scope.
- 2.10.030 Policy.

#### **2.10.010**

##### **Purpose.**

A policy regarding Board confidentiality during executive session and matters related to confidential personnel matters. [November 7, 2009; October 27, 2006. Policy B-14].

#### **2.10.020**

##### **Scope.**

Board of Directors. [November 7, 2009; October 27, 2006. Policy B-14].

#### **2.10.030**

##### **Policy**

Respect for confidentiality is the cornerstone of trust and confidence. All matters dealt with by the Board of Directors during executive sessions, confidential e-mails, and matters related to confidential personnel matters must be held in the strictest confidence. “Confidentiality” means Board members may not relate such matters to anyone. The duty of confidentiality continues indefinitely after a Board member has left the Board of Directors. [November 23, 2013; November 7, 2009; October 27, 2006. Policy B-14].

## Chapter 2.15

### PRESIDENT AND EXECUTIVE DIRECTOR ACTIVITY REPORTS

Sections:

- 2.15.010 Purpose.
- 2.15.020 Scope.
- 2.15.030 Policy.

#### **2.15.010**

##### **Purpose.**

To establish a communication policy for the IIMC President. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

**2.15 - Since the Chapter is titled "President and Executive Director Activity Reports", shouldn't the Purpose be to establish a communication policy for the President and Executive Director?**

#### **2.15.020**

##### **Scope.**

Board of Directors. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

#### **2.15.030**

##### **Policy.**

- A. The IIMC President will forward activity reports to the Board of Directors on a quarterly or as-needed basis.
- B. The Executive Director will forward activity reports (Friday letters) to the Board of Directors on a weekly basis at a minimum.
- C. The Executive Director will report the status of the errors and omissions (E and O) insurance coverage to the Board of Directors at the mid-year meeting.
- D. The IIMC President shall keep the Executive Director's personnel file within his/her possession and shall transfer same to the President Elect at the annual conference meeting. It is recommended that the President keep a log of the contents of the Executive Director's file and that each President maintain the file. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

## Chapter 2.20

### ELECTIONS AND CAMPAIGNING

Sections:

- 2.20.010 Purpose.
- 2.20.020 Scope.
- 2.20.030 Nominations.
- 2.20.040 Election – Region Directors.
- 2.20.050 Election – Vice-president.
- 2.20.60 Campaigning guidelines.

#### 2.20.010

##### **Purpose.**

To establish guidelines for the holding of elections to the Board of Directors and to regulate the campaigning for office. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### 2.20.020

##### **Scope**

All members. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### 2.20.030

##### **Nominations**

- A. A list of offices that are or will become vacant shall be published in the *News Digest* no later than January 31st and shall allow a period of not less than 30 days to receive nominations. Nominations received after the closing date will be returned unopened to the candidate.
- B. Candidates for office shall submit to IIMC on or before the closing date the following:
  - 1. A completed nomination form. (Available from headquarters or on the website.)
  - 2. A recent, high quality photograph. (Digital (electronic) pictures are acceptable. Polaroid pictures are not acceptable.)
  - 3. A statement of qualifications for office, not to exceed 200 words.
- C. Candidates agree and understand that the above information will be published as received in the *News Digest*.
- D. Candidates for Regional Director are required to include a letter of support from their municipality and the state/provincial or national association within the region in which they are running. Candidates for Vice-President are required to include a letter of support from their municipality.
- E. All candidates for office must be members in good standing with IIMC. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### 2.20.040

##### **Election – Region Directors**

- A. If there is one Region Director candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts a Region election 30 or more days prior to the beginning of the Annual Conference. Full Members, Additional Full Members and Honorary Members can vote for Region Director. Election results are announced at the Annual Business Meeting.

B. Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference. Ballots received after the deadline will not be opened.

C. Upon close of voting, the Executive Director shall immediately (1) tally the votes; (2) communicate the results with the Election Committee Chair; (3) communicate the results with the Region Director candidates; (4) communicate the results with the membership; and (5) post the results on the website.

D. At the Annual Business Meeting, the Elections Chair shall announce the election results including the number of ballots, the number of ballots submitted by the deadline, the percentage of members in the region voting, the number of ballots qualified and counted, and the number of votes each candidate received. [November 23, 2013; November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

## **2.20.050**

### **Election – Vice-President**

If there is one Vice President candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts an election 30 or more days prior to the beginning of the Annual Conference. Election of a Vice President shall be conveyed to all full members, additional full members and honorary members.

Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference. Ballots received after the deadline will not be opened.

A. Upon close of voting, the Executive Director shall immediately (1) tally the votes; (2) communicate the results with the Election Committee Chair; (3) communicate the results with the Vice President candidates; (4) communicate the results with the membership; and (5) post the results on the website.

B. At the Annual Business Meeting, the Elections Chair shall announce the election results including the number of ballots, the number of ballots submitted by the deadline, the number of ballots qualified and counted, and the number of votes each candidate received.

[May 17, 2014; November 23, 2013; November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

## **2.20.060**

### **Campaigning guidelines.**

A. Candidates are allowed unlimited e-mails to discuss their candidacy. **Consensus – Leave practice as is as recommended by PRC subcommittee. No change recommended. Election Committee concurs.**

B. **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.**

C. **The Executive Committee members can neither endorse nor provide assistance to any candidate. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].**

**New wording below for 2.20.060(A) & (B) was approved 11/12/16 and then commented on by Policy Review Committee.**

B. IIMC staff **SHALL** review all election materials **FROM CANDIDATES OR ANYONE ACTING ON BEHALF OF THE CANDIDATES BEFORE DISTRIBUTION TO IIMC MEMBERS. MATERIALS INCLUDE BUT ARE NOT LIMITED TO** candidate brochures, biographies, **LETTERS AND EMAILS OF SUPPORT, NEWS RELEASES, PHOTOGRAPHS,**

**WEBSITES**, etc. 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.

C. The Executive Committee members, **BY GROUP OR INDIVIDUALLY**, can neither endorse nor provide assistance to any candidate, and **SHALL NOT BE MENTIONED IN ANY ELECTION MATERIALS. PHOTOGRAPHS OF PRESENTATIONS BY AN EXECUTIVE COMMITTEE MEMBER ARE AN EXCEPTION AND WILL NEED TO BE PRE-APPROVED PRIOR TO DISTRIBUTION. [NOVEMBER 12, 2016; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].**

Committee felt there was no intent to limit emails and letters of support except mass distributions to IIMC members through membership lists provided by IIMC, recommend state associations pass resolutions by IIMC office but certainly not refer to other candidates in literature. Chris suggested candidates help notify supporters of such guidelines.

Feeling was that an addition should be made that the candidate should be responsible for removing content in violation of IIMC policy. Mary Lynne and Lee will work on some draft language. SEE RECOMMENDED POLICY WORDING IN CHAIR'S FINAL REPORT TO THE BOARD.

## Chapter 2.25

### VACANCY OF VICE-PRESIDENT

Sections:

- 2.25.010 Purpose.
- 2.25.020 Scope.
- 2.25.30 Policy.

#### **2.25.010**

**Purpose.**

To establish guidelines for submission of nominations for consideration of appointment to the office of Vice-President when vacancy occurs pursuant to Article IV, Section D3 2.25.010 and 2.25.030 the constitution reference should be Article V, Section 7 of the IIMC Constitution. [October 27, 2006. Policy B-13].

#### **2.25.020**

**Scope.**

Full members and additional full members who have served at least two years as a Regional Director and represent a region that is not represented by a current officer. [October 27, 2006. Policy B-13].

#### **2.25.030**

**Policy.**

A. The President shall notify the membership of the vacancy in the office of Vice-President as soon as possible in order to begin the process of receiving nominations to fill the vacancy by the Board of Directors.

B. In the announcement, the President shall provide the qualifications for the appointment, the format for the nominations, along with the deadline for submission of the nominations.

C. Nominations will be received in the form of resumes of the interested members who meet the qualifications for such appointment. All resumes must be submitted to the President and Executive Director by the twentieth day after the official announcement of the vacancy.

D. The President shall verify through IIMC records that the nominees fulfill the requirements to hold the position of Vice-President. If an individual does not meet the requirements, their resume shall be returned along with a letter from the President explaining their disqualification.

E. By the thirtieth day after the vacancy has been declared, the President shall provide to the Board of Directors a list of the nominees, along with the resumes.

F. The Board of Directors shall consider the nominations in a meeting held per the provisions in the IIMC Constitution. The Board of Directors shall appoint one of the nominees to the vacancy by a majority vote of the Board.

The Board of Directors shall make the appointment within 60 days of the vacancy per the requirements of the IIMC Constitution, Article IV, Section D3 2.25.010 and 2.25.030 the constitution reference should be Article V, Section 7.

The appointee will serve for the remainder of the one-year term. [October 27, 2006. Policy B-13].

## Chapter 2.30

### REGION DIRECTORS' RESPONSIBILITIES

Sections:

- 2.30.010 Purpose.
- 2.30.020 Scope.
- 2.30.030 Duties and responsibilities.

#### **2.30.010**

##### **Purpose.**

To establish the duties and responsibilities of Region Directors. [October 27, 2006; October 1994. Policy B-9].

#### **2.30.020**

##### **Scope.**

Region Directors. [October 27, 2006; October 1994. Policy B-9].

#### **2.30.030**

##### **Duties and responsibilities.**

**(Chris confirmed on 3/17 teleconference that introductory conference call with new board members is now standard.)**

The duties and responsibilities of the Region Directors are as follows:

- A. Develop and implement a communication plan on IIMC activities and programs to:
  - 1. IIMC members in the Director's respective region.
  - 2. Officers and Board of Directors of state/provincial/national clerk association in region.
  - 3. Municipal clerks (**"clerk" or "clerks"**, but not **"clerks"** without an apostrophe) institutes and allied educational institutions, state/provincial/national and municipal leagues, and related organizations and associations.
  - 4. Prepare quarterly communications for the President on activities within their respective regions and provide details on how Directors are promoting IIMC and MCEF.
- B. Write letters of welcome to new IIMC members within region.
- C. Send congratulatory letters to new CMC and MMC members within region.
- D. In cooperation with state/provincial/national association membership chairs, encourage and support IIMC membership campaigns, enrollment at municipal clerks (**"clerk" or "clerks"**, but not **"clerks"** without an apostrophe) institutes and academies, and attendance at IIMC annual conference.
- E. Strengthen and encourage positive programs which will result in stronger professional image and knowledge of the office of municipal clerks, which may include but not necessarily be limited to:
  - 1. Co-chairing regional meetings of state/provincial/national associations.
  - 2. Co-chairing regional dinners and/or similar activities at IIMC annual conferences.
  - 3. Attending state/provincial/national annual meetings and reporting back to the Board and headquarters on regional or state/provincial/national activities, concerns and/or recommendations.
  - 4. Developing regional newsletter or other media vehicle to disseminate information on IIMC.
- 5. Where applicable, encourage and coordinate appropriate IIMC programs and projects on a regional basis (e.g., Municipal Clerks Week).
- 6. Encourage the state/provincial/national associations to meet on a regional basis.
- F. Develop and maintain a direct and regular communication with state/provincial/national presidents within region.
- G. As requested by the IIMC President, search out and recommend active and supportive IIMC members for committee assignments.

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- H. As requested by the IIMC President, search out and recommend potential Board of Directors candidates.
  - I. Attend at least three IIMC Board of Directors meetings a year (the mid-year meeting and the meetings at the beginning and end of the annual conference) and the IIMC annual conference.
  - J. Attend IIMC Board development meetings (leadership, strategic planning, etc.) held prior to or after the IIMC Board of Directors meetings. The development meetings are mandatory unless excused by the President in advance of the meeting.
  - K. Be willing to undertake special requirements and projects that may be requested by the IIMC President and/or the Board of Directors.
  - L. Serve as the Board liaison to one or more of the standing and ad hoc committees of IIMC and:
    - 1. Act as liaison between the committee and the Board.
    - 2. Monitor the activities of the committee and, if required, advise the chair of any concerns.
    - 3. Keep the President, executive committee and Board of Directors apprised of the committee's activities and progress and recommend any action if necessary.
  - M. Be responsible for the safety of delegates while attending the annual conference as defined in Chapter 7.50 IIMC, Safety. [October 27, 2006; October 1994. Policy B-9].

## Chapter 2.35

### COMMITTEES – CREATION AND APPOINTMENT

#### Sections:

- 2.35.010 Purpose.
- 2.35.020 Scope.
- 2.35.030 Standing committees.
- 2.35.040 Appointment process (except the Executive Committee and Budget and Planning).
- 2.35.050 Establishing Goals and Objectives and Referrals
- 2.35.060 Board and Staff Responsibilities
- 2.35.070 Executive Committee.
- 2.35.080 Budget and Planning
- 2.35.090 Conference
- 2.35.100 Education and Professional Development
- 2.35.110 Election
- 2.35.120 Ethical Standards – Ad Hoc
- 2.35.130 International Relations
- 2.35.140 Legislative
- 2.35.150 Membership
- 2.35.160 Mentoring
- 2.35.170 Policy Review
- 2.35.180 Program Review and Certification
- 2.35.190 Public Relations and Marketing
- 2.35.200 Records Management
- 2.35.210 Research and Resource
- 2.35.220 Committee goals and objectives
- 2.35.230 Meetings
- 2.35.240 Finances
- 2.35.250 Ad-hoc committees and task forces

#### 2.35.010

##### **Purpose.**

To establish a policy for the creation of committees and the appointment thereto. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September, 2002. Policy B-1].

#### 2.35.020

##### **Scope.**

Board of Directors. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

#### 2.35.030

##### **Standing Committees**

A. IIMC shall maintain the following standing committees:

**2.35.030 – Standing Committees, the Education and Professional Development was combined with the Program Review and Certification Committee – is that permanent and if so, shouldn't the name be changed to one rather than two committees?**

- 1. Executive Committee
- 2. Budget and Planning

3. Conference
4. Education and Professional Development
5. Election
6. International Relations
7. Legislative
8. Membership
9. Mentoring
10. Policy Review.
11. Program Review and Certification
12. Public Relations and Marketing
13. Records Management
14. Research and Resource

B. Reformatting of standing committees shall be based upon the recommendation of the President and require a vote of the Board of Directors.

C. Each committee shall have a chair, vice-chair and an appropriate number of members as needed to accomplish its particular goals and objectives. (See IIMC 2.35.060, Budget and Planning for the exception.)

D. There shall be one or more members of the Board of Directors appointed to each committee who shall:

1. Be voting members of the committee and act as liaison between the committee and the Board.
2. Monitor the activities of the committee and, if required, advise the chair of any concerns.
3. Keep the President, executive committee and Board of Directors apprised of the committee's activities and progress and recommend any action if necessary.

E. There shall be at least one staff member appointed to each committee to serve as staff liaison who shall:

1. Be a nonvoting member of the committee and provide administrative support to the committee.
2. Provide technical expertise where appropriate and requested.
3. Keep the Executive Director informed of the committee's activities and recommend action if necessary. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

## **2.35.040**

### **Appointment process (Except the Executive Committee and Budget and Planning).**

A. Unless otherwise specified, appointments to committees shall be made by the President Elect and Vice-President, prior to the end of their term for the following year.

B. The President Elect selects the committee chairs and the Vice-President selects the committee vice-chairs. Unless due to extenuating circumstances, the vice-chair shall move to the position of chair the following year.

C. Unless otherwise specified, appointments to committees shall be for a period of one year commencing on the first day of the annual conference. (See IIMC 2.35.090, Election committee, for the exception.)

D. A committee member whose term is expiring may be reappointed to the same committee at the discretion of the President Elect and Vice-President.

E. Committee Chairs and Vice Chairs cannot serve consecutive terms in the same position on the same committee.

F. At least six months prior to the annual conference, the Executive Director, or his/her designee, shall place an advertisement in the News Digest soliciting volunteers to serve on committees.

G. Members interested in serving on a committee shall submit their name, address, phone and fax numbers, e-mail address and their committee(s) of choice to headquarters in advance of the closing date.

H. All applicants who are not appointed to a committee shall be placed on a reserve list and shall be considered for appointment should a vacancy occur during the year.

I. The President may, at his/her discretion, remove a committee member, chair or vice-chair.

J. The President elect shall appoint all Board liaisons to standing committees.

K. The President shall appoint all Board liaisons to ad hoc committees.

L. The Executive Director shall appoint all staff liaisons. [May 18, 2013; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

### **2.35.050 – Establishing Goals and Objectives and Referrals**

The President Elect in conjunction with the Vice-President and Executive Director establishes the committees' goals and objectives for the term that will begin in May during the Annual Conference and concluding one year later at the Annual Conference. The President Elect assigns Board Liaisons for the committees and the Executive Director assigns the staff liaisons. During the Committee's term, referrals outside of the Committee's scope and original goals must be formally documented by letter or email and presented to the President prior to submitting to the Committee. With the Board's approval, the President will assign to a Committee all referrals, additional goals, policy issues and new proposals in the context of the Committee's scope.

A referral may be made to more than one committee at the discretion of the President and Board. If so, each committee shall be notified of the multiple referrals and the reason therefore. The Board and President may refer any proposal to the Policy Review Committee in addition to the subject matter committee.

**2.35.050 and 2.35.220 Establishing Goals and Objectives - So that the organization (association) doesn't change directions each year a new president comes into office – is it possible for the Vice President and President elect or President elect and President set some goals that carry-over for a couple years? This question has been addressed.**

### **2.35.60 – Board and Staff Responsibilities**

#### **Board Liaison**

The Board Liaison's core responsibilities are to monitor, support, provide advice and direction, and to relay relevant information and Board actions from the President and the Board, ensuring the Committee is on target with its assigned goals and objectives. The Board Liaison has voting rights and receives all materials that are sent to the other committee members. The Board Liaison will present the **mid year (needs hyphen or to be made one word)** and annual reports of the Committee at the Board meetings.

#### **Staff Liaison**

This Staff Liaison is the primary staff contact for his/her assigned committee and works with the Chair, Vice Chair and Board Liaison to ensure that the Committee's activities and work are aligned with IIMC's goals and objectives. Staff also serves as a content and process expert, recommending effective procedures based on IIMC's policies, research and past experience. Staff liaisons coordinate with other departments regarding programs and services that may affect respective Committees and identify potential opportunities within the Committee's established goals.

**2.35.070**

**Executive Committee**

The composition and duties of the Executive Committee are set out in Article V of the Constitution. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

**2.35.080**

**Budget and Planning**

A. The Budget and Planning Committee shall serve as the financial advisory committee to the 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.

B. The committee shall consist of seven members to include one Board liaison (IIMC VP).

C. The Budget Committee shall consist of:

IIMC President,

IIMC President Elect

IIMC Vice President (Board Liaison)

IIMC Immediate Past President

Chairman

Vice Chairman

Member

One appointment to be made by the Vice President immediately following their election to office.

Appointee shall be a former IIMC Board Member. The Vice President is encouraged to **consult** **work** with the Executive Director regarding the appointment to this Committee. This Committee member shall automatically progress through the positions of Budget Committee Member, Vice Chairman, and Chairman **(a three-year term)**.

D. The Executive Director shall attend all committee meetings and participate as a nonvoting member. (November 23, 2013; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

Consensus is that qualified former Board members should be notified of the Budget Committee opening each year, and if interested, an application should be submitted with an explanation of their experience with the IIMC budget, an acknowledgement of the time commitment, and acknowledgement of travel commitment once a year to IIMC headquarters and to the IIMC annual conference to present the budget report at the annual business meeting.

Change “work with” to “consult with” regarding the Executive Director.

Suggested to remove the exception language as it is really a moot point with the opening of an application process. If no other qualified candidates apply, then it is reasonable that someone who served before and is willing to again would be considered, sans other candidates.

Also, add language that the Vice President’s choice will serve a three-year term on the Budget Committee. All were good with adding it to the policy.

**SEE RECOMMENDED POLICY WORDING IN CHAIR’S FINAL REPORT TO THE BOARD.**

**2.35.090**

**Conference**

The Conference Committee recommends conference education topics, speakers, sessions, and general speakers. It also works with staff in viewing the overall conference process and how to improve upon existing formats. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002;

September 2002. Policy B-1].

**2.35.100**

**Education and Professional Development**

To ensure IIMC provides excellence in professional education and development programs by serving as the sounding board for the education department working in conjunction with IIMC staff in suggesting programs and outreach areas of education for clerks; being the advocate in our members' professional growth and continually visioning IIMC's overall educational philosophy from a global perspective. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

**Mary Kayser - 2.35.100 – may need to be updated**

## **2.35.110**

### **Election**

A. The Election Committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the election policy manual.

B. The Election Committee must ensure that all proposed constitutional amendments are submitted for consideration to the IIMC membership in accordance with the procedures specified in Article XIII (B) of the IIMC Constitution, and shall advise the Executive Director and the President of the results.

C. The Election Committee must ensure that all proposed constitutional amendments are presented to the membership for passage and ratification in accordance with the procedures specified in Article III(C) of the IIMC Constitution and shall advise the Executive Director and the President of the results.

D. Terms of the Election Committee shall commence at the end of the annual conference. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

## **2.35.120**

### **Ethical Standards – Ad Hoc**

The composition and duties of the Ad Hoc Ethical Standards committee are set out in Article X of the Constitution. [May 12, 2011; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

## **2.35.130**

### **International Relations**

The International Relations Committee shall work to promote IIMC as a partner with national and provincial associations in providing local government professionals with premier educational opportunities, and second, as the international organization of choice for certification of local government professionals. This committee shall also work to facilitate and promote interaction and networking between IIMC members in various parts of the world. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

## **2.35.140**

### **Legislative**

The Legislative committee monitors and reviews federal legislation pertinent to the Municipal Clerk profession; identifies trends in state/provincial/national legislation affecting the profession; and when appropriate, provide relevant written reports regarding the same.

## **2.35.150**

### **Membership**

The Membership Committee shall work with the Public Relations and Marketing Committee, the International Relations Committee and staff to increase the number of IIMC members in all regions. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

**2.35.160**

**Mentoring**

The Mentoring Committee shall build relationships between experienced local government professionals (remove forced hyphenation, Word will break word correctly) and those new to their careers, utilizing especially the valuable knowledge resource that is our retired membership. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

**2.35.170**

**Policy Review**

To monitor and provide policy guidance to ensure purpose, consistency, accuracy and fair application. To review policies, positions and perspectives regularly and recommend appropriate revisions to the IIMC Board of Directors. Provide policy articles of interest for inclusion in the News Digest. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

**2.35.180**

**Program Review and Certification**

The Program Review and Certification Committee shall work in concert with the IIMC Education Department in monitoring the content and quality of all non-annual conference educational programs, and determine the appropriate criteria for various certifications. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1]. **2.35.030 and 2.35.180 Delete Program Review and Certification as it was merged with Education and Professional Dev. (and renumber)**

**2.35.190**

**Public Relations and Marketing**

The Public Relations and Marketing Committee shall work closely with the Membership Committee and the International Relations Committee to market, publicize and promote IIMC with the dual aims of attracting new members and raising the professional status and image of local government professionals. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

**2.35.200**

**Records Management**

The Records Management Committee shall study and make recommendations to the Board of Directors on matters pertaining to records management and shall develop informational materials that will assist IIMC's members with their records management responsibilities. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

**2.35.210**

**Research and Resource**

The Research and Resource Committee shall work in concert with the IIMC Executive Director to gather information and data on an as-needed basis and provide said information to the IIMC Board of Directors and/or committees to assist in the decision-making process. This committee shall also respond to requests for information from IIMC members and suggest new methods for improving the availability and delivery of current and accurate information. [November 23, 2013; May 18,

2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

### **2.35.220**

#### **Committee goals and objectives**

A. Unless proscribed by the Constitution, committee goals and objectives shall be established each year by the President Elect in consultation with the Vice-President, Executive Director, Director of Professional Development, Committee Chairs, Board liaisons and staff as appropriate.

B. Each committee shall provide a written report, twice annually, to the Board of Directors on their progress.

Each Committee Chair, in consultation with the Vice-Chair and Board Liaison(s), shall submit a written report to the President Elect on the satisfactory or non-satisfactory participation of each member of their assigned committee by January 31st of each year. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1]. **Mary Kayser - 2.35.220 C - don't know if this is happening.**

**2.35.050 and 2.35.220 Establishing Goals and Objectives - So that the organization (association) doesn't change directions each year a new president comes into office – is it possible for the Vice President and President elect or President elect and President set some goals that carry-over for a couple years? This question has been addressed.**

### **2.35.230**

#### **Meetings**

A. If deemed necessary, time shall be scheduled during the conference for committees to meet.

B. Committee members are expected to absorb the cost of telephone calls, faxes, and correspondence.

C. A committee may, at its own expense, meet during the year; however, it cannot commit IIMC to any action or expense without authorization from the Board of Directors.

D. Committees are encouraged to make use of teleconferencing and e-mail in order to facilitate communication between their members as well as between committees if necessary. The Executive Director shall approve in advance all teleconferences IIMC is expected to finance. **[May 17, 2014; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].**

### **2.35.240**

#### **Finances**

A. If a committee deems it necessary to request financial assistance to conduct its affairs, it must submit a written budget request on the approved form to headquarters no later than two weeks prior to the scheduled Budget and Planning Committee meeting.

B. No expenses should be incurred until such time as the committee chair has been advised that their funding request has been approved. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

### **2.35.250**

#### **Ad-hoc committees and task forces**

A. The President may, at his/her discretion, create an Ad-hoc Committee or Task Force to carry out special projects or tasks as may be determined and ratified by the Board.

B. Term lengths do not apply to Ad-hoc Committees and Task Forces and typically the Chair, Vice-Chair and members shall remain on the committee or task force for the duration of the project.

C. All Ad-hoc Committees and Task Forces shall otherwise be governed by the policy for standing committees with respect to meetings and finances.

D. Appointments to Ad-hoc Committees and Task Forces, including Board Liaisons, shall be made by the President and ratified by the Board.

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E. All Ad-hoc Committees and Task Forces shall make bi-annual written reports to the Board of Directors regarding progress and/or final recommendations. [May 17, 2014; May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

## **Chapter 2.40**

### **ETHICAL STANDARDS AD HOC COMMITTEE OATH OF OFFICE/CONFIDENTIALITY**

Sections:

- 2.40.010 Purpose.
- 2.40.020 Scope.
- 2.40.30 Agreement form.

#### **2.40.010**

##### **Purpose.**

Policy on oath of office and confidentiality agreement for those serving on the Ethical Standards Ad Hoc Committee. [November 7, 2009; October 27, 2006. Policy B-15].

#### **2.40.020**

##### **Scope.**

Ethical Standards Ad Hoc Committee members. [November 7, 2009; October 27, 2006. Policy B-15].

#### **2.40.030**

##### **Agreement form.**

#### **ETHICAL STANDARDS AD HOC COMMITTEE**

#### **OATH OF OFFICE AND CONFIDENTIALITY AGREEMENT**

Respect for confidentiality is the cornerstone of trust and confidence as well as a legislated obligation. Ethical Standards Committee members must at all times respect the confidentiality of any member's name and/or circumstances that might identify members. Similarly, all matters dealt with by the Ethical Standards Committee during Executive Sessions and matters related to personnel must be held in strictest confidence. Confidentiality means Ethical Standards Committee members may not relate such matters to anyone including immediate family members. The duty of confidentiality continues indefinitely after a member has left the Ethical Standards Committee. Ethical Standards Committee members shall agree to an Oath of Office and Confidentiality Agreement upon joining the Ethical Standards Committee.

I, \_\_\_\_\_, a member of the Ethical Standards Committee of the International Institute of Municipal Clerks (IIMC), declare that, in carrying out my duties as an Ethical Standards Committee member, I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interests of IIMC.
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support IIMC's Constitution, policies, Code of Ethics, and decisions of the Ethical Standards Committee and IIMC Board of Directors.

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4. Keep confidential all information that I learn about members, personnel, and any other matters specifically determined by the IIMC Board of Directors to be matters of confidence including matters dealt with during Executive Sessions of the Ethical Standards Committee.
5. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Ethical Standards Committee and subordinate my personal interests to the best interests of IIMC.
6. Immediately declare to the Ethical Standards Committee any potential conflict of interest.
7. Immediately resign my position as a member of the Ethical Standards Committee in the event that I, or my colleagues on the Ethical Standards Committee, have concluded that I have breached my "Oath of Office and Confidentiality Agreement."

My signature indicates that I have read, understood, and agreed to abide by the terms and conditions of this agreement.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

[November 7, 2009; October 27, 2006. Policy B-15].

## Chapter 2.45

### EXPENSES – CONFERENCE

Sections:

- 2.45.10 Purpose.
- 2.45.020 Scope.
- 2.45.030 Policy.

#### **2.45.010**

##### **Purpose.**

Policy to pay expenses for Board members attending the Annual Conference. [October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

#### **2.45.020**

##### **Scope.**

Executive Committee and Board of Directors. [October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

#### **2.45.030**

##### **Policy.**

A. IIMC shall pay for all reasonable expenses for the President and their spouse (significant other), or one family member, to attend the annual conference. This shall include:

1. Conference registration;
2. Economy air or ground transportation to and from the conference site;
3. Shuttle or taxi service to and from airports;
4. Accommodations at the conference hotel for the duration of the conference;
5. All meals up to the daily limit as prescribed;
6. All gratuities as outlined in Chapter 2.50;
7. All reasonable telephone charges.

B. IIMC will provide a complimentary room for the President, President Elect, Vice-President and the Immediate Past President at IIMC's annual conference. The President Elect, Vice-President and Immediate Past President are responsible for all other expenses incurred.

C. All other Board members are responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period. Board members will be reimbursed for the extra night (s') accommodation, parking and meals only. If a meal is provided by IIMC no reimbursement is allowed.

D. Prior to the annual conference the Executive Director establishes a daily maximum for meal expenses. In establishing the maximum, the Executive Director takes into consideration the conference location and prevailing costs. All reimbursement requests for meals must adhere to the maximums. If a meal is provided by IIMC, the Board members are expected to attend and no reimbursement will be allowed.

Mary Kayser 2.45.030 D and 2.50.070 - Would using the GSA limit be a better choice than setting this as hoc?

E. Board members requesting reimbursement of expenses must file an expense report on the approved form to headquarters within 30 business days after the end of the conference. All expenses must include legible receipts.

F. All miles and points earned by officers and Directors, their families and/or travel partners, on travel and hotel paid for by IIMC are to be transferred to IIMC for future IIMC-related business travel needs to the extent possible. [November 23, 2013; October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

## Chapter 2.50

### EXPENSES – BOARD TRAVEL

Sections:

- 2.50.010 Purpose
- 2.50.020 Scope
- 2.50.030 General provisions
- 2.50.040 Presidential companion travel
- 2.50.050 Transportation
- 2.50.060 Hotel
- 2.50.070 Meals
- 2.50.080 Taxi fare
- 2.50.090 Meals for companions
- 2.50.100 Gratuities
- 2.50.110 Region XI Director travel policy

#### **2.50.010**

##### **Purpose**

To establish a policy for the reimbursement of travel expenses to members of the Board of Directors while on IIMC-related business. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

#### **2.50.020**

##### **Scope**

Board of Directors. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

#### **2.50.030**

##### **General provisions**

IIMC shall reimburse travel-related expenses to members of the Board of Directors for the following events:

- A. Mid-Year Board meeting (accommodations, flights and meal allowance).
- B. Travel undertaken by the President or at the direct request of the President.

Expense reimbursement for preapproved travel and meals must be requested on forms provided by headquarters and should be accompanied by receipts. Requests for reimbursement must be made within 30 days following the last day of the IIMC-approved travel. If a reimbursement request is not received within the prescribed 30 days, the invoice shall not be paid, unless approved by the Board of Directors. There may be extenuating circumstances when a Board member, through no fault of their own, must leave a Mid-Year Board meeting or other preapproved travel as it relates to Section B above. IIMC will reimburse changes in travel plans for personal unforeseen emergencies, specifically death or illness of an immediate family member, or for unforeseen community disasters requiring the immediate presence of the Board member. The President or the Executive Director, as soon as is practicable, shall be notified of the emergency situation.

Subject to Chapter 2.45 IIMC Board Conference Expenses, all Board of Directors are expected to cover their own traveling expenses to attend the annual conference. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

## **2.50.040**

### **Presidential companion travel**

Travel expenses for one companion to accompany the President or designee for international association meeting visits shall not exceed \$3,500 per year. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

## **2.50.050**

### **Transportation.**

IIMC shall reimburse for mileage and/or air coach travel and taxi or shuttle service to and from the home airport and/or the travel destination airport based upon the most economical means of transportation available to the traveler. Mileage shall be reimbursed at the current rate approved by the U.S. Internal Revenue Service. IIMC shall reimburse the traveler for tolls and parking expenses incurred during approved travel. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

## **2.50.060**

### **Hotel**

Headquarters staff shall make hotel reservations and arrange for payment of room charges for Mid-Year IIMC Board meetings and any committee meetings that have been preapproved for IIMC expense reimbursement. The individual traveler shall be responsible for paying all other charges made to the hotel room. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

## **2.50.070**

### **Meals**

Prior to commencement of travel, the Executive Director establishes an allowance for reimbursable meals. The traveler shall be reimbursed for the actual cost of each meal up to the maximum allowance established for that particular meal. No reimbursement will be made if designated an official IIMC meal function. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

## **2.50.080**

### **Taxi fare**

Except for taxi service to and from the traveler's home airport and/or the destination airport, IIMC will not reimburse travelers for the cost of taxi fare. Exceptions may be made at the discretion of the President or Executive Director, if the hotel, meeting place or restaurant is outside normal, safe walking distance. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

## **2.50.090**

### **Meals for companions**

IIMC will not reimburse members for meals of a companion accompanying the Board or committee member. Exceptions may be made at the discretion of the President or Executive Director. [November 23, 2013; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

**2.50.100**

**Gratuities**

IIMC will reimburse the following gratuities:

- A. Meals. A maximum 20 percent gratuity shall be reimbursed over the meal allowance unless the restaurant has applied a pre-calculated service charge.
- B. Taxi/Shuttles. Gratuities for taxi or shuttle service will be reimbursed to a maximum of 10 percent of the fare or \$2.00, whichever is greater.
- C. Airport/Hotel Baggage Handling. Gratuities for baggage handling by hotel personnel will be reimbursed to a maximum of \$1.00 per bag. Use of airport skycaps is allowed, however, baggage handling fees and gratuities will not be reimbursed.
- D. Baggage Fees. IIMC will reimburse airline baggage fees for up to two bags total.
- E. Valet or Self-Parking. Self-parking or valet parking will be reimbursed, whichever is less.
- F. Housekeeping. Gratuities for housekeeping are included in the per diem (staff only) advance and limited to \$2.00 per night. [**November 23, 2013**; January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

**2.50.110**

**Region XI Director travel policy**

If IIMC has ample American Express travel points to obtain Region XI Director airline tickets to the Annual Conference Board meeting, then IIMC shall obtain the airline tickets for Region XI Directors whose municipality and/or national association cannot assist with the cost of the airline tickets. If IIMC does not have ample AMEX points to obtain the tickets, then Region XI Directors needing financial assistance shall be reimbursed, with submittal of appropriate receipts, as follows:

IIMC shall average the cost of airline tickets for North American region Directors and reimburse Region XI Directors for the cost above the average cost, up to a maximum of \$1,500 each.

The reimbursement is subject to availability of funds in the annual budget and approval of the Budget and Planning Committee. Also, if the Annual Conference is held in Region XI, then this policy will not apply. [**January 2010**; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

## **Chapter 2.55**

### **GIFTS**

#### **Sections:**

- 2.55.010 Purpose.
- 2.55.020 Scope.
- 2.55.030 Policy.

#### **2.55.010**

##### **Purpose.**

To establish a policy for gifts to other associations and dignitaries. [May 2009; December 6, 2002. Policy B-5].

#### **2.55.020**

##### **Scope.**

Board of Directors and staff. [May 2009; December 6, 2002. Policy B-5].

#### **2.55.030**

##### **Policy.**

It shall be the policy of the International Institute of Municipal Clerks to present gifts and exchange tokens with other associations and dignitaries under the following conditions:

- A. The President (or alternate), when attending a conference hosted or organized by an association, shall present an appropriate IIMC gift on behalf of IIMC to the current President, the President Elect (if known) and the Executive Director (or equivalent) if applicable.
- B. IIMC's President shall present an appropriate IIMC gift to the President or representative of the invited association to the IIMC annual conference at a reception/dinner specifically held for that purpose.
- C. Anyone presenting a gift on behalf of IIMC shall prepare a log report and submit it to headquarters. The report shall specify the date of the event, to whom the gift was presented, their title and the type of gift presented. A master gift log shall be maintained at headquarters for all gifts presented.
- D. IIMC gifts will not be given for unofficial private invitations or receptions of an unofficial nature.
- E. IIMC's gifts should bear the IIMC logo, be of high quality, easily portable and of a nature that they can be displayed in a public office.
- F. When IIMC is exhibiting at selected conferences and forums, other small tokens such as IIMC pens or key chains can be given or distributed to selected delegates unacquainted with IIMC for public relations purposes. Tokens may also be given to those who have rendered unexpected exceptional services during official capacities. [May 2009; December 6, 2002. Policy B-5].

## Chapter 2.60

### VISITS – PRESIDENTIAL

Sections:

- 2.60.010 Purpose.
- 2.60.020 Scope.
- 2.60.30 Policy.

#### **2.60.010**

##### **Purpose.**

Policy to govern the visitation by the President or others to state/provincial or national association meetings. [October 27, 2006; December 6, 2002. Policy B-11].

#### **2.60.020**

##### **Scope.**

President and Board of Directors. [October 27, 2006; December 6, 2002. Policy B-11].

#### **2.60.030**

##### **Policy.**

- A. All invitations for the President to attend state/provincial/regional and national events or meetings shall be sent to the President and to IIMC headquarters.
- B. The President, in consultation with the Executive Director, shall determine if the invitation can be accepted and if the President can attend.
- C. If the President cannot attend, the President and Executive Director shall determine who should attend on the President's behalf. When economically feasible, the order of selection is as follows: President, President Elect, Vice-President, Immediate Past President, Executive Director, Region Director.
- D. Every effort shall be made to coordinate the President's travel and staff travel in order to maximize the number of locations visited.
- E. Travel expenses shall be paid in accordance with the IIMC approved travel expense policies.
- F. Before accepting an invitation to attend a conference, the President or staff shall contact the host and request the following:
  1. Complimentary registration as a delegate and/or exhibitor;
  2. Complimentary conference meal events;
  3. Hotel accommodations for the duration of the event;
  4. Transportation to and from the airport;
  5. The opportunity to address the entire delegation.
- G. Notwithstanding subsection (F) of this section, the President and Executive Director have the discretion to decide whether the President or designee shall attend the meeting. [October 27, 2006; December 6, 2002. Policy B-11].
- H. International travel by the President will be pre-approved by the Board of Directors (May 7, 2011).
- I. Presidential Travel funds, including American Express points, in the Executive Committee budget are to be divided equally between the current President and Executive Committee and Incoming President and Executive Committee. (**November 2010** – October 27, 2006; December 6, 2002. Policy B-11)

## Chapter 2.65

### PAST PRESIDENTS

Sections:

- 2.65.010 Purpose
- 2.65.020 Scope
- 2.65.30 Policy

#### **2.65.010**

##### **Purpose**

Policy to recognize the contribution of Past Presidents of IIMC. [May 2009; December 6, 2002. Policy B-7].

#### **2.65.020**

##### **Scope**

Past Presidents. [May 2009; December 6, 2002. Policy B-7].

#### **2.65.030**

##### **Policy**

The International Institute of Municipal Clerks considers Past Presidents as a valuable resource and as such extends to them the following benefits and recognition:

- A. Past Presidents are encouraged to attend all Board of Directors meetings at their own expense to observe the proceedings. Past Presidents are not considered Board members and have no voting rights.
- B. Any Past President may request an advance copy of a Board agenda and material by contacting the Executive Director. The Executive Director will ensure that a limited number of extra copies of the agenda package are available at the Board meeting.
- C. Prior to the annual conference the Executive Director will send a letter to all Past Presidents advising them of meeting locations, dates and times, special events, private receptions and any logistical information such as transportation and scheduling.
- D. Past Presidents who attend the annual conference are invited and encouraged to attend the following:
  - 1. The Board strategic planning session.
  - 2. All IIMC Board meetings.
  - 3. All MCEF Board meetings.
  - 4. All committee meetings.
  - 5. The Golden Gavel Event.
  - 6. The pre-banquet private reception.
- E. IIMC shall reserve adequate VIP tables at the annual banquet for Past Presidents and their guests if applicable.
- F. A retiring Past President shall be presented with a suitable retirement gift from IIMC. The President shall determine the best method of presenting the gift. [May 2009; December 6, 2002. Policy B-7].

## Chapter 2.70

### MEMORIALS

Sections:

- 2.70.010 Purpose
- 2.70.020 Scope
- 2.70.30 Policy

#### **2.70.010**

##### **Purpose**

To establish a policy for memorials. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

#### **2.70.020**

##### **Scope**

Board of Directors and staff. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

#### **2.70.030**

##### **Policy**

It shall be the policy of the International Institute of Municipal Clerks to recognize in memorial the passing of certain individuals. The Institute shall formally recognize the passing of the following individuals:

- A. A former member of the IIMC Board.
- B. A former member of the MCEF Board.
- C. A current member of the IIMC Board.
- D. A current member of the MCEF Board.
- E. The following family members of a current member of the Board:
  - 1. Spouse/companion.
  - 2. Father and mother.
  - 3. Brother and sister.
  - 4. Son and daughter.
  - 5. Grandchild.
- F. A current institute director.
- G. A retired employee of IIMC.
- H. A current employee of IIMC.
- I. The following family members of a current employee of the institute:
  - 1. Spouse/companion.
  - 2. Father and mother.
  - 3. Brother and sister.
  - 4. Son and daughter.
  - 5. Grandchild.

The sum of \$50.00 will be allocated toward all donations and that this amount be reviewed every three years to determine its adequacy.

An appropriate card of sympathy will be sent to the family on behalf of the President, members of the Board and staff.

The executive committee may, in its discretion, authorize exceptions to this policy. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

## Chapter 2.75

### BOARD OF DIRECTORS MID-YEAR MEETINGS

Sections:

- 2.75.010 Purpose.
- 2.75.020 Scope.
- 2.75.030 Policy.

#### **2.75.010 Purpose.**

Policy for the Board of Directors Mid-Year Meeting selection of site and a **three year (needs hyphenation when used as adjective)** rotation to hold meeting near IIMC Headquarters. (**November 7, 2009**)

#### **2.75.020 Scope.**

Board of Directors. [November 7, 2009)

#### **2.75.030 Policy.**

1. IIMC shall submit informal proposals and receive quotes for the purpose of hosting the Mid-Year Board meeting.
2. The President, in conjunction with the Executive Director, shall select the lowest and best informal quote for hosting the Mid-Year Board meeting.
3. That the Mid-Year Board meeting be held near headquarters once every three years.

**Chapter 2.80**  
**FIRST TIMERS SESSION AT ANNUAL CONFERENCE**

Sections:

- 2. 80.010 Purpose.
- 2. 80.020 Scope.
- 2. 80.030 Policy.

**2. 80.010**

**Purpose**

To establish a policy designating the IIMC Past President as the Chair of the First Timers Session held at the Annual Conference

**2. 80.020**

**Scope**

Past Presidents, Board of Directors, First Time Delegates

**2.80.030**

**Policy**

IIMC considers the session held for first time delegates at each annual conference as a valuable opportunity for new members to receive up to date orientation information on the Organization.

The session is prioritized by the IIMC Board as an essential networking tool to familiarize new members on IIMC operations.

IIMC values the contribution and knowledge of its Past Presidents.

IIMC Past President or in the event that the current Past President is unavailable to attend a conference, then the most recent Past President who is in attendance shall Chair the First Timers session at the Annual Conference.

**(November 2011)**

## Chapter 2.85

### EXECUTIVE COMMITTEE TRAVEL

Sections:

2.85.010	Purpose
2.85.020	Background and Objective
2.85.030	General Provision
2.85.040	Criteria for Selection – EC Travel Requests
2.85.50	Residual for Unanticipated Opportunities

#### **2.85.010**

##### **Purpose**

To establish a policy with formal criteria to be used to analyze/decide which travel invitations the members of the IIMC Executive Committee will accept and which will be declined. The list of criteria (outlined in Section 2.85.040) although comprehensive is not intended to be a complete list and, periodically, additional criteria will be established (**March 5, 2012**)

#### **2.85.020**

##### **Background and Objective**

In recent years ongoing fiscal restraint and the need for strategic prioritization and spending of limited annual Executive Committee travel funds have formed the basis for decisions on which events will have Executive Committee representation. This has resulted in some reductions in overall expenditures in this category of the budget.

The IIMC Board has an objective to have an appropriate presence and representation at as many events as possible.

#### **2.85.030**

##### **General Provision**

In any year there are numerous requests made for either the President or a designated Executive Committee Member to travel to events and represent IIMC either regionally, nationally or internationally. Decisions on travel expenditures must be balanced on available funding and maximum return on investment for selected events. It is a reality that not all invitations will be able to be accommodated.

Direction on specific allowable expenses and protocols for expense claims already exist in other IIMC Policies i.e.

- *Chapter 2.50 Expenses – Board Travel*
- *Chapter 2.60 Presidential Visits*

**2.85.040**

**Criteria for Selection – EC Travel Requests**

The following criteria in concert with the budget will be considered during the **decision making (needs hyphen)** process used to identify which events EC Members will accept. The events can be the result of invitations received from **stakeholders (should be “stakeholder” or “stakeholders”, not “stakeholders” without an apostrophe)** groups i.e. State Association(s) or can be initiated as strategic sites that the IIMC Board may wish to solicit an invitation from.

Invitations should be reviewed based on:

- Prior visits (how often, when)
- IIMC Board proactively seeking invitation(s) to visit regions or state associations where the Executive Committee has not visited in recent years (not all associations are aware it is possible to have the President or his/her Executive Committee designate visit)
- New Institutes
- Associations with concerns
- Events where a large number of IIMC Members are meeting
- Where a visit would support membership recruitment plan
- Milestone events i.e. 50<sup>th</sup> Anniversary
- Strategic analysis for international (outside North America) travel related to current membership, potential membership growth, affiliation agreements, etc.

The Executive Director will apprise the Board of Directors of the locations of upcoming Executive Committee travel. Travel outside North America shall be placed on a Board agenda for confirmation.

**2.85.050**

**Residual for Unanticipated Opportunities**

Although the comprehensive list of considerations noted above are based on the experiences that recent Presidents and Executive Committee members have used to make decisions on what event(s) they will accept, it should not be limited to only that list as other considerations not anticipated may come up and the IIMC Board must have the flexibility to address unique public relations opportunities for IIMC representation.

To that end, the Executive Committee with a comment from staff will recommend for Board approval a rationale outlining why a visit not reflective to any of the listed criteria above should be authorized.

## **Chapter 2.90**

### **POSTING OF PROPOSED CONSTITUTIONAL AMENDMENTS**

Sections:

2.90.010	Purpose
2.90.020	Scope
2.90.030	Policy

#### **2.90.010**

##### **Purpose**

To establish a policy regarding the posting of Proposed Constitutional Amendments at the Annual Conference. (**November 7, 2009**)

#### **2.90.020**

##### **Scope**

All Delegates attending an Annual Conference

#### **2.90.030**

##### **Policy**

The prescribed place for official posting of proposed Constitutional Amendments at the IIMC Annual Conference pursuant to **Article III, B. 2. Mary Kayser notes should be Article XIV, B2** of the **Constitution** shall be the notice board located adjacent to the conference registration desk. Such notice Board shall be clearly identified with no less than 2.5" letters reading: "IIMC Official Notice Board." (**November 23, 2013**)

## Chapter 2.95

### PARLIAMENTARIAN

Sections:

2.95.010	Purpose
2.95.020	Scope
2.95.030	Parliamentarian
2.95.040	Appointment Process, Term and Payment
2.95.050	Scope of Work
2.95.060	Reporting to Board of Directors
2.95.070	Requirements

#### **2.95.010**

**Purpose.**

To establish purpose, appointment process, terms, and scope of work of static IIMC Parliamentarian. (November 23, 2013)

#### **2.95.020**

**Scope.**

Board of Directors and staff.

#### **2.95.030**

**Parliamentarian.**

An individual experienced in Parliamentary procedures to review minute preparation, provide procedural advice and participate in the IIMC Board of Directors' board meetings, and annual business meetings (at annual conference).

#### **2.95.040**

**Appointment Process, Term and Payment.**

The Parliamentarian shall serve a three-year term with the ability of reapplying for the position after an RFP process. IIMC will provide an annual stipend for services plus payment of expenses for travel, accommodations and meals to attend the Mid-Year and Annual Board meetings.

**Recommended by President for review of possible new wording: “reapplying CONTINUING IN the position WITH A RENEWED CONTRACT after an RFP process.”**

**Suggested language for the above: . . . shall serve a three (3) year term with the ability to renew the contract for one (1) additional three-year term before a new RFP is required.**

**SEE RECOMMENDED POLICY LANGUAGE IN CHAIR'S FINAL REPORT TO THE BOARD.**

Recruitment and Appointment. For vacancies, the Executive Director will issue a Request for Proposals inviting any potential IIMC member to apply for the position. The President selects three current Board members to review all applicants' resumes with the Executive Director's recommendation. The Board of Directors shall confirm or deny the appointment at the next Board of Directors meeting.

## **2.95.050**

### **Scope of Work.**

The Parliamentarian will engage in the following work as requested by the Organization:

- Advising as a consultant to Officers, Board and Executive Director,
- Explaining proper business procedures during meetings,
- Serving before, during, and after a conference,
- Vetting and preparing policies and amendments to the Constitution,
- Assisting in preparation of agendas, resolutions, and minutes,
- Helping with elections, and
- Presenting lessons, workshops, and seminars at IIMC Annual Conferences,

## **2.95.060**

### **Reporting to Board of Directors.**

The Executive Director will update the Board annually on the efficiency, cost justification and results of this position.

## **2.95.070**

### **Requirements:**

An individual with a minimum of five years' experience in Parliamentary procedures. Preference will be given to those individuals who have had extensive training and are either certified by the National Association of Parliamentarians (NAP) as Professional Registered Parliamentarians (PRPs®) or Registered Parliamentarians (RPs®) or equivalent designation in another country; IIMC members and/or past IIMC Board members.

**Chapter 2.100**

**PRESIDENT PARTICIPATION AT BOARD MEETINGS**

Sections:

- 2.100.010      Purpose
- 2.100.020      Scope
- 2.100.030      Policy

**2.100.010**

**Purpose**

Policy to authorize the President's participation in debate and vote at Board meetings  
**(November 22, 2014)**

**2.100.020**

**Scope**

President

**2.100.030**

**Policy**

The President shall have the right to debate and vote at all Board meetings.

## Chapter 2.200

### INTERNATIONAL RELATIONS CONSULTANT

#### Sections:

<b>2.200.010</b>	<b>Purpose</b>
<b>2.200.020</b>	<b>Scope</b>
<b>2.200.030</b>	<b>Policy</b>

#### **2.200.010**

##### **Purpose**

To establish purpose, appointment process, terms and scope of work of the IIMC International Relations Consultant (**November 22, 2014**).

#### **2.200.020**

##### **Scope**

Executive Director.

#### **2.200.030**

##### **Policy**

##### **International Relations Consultant:**

An individual familiar with both IIMC and Region XI with experience in association management. He/She is employed to lead certain tasks and to work with Directors, the Region XI Management Board, the International Relations Committee, and IIMC staff to advance the interests of the organization and its members.

##### **Appointment Process, Term and Payment:**

The International Relations Consultant shall serve a three-year term with the ability of reapplying for the position after an RFP process. IIMC will provide an annual stipend for services, and pay certain expenses for travel related to his or her specific duties.

**Recommended for above by President for review & suggestion: “reapplying CONTINUING IN the position WITH A RENEWED CONTRACT after an RFP process.”**

**SAME AS FOR PARLIAMENTARIAN. SEE FINAL SUGGESTED LANGUAGE IN CHAIR’S FINAL REPORT TO THE COMMITTEE.**

**Recruitment and Appointment.** For vacancies, the Executive Director will issue a Request for Proposals inviting any IIMC member to apply for the position. The President selects three current Board members to review all applicants’ resumes with the Executive Director’s recommendation. The Board of Directors shall confirm or deny the appointment.

##### **Scope of Work:**

The International Relations Consultant will engage in the following work as requested by the Organization:

- Significantly grow and retain membership of IIMC Region XI
- Generate regular communication between IIMC, Region XI Directors and Region XI members
- Organize meetings and events in Region XI
- Provide a regular region XI e- newsletter and provide information to update the Region XI pages of the IIMC website
- Increase participation of Region XI members in the IIMC Annual Conference
- Undertake any other appropriate activities<sup>42</sup> required.

## **Chapter 2.300**

### **ITEMS OF BUSINESS INTRODUCED AT ANNUAL BUSINESS MEETING**

Sections:

- 2.300.010 Purpose
- 2.300.020 Scope
- 2.300.30 Policy

#### **2.300.010**

##### **Purpose**

To establish a policy regarding the handling of an item of business introduced by a member at the Annual Business Meeting.

#### **2.300.020**

##### **Scope**

All Delegates attending the Annual Business Meeting.

#### **2.300.030**

##### **Policy**

An item of business, not on the published agenda of the Annual Business Meeting, may be introduced by a member during the meeting under New Business. If a new item of business can be handled by providing specific information or recitation of existing policy, it may be answered at the Annual Business Meeting.

If the item of business deals with changing policies or procedures, the matter will be referred automatically to the Board of Directors for consideration/investigation and report. The Board of Directors will report to the membership within 120 days the results of any consideration/investigation by one of the following means:

- 1) Report in the News Digest.
- 2) Email to the membership.
- 3) Report at the next Annual Business Meeting.
- 4) A combination of the above.

## **Chapter 2.400**

### **Study Abroad Program**

#### **Sections:**

- 2.400.010 Purpose.
- 2.400.020 Scope.
- 2.400.030 Duties and Responsibilities.

#### **2.400.010**

##### **Purpose**

To establish a policy to hold Study Abroad Programs. [November 2015].

#### **2.400.020**

##### **Scope**

Board of Directors, IIMC members and International Relations Committee. [November 2015].

#### **2.400.030**

##### **Policy**

IIMC shall maintain a detailed Request For Proposal (RFP) regarding an IIMC Study Abroad program. The proposal will contain the following Board criteria: how a destination is chosen and by whom, eligibility, education program, allocation of funds, program coordinator and administration of the program.

##### **Destination**

IIMC Headquarters will seek prospective Study Abroad Program destinations via a Request for Proposal process. Study abroad programs can be held domestically or internationally. IIMC vets the Proposals prior to disseminating them to the International Relations Committee (IRC). The IRC reviews the proposals or letters of interest and works with IIMC's Executive Director to determine the best option for the Program. The IRC will then submit a detailed program report and its recommendations to the Board of Directors. IIMC's Board will choose the destination based on costs, the education program and interests that will make participation attractive. Ideally, IIMC needs to market these programs 18 to 24 months ahead of the scheduled dates. In negotiating with a prospective destination, IIMC will do its best to acquire discounts, especially if IIMC Program participants are attending a country/state/provincial association conference.

##### **Education Program**

Study Abroad Programs need an education component to be eligible for possible MCEF funding and to receive CMC or MMC certification credit. IIMC's Director of Professional Development will work with the IR Committee to determine the education program.

##### **Program Coordinator**

The Executive Director will appoint a staff member – Membership Director or Office Manager/VIP Protocol Officer – to coordinate the Program with the tour operator. The Coordinator will travel and be on-site during the Program. If one of the staff members is not available, the Executive Director may fill-in as program coordinator or assigns another IIMC staff member to oversee these duties. IIMC will cover the cost of the coordinator's registration, airline tickets and meal allowance. These costs will be part of IIMC's annual budget and incorporated into each participant's fees. The Board approves all costs related to the Program.

**Allocation of Funds**

Working in concert, Staff and the Budget and Planning Committee will consider allocating funds to the Study Abroad Program each year as part of the annual budget process. Depending on whether or not funds are available, there may be years when the Program receives no funding.

If funding is available, it will be provided to each participant upon completion of the Program. Each participant will receive a portion of the allocated funds to help reduce expenses. These costs will be part of IIMC's annual budget and approved by the Board.

**Administrating the Program**

IIMC will negotiate, review and sign contracts. IIMC will set the cost for the Program.  
**(November 7, 2015)**

**NEW SECTION – SENT BY PRESIDENT FOR CONSIDERATION**

**Chapter 2.500**

**INDEPENDENT CONSULTANTS/CONTRACTORS**

**Sections:**

- 2.500.010 Purpose**
- 2.500.020 Scope**
- 2.500.030 Policy**

**2.500.010**

**Purpose**

To establish purpose, appointment process, terms and scope of work for IIMC Independent Consultants/Contractors (**May 20, 2017**).

**2.500.020**

**Scope**

Executive Director.

**2.500.030 (Insert Mary Lynne's recommended language for this section, as read on the teleconference.)**

**SEE FINAL SUGGESTED WORDING IN CHAIR'S REPORT TO THE BOARD.**

**Policy**

**Independent Consultants/Contractors:**

Individuals hired by IIMC to provide either on-going or one-time services in their respective fields. These individuals work with the Executive Director and IIMC staff to carry out specific IIMC responsibilities that are not assigned to IIMC staff. These responsibilities entail and are not limited to education, international relations, conference, finances, marketing and communication.

**Appointment Process, Term and Payment:**

The Executive Director will provide the Board with a report for the need to hire this individual. The report will include the costs/stipends/travel associated for these individual's services and the overall consultant's responsibilities. Depending on the nature of the task, the consultants term and continuation of work shall be left up to the Executive Director.

**Recruitment:**

With the Board's support, the Executive Director is responsible for hiring independent consultants/contractors.

**Scope of Work:**

Depending on the position and the area of the consultant's expertise, specific objectives will be created for each required area.

Recommend justifying text throughout for cleaner appearance.

Suggestion to use “staff member” or “employee” throughout the Policy rather than “staff”.

### **Title 3**

#### **PERSONNEL**

##### **Chapters:**

- 3.05      Deferred Compensation Plan**
- 3.10      IIMC Business Credit Card Usage**
- 3.15      Expenses – Staff Travel**
- 3.20      Early Retirement Incentive**

**Chapter 3.05****DEFERRED COMPENSATION PLAN****Sections:**

- 3.05.010 Purpose.
- 3.05.020 Scope.
- 3.5.30 Policy.

**3.05.010****Purpose.**

To establish a deferred compensation plan as a tax benefit for employees for staff. [September 30, 1994. Policy P-1].

**3.05.020****Scope.**

This Plan shall be made available to all full-time staff employees. [September 30, 1994. Policy P-1].

**3.05.030****Policy.**

- A. IIMC shall provide a deferred compensation plan to all full-time employees after one full year of employment.
- B. IIMC will contribute seven and one-half percent of each eligible employee's base pay into the approved plan up to the annual limits established by federal and state legislation.
- C. Excess contributions over and above federal and state limits, if any, will be refunded directly to the employee.

**3.05.030 (C) – How does this track with B?**

- D. The Executive Director is authorized to execute all agreements and documentation necessary to administer the plan.
- E. Under no circumstances will IIMC draw upon the deferred compensation plan funds set aside for employees, legal action notwithstanding. [September 30, 1994. Policy P-1].

## Chapter 3.10

### IIMC BUSINESS CREDIT CARD USAGE

#### Sections:

- 3.10.010 Purpose.
- 3.10.020 Scope.
- 3.10.30 Policy.

#### 3.10.010

##### Purpose

Establish a policy on using IIMC's business credit cards. [November 7, 2009; October 27, 2006. Policy B-16].

#### 3.10.020

##### Scope

This Policy applies to the IIMC executive committee and IIMC staff. [November 7, 2009; October 27, 2006. Policy B-16].

#### 3.10.030

##### Policy

Any credit card provided by the International Institute of Municipal Clerks (IIMC) for business use by an employee or member of the Executive Committee is for IIMC business use only. Cardholders may not, under any circumstances, use the credit card for personal purchases, for guaranteeing any type of personal reservations (hotel, rental cars, airline tickets, etc.), nor for any other non-association business use.

\*

Any personal use of IIMC's business credit card will be considered a breach of ethics and misappropriation of IIMC's funds. This breach can lead to disciplinary action for staff. For members of the Board of Directors Executive Committee, this breach may result in sanction or possible removal from the Board, pending a decision by IIMC Ethics Review Committee and approval from IIMC's Board of Directors.

IIMC's credit card (American Express Gold) is to be used for the following:

- IIMC Business travel (airlines, accommodations, meals, transportation if necessary);
- IIMC Office supplies;
- All payments connected with IIMC's annual conference and IIMC's mid-year meeting by authorized staff only;
- As necessary for daily IIMC business.

\* IIMC's credit card is not for personal use. Personal use is defined as the purchasing of any item or service, such as products, entertainment, etc., that does not fall under the heading of IIMC business, office supplies, conference and/or mid-year related business activity. – *Move to be second paragraph*

Allowing others to use IIMC's business credit card requires prior approval by the Executive Director and is generally considered prohibited.

On a monthly basis, all cardholders are required to print a listing of all transactions posted to their credit card using their online credit card access portal and submit a monthly expense report outlining all applicable charges – attaching all necessary receipts.

For all business transactions, a valid receipt must be attached to an expense report form. When the credit card is used to pay for meals, the credit card user must indicate, on the receipt, who was in attendance and the purpose of the meal.

It is the credit cardholder's responsibility to submit expense reports no later than the 5th day of each month for previous month's activity. Failure to meet the due date may result in the reimbursement of expenses. ??

My signature indicates that I have read, understood, and agreed to abide by the terms and conditions of IIMC's Credit Card Usage Policy.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

[November 23, 2013; November 7, 2009; October 27, 2006. Policy B-16].

## Chapter 3.15

### EXPENSES – STAFF TRAVEL

#### Sections:

- 3.15.010 Purpose.
- 3.15.020 Scope.
- 3.15.030 General provisions.
- 3.15.040 Guidelines for business meetings, training or conference budget.
- 3.15.050 Advance payments.
- 3.15.060 Expenses approved for reimbursement.
- 3.15.070 Reporting business, training or conference expenses.
- 3.15.080 Settlement of advance payments.
- 3.15.90 Wages.

#### 3.15.010

##### Purpose

The following rules govern expense allowances granted to ~~headquarters~~ staff for travel to business meetings, training or conferences. [November 23, 2013; December 6, 2002; September 2001. Policy P-2].

#### 3.15.020

##### Scope

This Policy applies to all IIMC staff members. [November 23, 2013; December 6, 2002; September 2001. Policy P-2].

#### 3.15.030

##### General provisions

A. Attendance at business meetings, training or conference events will only be authorized if the event or meeting offers a substantial benefit to IIMC in terms of conducting IIMC business or enhancing the professional development of the staff.

B. The Executive Director is responsible for reviewing and approving all ~~headquarters~~ staff travel to business meetings, training, or conferences. The Executive Director will notify the Board of Directors of his/her travel to business meetings, training or conferences. \*Is this approved by the Board

C. IIMC provides and pays staff established per diem prior to attending a business meeting, training or conference events.

D. After attending a business meeting, training or conference event, staff will submit an expense report form for reimbursement only if costs exceeded the established per diem. What would allow for payment over per diem? [November 23, 2013; December 6, 2002; September 2001. Policy P-2].

#### 3.15.040

##### Guidelines for business meetings, training or conference budget

A. For budgeted events only, the budget document shall serve as the official authorization from the Board. For budgeted events only, the Executive Director signs the expense report form for staff travel.

B. During the annual budget process, a lump sum is allocated in each Department's professional development accounts. The lump sum, until exceeded, shall serve as the official authorization. The lump sum, until exceeded, shall serve as the official authorization. If the expenses for staff travel are anticipated to exceed the amount approved in the annual budget, approval shall be

obtained from the **budget and planning committee** (Why not the Board?). Unless there is a clearly apparent benefit to IIMC, unbudgeted travel shall not be approved.

C. IIMC will not exceed its budget allocations for the business meeting, training or conference accounts, or carry over or encumber unused budgeted funds in the succeeding fiscal year. [November 23, 2013; December 6, 2002; September 2001. Policy P-2].

### **3.15.050**

#### **Advance payments**

A. If, in the judgment of the Executive Director, the estimated expense for a contemplated event is too high to expect the staff to finance it and be reimbursed upon his or her return, advance payment of the estimated amount to the staff may be authorized.

B. When feasible, payment for transportation, first night's lodging expense and registration fees should be made directly by headquarters to the conference, hotel or travel agency and need not be included in the advance payment to the staff.

C. An advance will not be issued more than ten business days prior to the approved event.

D. When an advance payment for a business meeting, training or conference expense is made, the reimbursement procedures as stated in these regulations must still be followed. Advancing of money for expenses does not constitute approval for the expenditure of the entire amount as advanced, as all expenditures must be justified and approved. [November 23, 2013; December 6, 2002; September 2001. Policy P-2]. If proper receipts, reports and approvals are not obtained, the amount of that advanced payment must be reimbursed to IIMC.

### **3.15.060**

#### **Expenses approved for reimbursement**

A. Transportation.

1. Air Transportation. Economy or discount airline rates will be considered standard transportation.

2. Receipts for transportation expenditures must be obtained and submitted with the expense report. No allowance will be made in excess of the actual cost of transportation.

3. Use of personal cars for business meetings, training or conferences may be approved when use of commercial transportation is not available or is not practical. When personal vehicle use is approved, the mileage compensation rate at the current U.S. Internal Revenue Service approved rate shall apply. Parking fees shall also be allowed when a personal car is used in lieu of other transportation. Self parking or valet parking will be reimbursed, whichever is less.

4. When the use of a personal car is approved, the total allowance for transportation shall in no case exceed the cost of economy airfare if such service is available.

5. When air, rail or bus transportation is used, expenses for transportation, such as taxicab and bus fare, shall be allowed when such transportation is necessary. However, if hotel transportation is provided at no cost or at a lower cost, staff should avail themselves of this transportation alternative. In no case shall the reimbursement exceed the cost of this hotel transportation alternative.

6. Approval for reimbursement for car rental fees shall be obtained in advance at the time the expense report form is submitted.??

B. Lodging. Expenses shall be allowed for adequate lodging. Receipts for lodging shall be provided to obtain reimbursement. The traveler is responsible for incidentals to the hotel bill, e.g., movies, dry cleaning, phone calls (except as provided), and extended stays before or after the approved event.

C. Meals. Expenses for meals shall be reimbursed at actual cost, with a 20 percent maximum gratuity. For some events, the executive director may establish or provide (per diem) for reimbursable meals. In these instances, the traveler shall be reimbursed for the actual cost of each

meal up to the maximum allowance established for that particular meal. No reimbursement shall be made if designated an official meal function and IIMC is paying directly (e.g., a group luncheon during a board meeting, board dinners, annual conference).

D. **Gratuities.** IIMC shall reimburse the following gratuities:

1. **Meals.** A maximum 20 percent gratuity shall be reimbursed over the meal allowance unless the restaurant has applied a pre-calculated service charge.
2. **Taxi/Shuttles.** Gratuities for taxi or shuttle service shall be reimbursed to a maximum of 10 percent of the fare or \$2.00, whichever is greater.

3. **Airport/Hotel Baggage Handling.** Gratuities for baggage handling by hotel personnel shall be reimbursed to a maximum of \$1.00 per bag. Use of airport skycaps is allowed, however, baggage handling fees and gratuities will not be reimbursed.

4. **Valet or Self Parking.** Self parking or valet parking will be reimbursed, whichever is less.

5. **Conference Hotel/Convention.** Reasonable gratuities for business assistance by hotel or convention center staff during the annual conference are reimbursable subject to approval by the Executive Director.

6. **Housekeeping.** Gratuities for housekeeping are included in the per diem advance and are limited to \$2.00 per night.

E. **Parking.** Airport parking arrangements for the traveler's automobile are allowable. However, if the cost of shuttle transportation to and from the airport is less than the combined cost of mileage and airport parking, staff should avail themselves of the transportation alternative. In no case shall the reimbursement for mileage and airport parking costs exceed the cost of the shuttle transportation to and from the airport.

F. **Registration Fees.** Fees charged for registration at any training event or conference are an allowable expense. A receipt, or some other proof of the fee, and a copy of the conference or training program setting forth the fees shall be provided.

G. **Spouses/Guests.** Expenses for accompanying spouses or other guests shall not be reimbursed.

H. **Shipping.** Shipping of personal or non-IIMC materials shall not be reimbursed. [November 23, 2013; December 6, 2002; September 2001. Policy P-2].

### **3.15.070**

#### **Reporting business, training or conference expenses.**

A. The expense report shall be filed with headquarters within ten business days after returning for either (1) reimbursement for expenditures or (2) settlement of a business meeting, training or conference expense advance. A detailed record of expenses by days shall be prepared. All items shall be supported by receipts.

B. The employee shall sign the expense report. No reimbursement shall be made, or account settled, until the report is approved. [November 23, 2013; December 6, 2002; September 2001. Policy P-2].

### **3.15.080**

#### **Settlement of advance payments**

Staff will receive advance payments (per diem) calculated for meetings and conferences prior to attending the events. If actual expenses exceed the estimate or advance, upon approval, the staff shall be reimbursed. [November 23, 2013; December 6, 2002; September 2001. Policy P-2].

**3.15.090****Wages**

A. If a nonexempt employee is required to travel during a regular business day they shall receive their normal hourly rate of pay for each actual hour traveled up to a maximum of nine hours. Any travel time in excess of nine hours shall constitute overtime; however, the overtime rate shall be one and one-half times the effective state or federal minimum wage, whichever is greater.

B. If a nonexempt employee is required to travel on any day that is normally considered a holiday, the employee shall be paid overtime in accordance with California State labor law, and be compensated at a rate of one and one-half times the state or federal minimum wage, whichever is greater.

C. If an exempt employee is required to travel on any day that is normally considered a holiday, the employee will receive time off in lieu equal to a maximum of nine hours or the actual travel time, whichever is less.

D. No employer shall cause his or her employees to work more than six days out of seven. However, if the nature of the employment is such that working seven consecutive days is reasonably required, employees may receive days of rest equivalent to one day in seven in the calendar month. Employees must be compensated with overtime pay for each seventh day worked and must receive double-time pay for hours over eight worked on a seventh day. [December 6, 2002; September 2001. Policy P-2].

**Chapter 3.20****EARLY RETIREMENT INCENTIVE**

Sections:

- 3.20.010 Purpose
- 3.20.020 Scope
- 3.20.30 Policy

**3.20.010****Purpose**

To establish a policy for long service employees to take early retirement. [December 6, 2002; July 2002. Policy P-3].

**3.20.020****Scope**

All full-time staff. [December 6, 2002; July 2002. Policy P-3].

**3.20.030****Policy**

A. Early retirement incentives may be offered to any employee who:

- 1. Has attained the age of 60 years or more; and
- 2. Is within five years of receiving Medicare coverage; and
- 3. Who has worked continuously for IIMC in a full-time position for 25 years or more.

B. For employees hired before January 1, 2014, IIMC will continue to pay the cost of medical, dental and vision insurance coverage at the prevailing rate until such time as the retired employee begins receiving Medicare coverage.

C. IIMC reserves the right to change carriers or insurance plans at its discretion and shall notify the retired employee of such changes.

D. The retired employee is responsible for notifying IIMC of address changes or any other circumstances which may impact the coverage provided. [November 23, 2013; December 6, 2002; July 2002. Policy P-3].

?? Why do we offer this



**Recommend justifying text throughout for cleaner appearance.**

**Mary Kayser noted 11/2016 that 4.05, 4.15 and 4.20 were reviewed and approved at the mid-year.**

## **Title 4**

### **REVENUE AND FINANCE**

#### **Chapters:**

- 4.05      Revenues and Expenditures – The Budget Process**
- 4.10      Investment Policy**
- 4.15      Significant Accounting Policies**
- 4.20      Nonlapsing Reserve Fund**

## Chapter 4.05

### REVENUES AND EXPENDITURES – THE BUDGET PROCESS

#### Sections:

- 4.05.010 Purpose.
- 4.05.020 Scope.
- 4.5.30 Policy.

#### 4.05.010

##### **Purpose.**

To establish a process by which the annual budget is developed, approved and revised. [November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

#### 4.05.020

##### **Scope.**

General. [November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

#### 4.05.030

##### **Policy.**

A. The budget and planning committee will provide **direction** for staff to prepare an estimate of revenues and expenditures for an annual budget for the organization. These guidelines, once established, will be reviewed each August in conjunction with the review of the following year's budget.

B. On or before July 31st each year, staff will prepare an annual estimate of revenues and expenditures, in accordance with guidelines established by the budget and planning committee. This budget will, wherever possible, be a balanced budget and be accompanied by a summary of significant items that have been added to or removed from the budget to achieve a balance.

C. The budget and planning committee shall review and recommend the annual budget to the board of directors at the mid-year meeting.

D. The budget and planning committee may recommend amendments to the budget estimates prior to submitting it to the board.

E. Once approved by the board, the annual budget shall govern the financial affairs of the association.

F. The Executive Director shall provide to each Department Manager 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	Staff member
Funds from \$1,001 to \$5,000	Executive Director
Funds from \$5,001 to \$10,000	Executive Committee
Funds over \$10,000	Budget and Planning

G. The executive director and staff are charged with monitoring expenditures to ensure that budget estimates of expenditures are not exceeded and that revenues are achieved. Each month, the Executive Director submits to the Board of Directors a Balance Sheet and Profit and Loss Statement A profit and loss statement that are compared to the actual budget.

H. In the event of an emergency or unanticipated requirement, the executive director may at his/her discretion, with the approval of the 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.

I. The budget will be reviewed at the mid-year and annual board meetings and the outcome of these reviews will be reported to the board of directors within three weeks of the period end. The executive director will advise the budget and planning committee of the projected outcome immediately following the budget review.

J. The Executive Director will prepare and submit a report to the Budget and Planning Committee and the Board for any project requiring more than a \$10,000 commitment and is not in the current budget.

K. Revisions to budget estimates, following the annual budget review, shall be presented to the Board at the mid-year board meeting.

L. Revisions to the budget estimates, following the mid-year board meeting, shall be presented to the Budget and Planning Committee and conveyed to the Board of Directors. [May 17, 2014; November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

**Chapter 4.10****INVESTMENT POLICY****Sections:**

4.10.010	Purpose.
4.10.020	Assignment of responsibility.
4.10.030	Responsibility of investment manager(s).
4.10.040	Allowable assets.
4.10.050	Spread of risk.
4.10.060	Safekeeping.
4.10.070	Related parties.
4.10.080	Prohibited assets.
4.10.090	Prohibited transactions.
4.10.100	Investment policy review.
4.10.110	Delegation of authority.

**4.10.010****Purpose.**

A. This statement of investment policy is set forth in order to ensure that the current and future obligations of the organization are adequately funded in a cost-effective manner by:

1. Defining and assigning the responsibilities of all involved parties.
2. Establishing a clear understanding for all involved parties of the investment goals and objectives of the organization.
3. Offering guidance and limitations to investment managers regarding the investment of assets.
4. Managing organization assets according to prudent standards, as established in common trust law.
5. Establishing a basis for evaluating investment results.
6. Establish the relevant investment horizon for which the organization's assets will be managed.

B. The goals of the investment policy shall be:

1. Safety of principal.
2. Liquidity.
3. Yield.

C. Preservation of capital and the realization of sufficient total return to ensure the ongoing financial integrity of the funds are essential. Preservation of capital encompasses two goals:

1. Managing the risk of loss of principal for the fund as a whole.
2. Managing the erosion of principal value through inflation. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

**4.10.020****Assignment of responsibility.**

The board of directors of IIMC is charged with the responsibility for the management of the assets of the organization. The board shall discharge its duties solely in the interest of the organization with the care, skill, prudence and diligence, under the circumstances then prevailing, that a prudent individual acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character with like aims. The specific responsibilities of the board of directors relating to the investment management of the organization assets include:

- A. Projecting the organization's needs, and the executive director communicating such needs to the board of directors on a timely basis.
- B. Determining the organization's risk tolerance and investment horizon, and communicating these to the appropriate parties.
- C. Establishing reasonable and consistent investment objectives, policies and guidelines, which will direct the investment of the organization's assets.
- D. Prudently and diligently selecting qualified investment professionals, including investment manager(s), investment consultant(s), and custodian(s).
- E. Regularly evaluating the performance of the investment manager(s) to assure adherence to policy guidelines and monitor investment objective progress.
- F. Developing and enacting proper control procedures. (For example: replacing investment manager(s) due to fundamental change in investment management process, or failure to comply with established guidelines.) [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.030**

##### **Responsibility of investment manager(s).**

Each investment manager must acknowledge in writing his/her acceptance of responsibility as a fiduciary. Each investment manager will have full discretion to make all investment decisions for the assets placed under his/her jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this statement. Specific responsibilities of the investment manager(s) include:

- A. Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in this statement.
- B. Reporting, on a timely basis, quarterly investment performance results.
- C. Communicating any major changes to economic outlook, investment strategy, or any other factors, which affect implementation of investment process, or the investment objective progress of the organization's investment management.
- D. Informing the board of directors regarding any qualitative change to investment management organization. (Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.) [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.040**

##### **Allowable assets.**

- A. Cash Equivalents.
  - 1. Treasury bills.
  - 2. Money market funds.
  - 3. Commercial paper.
  - 4. Banker's acceptances.
  - 5. Repurchase agreements.
  - 6. Certificates of deposit.
- B. Fixed Income Securities.
  - 1. U.S. government and agency securities.
  - 2. Corporate notes and bonds.
  - 3. Mortgage backed bonds.
  - 4. Preferred stock.
  - 5. Fixed income securities of foreign governments and corporations.
- C. Equity Securities.
  - 1. Common stocks.

2. Convertible notes and bonds.
3. Convertible preferred stocks.
4. American depository receipts (ADRs of non-U.S. companies).
5. Stocks of non-U.S. companies (ordinary shares).

D. Mutual Funds. Mutual funds that invest in securities as allowed in this statement.

E. Stock Exchanges. To ensure marketability and liquidity, investment managers will execute equity transactions through the following exchanges:

1. New York Stock Exchange;
2. American Stock Exchange; and
3. The NASDAQ.

In the event that an investment manager determines that there is a benefit or a need to execute transactions in exchanges other than those listed in this statement, written approval is required from the board of directors. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.050**

##### **Spread of risk.**

The investment managers will not invest more than one-third of the total investment portfolio into any one security type or institution. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.060**

##### **Safekeeping.**

A third-party custodian, designated by the executive director, as approved by the board of directors, and evidenced by safekeeping certificates, shall hold securities. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.070**

##### **Related parties.**

No investment may be made in institutions in which a member of the board of directors or staff holds a pecuniary interest. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.080**

##### **Prohibited assets.**

Prohibited investments include but are not limited to the following:

- A. Commodities and futures contracts.
- B. Private placements.
- C. Options.
- D. Limited partnerships.
- E. Venture-capital investments.
- F. Real estate properties.
- G. Golf courses.

H. Any transactions not authorized by this policy. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

#### **4.10.090**

##### **Prohibited transactions.**

Prohibited transactions include, but are not limited to, the following:

- A. Short selling.

B. Margin transactions. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

**4.10.100****Investment policy review.**

To assure continued relevance of the guidelines, objectives, financial status and capital markets expectations as established in this statement of investment policy, the budget and planning committee shall review the investment policy at least annually and report to the board of directors. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

**4.10.110****Delegation of authority.**

The executive director, or his/her delegated representative, has the authority to invest surplus funds in accordance and conformity with the above guidelines. [November 8, 2008; October 27, 2006; December 6, 2002. Policy A-1].

## Chapter 4.15

### SIGNIFICANT ACCOUNTING POLICIES

#### Sections:

- 4.15.010 Purpose.
- 4.15.020 Basis of accounting.
- 4.15.030 Revenue recognition.
- 4.15.040 Expense allocation.
- 4.15.050 Income taxes.
- 4.15.060 Cash and cash equivalents.
- 4.15.70 Property, plant and equipment.

#### **4.15.010**

##### **Purpose.**

To provide the framework for the preparation of consistent and meaningful annual financial statements. [October 27, 2006. Policy A-3].

#### **4.15.020**

##### **Basis of accounting.**

A. Compliance. The annual financial statements will comply with the applicable accounting standards generally accepted in the United States of America, professional pronouncements and the requirements of the Internal Revenue Code and corresponding California provisions.

B. Basis. The annual financial statements will be prepared on the accrual basis of accounting and, except where specifically indicated in the notes to the accounts, in accordance with the historical cost convention. Using this methodology, revenue will be recognized when earned and expenses recognized when incurred.

C. Presentation. The annual financial statements will report information regarding financial position of the organization and its activities in three classes of assets: unrestricted net assets, temporarily restricted net assets and permanently restricted assets. [October 27, 2006. Policy A-3].

#### **4.15.030**

##### **Revenue recognition.**

The two major sources of revenue are membership dues and annual conference fees. Members are billed on an anniversary cash basis. Income is deferred when cash is received and recognized monthly over the course of the term of their membership with IIMC.

Annual Conference fees are accrued when registration and/or sponsorship is processed. Income is deferred until the month the annual conference is held at which time all deferred income is recognized. [May 17, 2014; October 27, 2006. Policy A-3].

#### **4.15.040**

##### **Expense allocation.**

The costs of providing the various programs and other activities will be summarized on a functional basis in a statement of activities. Accordingly, certain costs will be allocated to the programs and supporting services benefited. [October 27, 2006. Policy A-3].

**4.15.050****Income taxes.**

IIMC is exempt from federal income tax and California franchise taxes under Section 501(c)(6) of the Internal Revenue Code and corresponding California provisions. [October 27, 2006. Policy A-3].

**4.15.060****Cash and cash equivalents.**

Cash and cash equivalents will include cash on hand, cash at bank and short-term deposits with original maturities of three months or less. Investment in term deposits and bank bills will be recognized at cost. Interest revenues will be recognized as they accrue. [October 27, 2006. Policy A-3].

**4.15.070****Property, plant and equipment.**

A. Materiality. Assets with an economic life in excess of one year are only capitalized where the cost of acquisition exceeds materiality thresholds established by the organization for each type of asset. The materiality threshold for property and equipment is \$1,000.

B. Valuation. Property and equipment will be recorded at cost.

C. Depreciation of Noncurrent Assets. Property and equipment will be depreciated using the straight-line method over their useful lives. The estimated useful lives will be 35 to 40 years for buildings, 3 to 10 years for building improvements and 5 to 7 years for furniture, equipment, computer equipment and systems. [May 17, 2014; October 27, 2006. Policy A-3].

**4.15.080****Errors and Omissions (Directors and Officers Insurance)**

IIMC provides Errors and Omissions or Directors and Officers insurance policy that protects individual board members as well as employees, volunteers and the Organization itself in the instance of a civil suit. In terms of D&O insurance, almost all claims against D&O policies are employment-related, including harassment, discrimination, and wrongful termination.

IIMC's annual budget must include insurance for Directors and Officers (November 7, 2009)

## Chapter 4.20

### NON-LAPSING RESERVE FUND

**Sections:**

**4.20.010      Purpose.**  
**4.20.20      Policy.**

**4.20.010****Purpose.**

To provide sufficient working capital to address emergencies, withstand local and regional economic shocks and unexpected declines in revenue without borrowing. The fund balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the overall economic health of the IIMC and the credit quality of the IIMC. [May 21, 2007. Policy A-5].

**4.20.020****Policy.**

A. The non-lapsing reserve fund is not to be used to support recurring operating expenditures outside of the current budget year. Use of the non-lapsing reserve fund shall be done only to cover emergencies and unexpected declines in revenue. If the non-lapsing reserve fund is used, IIMC shall increase its fund revenues or decrease its expenditures to prevent using the non-lapsing reserve fund in two consecutive fiscal years to subsidize fund operations.

B. The non-lapsing reserve fund can only be appropriated by a resolution of the IIMC Board of Directors.

C. The non-lapsing reserve fund shall not be less than five percent of the year's fund revenues in every fiscal year. After a three-year period of time the board is to review the possibility of raising the reserve percentage from five percent to not less than eight percent nor more than 10 percent.

D. In the event the nonlapsing reserve fund is used to provide for temporary funding of unforeseen emergency needs, IIMC shall restore the nonlapsing reserve fund to the minimum level of five percent of fund revenues within two fiscal years following the fiscal year in which the event occurred.

E. Funds in excess of five percent of the annual requirements of subsection (D) of this section may be retained in the non-lapsing reserve fund or may be considered to supplement "pay as you go" capital outlay expenditures, or to prepay existing IIMC debt. [May 21, 2007. Policy A-5].

**Ed - I support the removal of the three year periodic review but there is no time period or milestone that triggers the board review and potential increase. It could be implied that because the reserve fund shall not be less than 5 % of the years fund reserves that it would be annually but I am averse to having non-specific triggers.**

**Mary Kayser - This was discussed at the Budget and Planning meeting. The original thought was to have the Board look at the reserve percentage after the fund had three years to grow and to decide on the percentage going forward not really an annual review. Our reserves are healthy and you could have Budget and Planning review the status of the reserve fund as part of their duties and make a recommendation on the percentage to the Board as part of their report. I think the Board would look to B&P for a recommendation for this anyway.**

**I also noted that in section E that it references subsection (D), I think that should be (C).**

**C. The non-lapsing reserve fund shall not be less than five percent of the year's fund revenues in every fiscal year. After a three-**

year period of time THE Board is to review the possibility of raising the reserve percentage from five percent to not less than eight percent, nor more than 10 percent.

E. Funds in excess of five percent of the annual requirements of subsection (D) of this section may be retained in the non-lapsing reserve fund or may be considered to supplement "pay as you go" capital outlay expenditures, or to prepay existing IIMC debt. [May 21, 2007. Policy A-5].

**Recommend justifying text throughout for cleaner appearance.**

## **Title 5**

### **EDUCATION**

#### **Chapters:**

- 5.10 Certified Municipal Clerk Certification (Regions 1-9)**
- 5.15 Master Municipal Clerk Certification (Regions 1-9)**
- 5.20 Certified Municipal Clerk Certification (Regions 10-11)**
- 5.20 Master Municipal Clerk Certification (Regions 10-11)**
- 5.25 Decertification – Repealed by Board of Directors – 5/16/15**
- 5.30 Certified Municipal Clerk Recertification**
- 5.35 Program Review and Approval**
- 5.40 Athenian Leadership Society**
- 5.45 Athenian Dialogues Facilitator Guidelines**
- 5.50 Institute Guidelines**
- 5.60 Education Resource Group**

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## Chapter 5.10

### CERTIFIED MUNICIPAL CLERK CERTIFICATION

Sections:

- 5.10.010 Purpose.
- 5.10.020 Scope.
- 5.10.030 Certified municipal clerk (CMC) designation.
- 5.10.040 Membership categories.
- 5.10.050 Supporting documentation required.
- 5.10.060 Designation requirements.
- 5.10.070 Education requirements for the CMC candidates.
- 5.10.80 Experience requirements for CMC candidates.

#### **5.10.010**

**Purpose.**

To establish minimum criteria for Certified Municipal Clerk (CMC) status. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

#### **5.10.020**

**Scope.**

Full and additional full members and retired members. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

#### **5.10.030**

**Certified Municipal Clerk (CMC) designation.**

The certified municipal clerk program is designed to enhance the job performance of the clerk in small and large municipalities. To earn the CMC designation, a municipal clerk must attend extensive education programs. The CMC designation also requires pertinent experience in a municipality. The CMC program prepares the applicants to meet the challenges of the complex role of the municipal clerk by providing them with quality education in partnership with institutions of higher learning, as well as state/provincial/national associations. The CMC program has been assisting clerks to excel since 1970.

All points shall be earned according to the provisions of the IIMC education guidelines. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

#### **5.10.040**

**Membership categories.**

- A. Full Member/Additional Full Member. Can work toward either designation.
- B. Associate Member. Does not qualify for full membership, and cannot become a Certified Municipal Clerk or a Master Municipal Clerk, as they do not meet four of the eight core duties. They may, however, attend conferences and courses as they desire.

When a full member, who is enrolled and has been actively working on attaining certification, finds themselves no longer meeting the criteria to be considered a full member, they may become an Associate Member. If the Associate Member desires, they shall be allowed to complete their certification.

C. Retired Members. May continue to work on either designation.

In order for IIMC to recognize a certified municipal clerk (CMC) designation, membership must be current. [November 23, 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

#### **5.10.050**

##### **Supporting documentation required.**

Supporting documentation must be included with each CMC application for designation towards the CMC designation.

A. Supporting documentation contains:

1. The name of the applicant.
2. The date of the work.
3. The title/description/nature of the work.
4. The date, location, and the hours spent.
5. Any other pertinent information.

B. Examples of Acceptable Materials.

1. A certificate of completion, transcript or letter of verification from the IIMC-approved Institute Academy.

2. A letter of reference from the HR department verifying the duration, scope, and nature of employment.

3. A certificate of attendance from a State/Provincial/National Association, complete with hours of attendance.

4. A copy of official college transcripts.

Note: If unsure about what kind of supporting documentation is acceptable, please contact the IIMC education department.

C. IIMC cannot accept:

1. A first-person letter.
2. A document from a relative or spouse of the applicant.
3. Incomplete documentation.

NOTE: Points earned prior to the accrual of the CMC designation may not be used toward the MMC designation, with the exception of a completely unused college degree.

IIMC is unable to send, mail, copy or otherwise disseminate any Applications and/or supporting documentation once received.

More information regarding IIMC programs can be found at [www.iimc.com](http://www.iimc.com), or by contacting the education department directly. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

#### **5.10.060**

##### **Designation requirements.**

The following are the requirements for obtaining the CMC designation:

- A. Be a clerk or a deputy clerk or perform the duties as defined by IIMC.
- B. Be an active member of IIMC for two years.
- C. Affirm and practice the IIMC code of ethics.
- D. Submit the application for admission along with the \$50.00 nonrefundable application fee (applicable toward the total \$100.00 certificate only or \$140.00 certificate and plaque fee).
- E. Complete and submit an IIMC application for CMC designation with required supporting documentation and fee.

F. Perform the core duties of a Municipal Clerk by serving a Legislative Government Body (LGB) in an administrative capacity with management responsibilities, which would include four of the following:

1. General management.
2. Records management.
3. Elections.
4. Meeting administration.
5. Management of bylaws, articles of incorporation, ordinances or other legal instruments.
6. Human resources management.
7. Financial management.
8. Custody of the official seal and execution of official documents.

G. Deputy Clerks must perform at least four of the eight core duties.

H. Attain 60 points in the education category.

I. Attain 50 points in the experience category.

Credit earned while a CMC designee awaits nothing but the fulfillment of the two-year IIMC membership requirements for the receipt of the CMC designation, may be counted toward the MMC requirements. [May 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

#### **5.10.070**

#### **Education requirements for the CMC candidates (Regions 1-9).**

##### **Education Points (Total of 60 Points Required)**

<b>Education</b>	<b>Total Points</b>
Satisfactory completion of 120 hours (60 points) of course work at an on-land IIMC-approved municipal institute or academy	1 point per 2 in-class contact hours
A Bachelor's degree or higher in public administration or similar field*	20
A Bachelor's degree or higher in an unrelated field*	10
Associate of arts degree in public administration or related field*	5
Completion of an IIMC-approved State/National/Provincial educational course (with course review)**	1 point per 4 in class contact hours
IIMC Annual Conference***	Up to 8 points per conference
IIMC Athenian leadership society dialogue****	3 points each
IIMC CD-ROM courses	1 point each
IIMC online courses	3 points each
IIMC Annual Conference Academy Sessions	2 points each
IIMC Study Abroad Program	Points vary by program

\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Copies of college transcripts are required. Note: Points earned in prior to the accrual of the CMC designation may not be used towards the MMC designation, with exception to a completely unused college degree.

\*\*Course review requirements and template can be found at IIMC's web site.

\*\*\* IIMC Annual Conference education points shall be used for either Education or Experience points, not both. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance. Note: Excess Education points will be applied to Experience by the IIMC Education Department.

\*\*\*\*Athenian Leadership Dialogues completed prior to 11/23/2013 earn 2 points each with completed assessment. Dialogues completed on or after 11/23/2013 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category.

NOTE: MMC courses taken prior to the acquisition of the CMC designation cannot be used toward the MMC designation. Effective January 1, 2011, a member may earn MMC points while his/her CMC application is pending review at headquarters. If the review determines that the member's CMC application is deficient, any points earned in the interim will be applied to the deficient CMC application. (November 23, 2013; November 6, 2010; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

Mary Kayser noted 11/2016 that 5.10.070 and 5.15.070 were amended at the mid year to allow online learning for all or some of the 60 education points.

## 5.10.080

### Experience requirements for CMC candidates (Regions 1-9)

#### CMC Experience Component (Total of 50 Points Required)

Work Experience	Total Points
Full-time Municipal or Deputy Clerk with administrative responsibility	4 per year, maximum 40 points
Part-time Municipal or Deputy Clerk with administrative responsibility	2 per year, maximum 40 points
Part-time Municipal or Deputy Clerk with no administrative responsibility	1 per year, maximum 30 points
Other full-time administrative positions in local government prior to becoming a Municipal or Deputy Clerk	2 per year, maximum 30 points
Administrative position in federal, state or provincial government	1 per year, maximum 30 points
Administrative position in business*	1 per year, maximum 30 points

#### CMC Experience Component – Municipal Clerks Conferences

Conference Attendance	Total Points
Attendance at IIMC conferences**	Up to 8 points per conference

Attendance at IIMC Regional Meeting, Municipal Clerks Association Annual Conference, Municipal League Annual Conference or other Municipal Clerk related conferences	1 per 4 or more hours or 1 day of attendance
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### **CMC Experience Component – Continuing Education**

<b>Continuing Education</b>	<b>Total Points</b>
Continuing education courses through state/provincial courses (with course review)	1 point per 4 hours
Satisfactory completion of IIMC-approved online education ***	May vary with course
Miscellaneous courses (that have not gone through the course review process), and are directly related to the duties of a Municipal Clerk	1 point per 6 hours

### **CMC Experience Component – Business or Vocational School Courses**

<b>Business or Vocational Courses</b>	<b>Total Points</b>
Courses must relate to the Municipal Clerk's position	1 point per 10 hours of training

### **CMC Experience Component – College or University Courses**

<b>College or University Courses</b>	<b>Total Points</b>
Relevant college or university course credits not used for education points	1 point per credit unit

### **CMC Experience Component – Committee Work**

<b>Committee Work</b>	<b>Total Points</b>
IIMC or Municipal Clerks Association Committee member	1 point per year

\*In the case of applicable self-employment, the applicant must submit a copy of their business license and/or tax return for each year of employment they are seeking credit for. The employment must relate to the duties of the Clerks office.

\*\* IIMC Annual Conference education points can be used for either Education or Experience points, but not for both. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance.

\*\*\* Online courses must be approved by the Education Department.

NOTE: MMC courses taken prior to the acquisition of the CMC designation cannot be used toward the MMC designation. Effective January 1, 2011, a member may earn MMC points while their CMC application is pending review at headquarters. If the review determines that the member's CMC application is deficient, any points earned in the interim will be applied to the deficient CMC application. [November 6, 2010; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3]. For Example: An applicant that has a CMC application in the queue waiting to be reviewed may take MMC level courses during that review period. If upon review, the CMC point requirements have not been met, the credits earned at the MMC level training must be applied to the current CMC application. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

## Chapter 5.15

### MASTER MUNICIPAL CLERK CERTIFICATION

Sections:

- 5.15.010 Purpose.
- 5.15.020 Scope.
- 5.15.030 Master municipal clerk (MMC) designation.
- 5.15.040 Membership categories.
- 5.15.050 Supporting documentation required.
- 5.15.060 Designation requirements.
- 5.15.070 Advanced education requirements for MMC candidates.
- 5.15.080 Professional and social contribution requirements for MMC candidates.

#### **5.15.010**

##### **Purpose.**

To establish minimum criteria for certification as a master municipal clerk (MMC). [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

#### **5.15.020**

##### **Scope.**

Full, additional full members and retired members. [November 2009; December 2004; December 2002. Policy E-4].

#### **5.15.030**

##### **Master Municipal Clerk (MMC) designation**

The MMC is the second of the two professional designations IIMC offers. To qualify for entrance into the MMC Program, an applicant must have earned the CMC designation. The MMC program prepares participants to meet the challenges of the complex role of the Municipal Clerk by providing an advanced continuing education program that prepares participants to perform more complex municipal duties. The program has an extensive and advanced educational component and a professional and social contribution component. MMC applicants must demonstrate they have actively pursued educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

The MMC educational requirements are more complex and at a 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 MMC courses shall be more academically advanced. The IIMC education department can always assist in determining the level of any course.

All points shall be earned according to the provisions of the IIMC education guidelines. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

#### **5.15.040**

##### **Membership categories.**

- A. Full Member/Additional Full Member. Can work toward either designation.
- B. Associate Member. Does not qualify for full membership, and cannot become a certified municipal clerk or a master municipal clerk, as they do not meet four of the eight core duties. They may, however, attend conferences and courses as they desire. When a full member, who is enrolled and has been actively working on attaining certification, finds themselves no longer meeting the

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criteria to be considered a full member, they may become an Associate Member. If the Associate Member desires, they shall be allowed to complete their certification.

C. Retired Members. May continue to work on either designation.

In order for IIMC to recognize a Master Municipal Clerk designation, membership must be current. [November 23, 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

### **5.15.050**

#### **Supporting documentation required.**

Supporting documentation must be included with each MMC application for designation towards the MMC designation.

A. Supporting documentation contains:

1. The name of the applicant.
2. The date of the work.
3. The title/description/nature of the work.
4. The date, location, and the hours spent.
5. Any other pertinent information.

B. Examples of Acceptable Materials.

1. A certificate of completion from the IIMC-approved Institute/Academy.
2. A certificate of attendance from a State/Provincial/National Association, complete with hours of attendance.
3. A copy of official college transcripts.
4. Certificates/letters of appreciation for committee work.

Note: If unsure about what kind of supporting documentation is acceptable, please contact the IIMC's education department.

C. IIMC cannot accept:

1. A first-person letter.
2. A document from a relative or spouse of the applicant.
3. Incomplete documentation.
4. Documentation dated prior to the CMC designation or, if applicable, prior to CMC recertification or the last level obtained.

IIMC is unable to send, mail, copy, or otherwise disseminate any Applications and/or supporting documentations once received.

More information regarding our programs can be found at [www.iimc.com](http://www.iimc.com), or by contacting the Education Department directly. [November 7, 2009; December 4, 2004; December 6, 2002].

### **5.15.060**

#### **Designation requirements.**

The following are the requirements for obtaining the MMC designation:

- A. Hold a CMC designation in good standing.
- B. Be an active member of IIMC.
- C. Reaffirm IIMC's Code of Ethics.
- D. Complete and submit the application for admission, along with the nonrefundable application fee of \$50.00 (applicable toward the total \$400.00 fee).
- E. Complete and submit an IIMC application for the MMC designation with required supporting documentation and appropriate fees.
- F. Attain 60 points in the advanced education category.

G. Attain 40 points in professional and social contributions category, 20 of which can be a combination of advanced education and/or professional and social points.

H. All points earned toward the MMC designation must be dated after any prior designation (i.e., CMC, CMC recertification or, if applicable, any prior levels). For example, if the applicant's CMC designation was obtained in March of 2008, no materials dated prior to March 2008 will be accepted toward the MMC designation. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

### 5.15.070

#### Advanced education requirements for MMC candidates (Regions 1-9)

##### Advanced Education Points (60 Points)

Education	Total Points
1. Completion of an IIMC-approved academy program	1 point per 2 in-class contact hours
2. A Bachelor's degree or higher in public administration or a similar field*	20
3. A Bachelor's degree or higher in an unrelated field*	10
4. Associate of arts degree in public administration or a related field*	5
5. Certification from another organization relevant to your responsibilities as a municipal clerk (minimum 50 hours of training)	7
6. Completion of an IIMC-approved State/Provincial/National educational course related (with course review)**	1 point per 4 in class contact hours (with course review)
7. Teacher or trainer at an IIMC-recognized Institute or Municipal Clerk education program***	1 point per 2 hours for teaching at an IIMC-approved institute/academy; 1 point per 4 hours of teaching, training/preparation for a state/provincial/national course
8. IIMC annual conference education****	Up to 8 points per conference
9. Professionally related seminars in approved subjects	1 point per 6 in class contact hours
10. Athenian leadership society dialogues*****	3 points each, 18 points maximum
11. On line courses*****	3 points for IIMC course; 1 point per 6 hours for all other organization courses
12. IIMC CD-ROM courses	1 point each
13. IIMC online courses	3 points each

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<b>Education</b>	<b>Total Points</b>
14. IIMC Annual Conference Academy Sessions	2 points each
15. IIMC Study Abroad Program	Points vary by program

\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Points or credits for college work may not have been used toward the CMC designation. Copies of college transcripts are required.

\*\*Course review requirements and templates are located on the website.

\*\*\* Teaching and Training credit may be used in either Advanced Education or Professional and Social, not both.

**Mary Kayser noted 11/2016 that 5.10.070 and 5.15.070 were amended at the mid year to allow online learning for all or some of the 60 education points.**

Professional and Social Contributions	Total Points
1. Member of the IIMC board of directors	2 points per year
2. Chairperson of an IIMC or municipal clerks association committee	2 points per year
3. Officer or trustee of a municipal clerks association or subdivision	2 points per year
4. Registration and attendance at an IIMC regional meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference	1 per 4 hours, or 1 day of attendance
5. Registration and attendance at an IIMC Annual Conference*	Up to 8 points per conference
6. Teacher or trainer at an IIMC-recognized institute or municipal clerk education program**	1 point per 2 hours for teaching at an IIMC-approved institute/academy; 1 point per 4 hours of teaching, training/preparation for a state/provincial course
7. IIMC or Municipal Clerks Association committee member	1 points per year
8. Unique on-the-job performance or achievements that benefit the profession or community	2 points per year
9. Personal accomplishments of educational benefit to the profession	2 points per year
10. Officer in a related professional association	1 point per year
11. Relevant college or university course credits not used for education.***	1 point per credit unit
12. Other applicable courses not taken through IIMC, Institute, Academy or IIMC approved State/Provincial/ National Association programs without course review by IIMC	1 point per six hours

\*\*\*\* IIMC Annual Conference education points can be used for either Advanced Education or Professional and Social Contribution points, not both. Points used for the MMC designation shall not be used for any other purposes. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance.

\*\*\*\*\*Athenian Leadership Dialogues completed prior to 11/23/2013 earn 2 points each with completed assessment. Dialogues completed on or after 11/23/2013 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category

\*\*\*\*\* Advanced Education points for the MMC Designation may be obtained through distance education. All online courses shall be pre-approved by the Education Department.

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Note: Those who have completed the CMC recertification program may add 20 points of advanced education, and may use advanced education dated after the recertification designation. Please contact the education department with questions. [May 23, 2013; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

### **5.15.080**

#### **Professional and social contribution requirements for MMC Candidates (Regions 1-9)**

Please note that in addition to the 20 required professional and social points needed, MMC candidates must also complete 20 combination points, which may come from either advanced education or professional and social contributions – 40 total points needed.

#### **Professional and Social Contributions (40 Points)**

\* IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance.

\*\* Teaching and Training credit may be used in either Advanced Education or Professional and Social, but not for both. IIMC members who teach a session can earn points for teaching, but not for attendance at the same session they are instructing.

\*\*\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Points or credits for college work may not have been used towards the CMC designation, or in Advanced Education. Copies of college transcripts are required.

NOTE: MMC courses taken prior to the acquisition of the CMC designation cannot be used toward the MMC designation. Effective January 1, 2011, a member may earn MMC points while their CMC application is pending review at headquarters. If the review determines that the member's CMC application is deficient, any points earned in the interim will be applied to the deficient CMC application. For Example: An applicant that has a CMC application in the queue waiting to be reviewed may take MMC level courses during that review period. If upon review, the CMC point requirements have not been met, the credits earned at the MMC level training must be applied to the current CMC application. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

Chapter 5.20 -- **CMC and MMC Requirements (Regions 10-11)**

\*as of 1-1-2011

**Education Requirements for CMC Candidates Regions 10 - 11**

**NOTE: Education and Experience Requirements for CMC Candidates in Regions 10 and 11 remain the same as those for CMC Candidates in Regions 1 through 9 with the additions below:**

Additional Education CMC Candidates Regions 10 - 11	Total Points
Relevant college or university course credits not used for a degree	1 point per credit unit
Business or Vocational School Courses that relate to the Municipal Clerk's position	1 point per 10 hours of training
Miscellaneous courses that have not gone through the Course Review process, and are directly related to the duties of the Municipal Clerk	1 point per 6 hours

**Education Requirements for MMC Candidates Regions 10 - 11**

**NOTE: Education and Professional and Social Contribution Requirements for MMC Candidates in Regions 10 and 11 remain the same as those for MMC Candidates in Regions 1 through 9.**

\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Copies of college transcripts are required.

\*\*Course review requirements and template can be found at IIMC's web site.

\*\*\* IIMC Annual Conference education points shall be used for either Education or Experience points, not both. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance. Note: Excess Education points will be applied to Experience by the IIMC Education Department.

For any IIMC member of a Canadian Province or country outside North America, **effective January 1, 2011 through December 31, 2014**, any educational programs, not used for achievement of CMC status and that qualify for Master Municipal Clerk (MMC) Advanced Education points shall be granted MMC Advanced Education points, regardless of whether the program was completed prior to the achievement of the CMC designation. Applicants must earn 40 Professional and Social Contribution points after the achievement of the CMC designation in order to fulfill the MMC designation requirements.

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## Chapter 5.25

### DECERTIFICATION

**(IIMC's Board of Directors repealed this Policy on May 16, 2015)**

Sections:

- 5.25.010 Purpose.
- 5.25.020 Scope.
- 5.25.30 Policy.

**5.25.010**

**Purpose.**

To establish a policy for the decertification of members. [December 4, 2004; December 6, 2002. Policy E-5].

**5.25.020**

**Scope.**

Certified members. [December 4, 2004; December 6, 2002. Policy E-5].

**5.25.030**

**Policy.**

- A. A member convicted of a felony or criminal charge shall not be permitted to utilize the CMC or MMC designation.
- B. A Certified member shall promptly return to IIMC all plaques or certificates issued by the institute and shall refrain from using the CMC or MMC initials following their name.
- C. A member or former member who has served their sentence may reenter the certification program upon receiving written permission from the president of IIMC.
- D. The Board may, by majority vote and in its sole discretion, decertify a member if in the opinion of the board a member has contravened the code of ethics of the institute. [December 4, 2004; December 6, 2002. Policy E-5].

## **Chapter 5.30**

### **CERTIFIED MUNICIPAL CLERK RECERTIFICATION**

Sections:

- 5.30.010 Purpose.
- 5.30.020 Scope.
- 5.30.030 Recertification program eliminated.

#### **5.30.010**

##### **Purpose.**

To eliminate IIMC's CMC Recertification Program. [November 7, 2009; May 22, 2004; May 17, 2003; March 2003. Policy E-8].

#### **5.30.020**

##### **Scope.**

All. [November 7, 2009; May 22, 2004; May 17, 2003; March 2003. Policy E-8].

#### **5.30.030**

##### **Recertification program eliminated**

The IIMC Board approved proactive changes to IIMC's education guidelines and eliminated the CMC recertification program, effective January 1, 2010.

The decision was made to support those growing numbers of members who have opted out of recertification in lieu of the more prestigious master municipal clerk (MMC) program, and to further support our clerks who are contented remaining certified municipal clerks (CMC).

For those who hold a CMC designation, the only thing needed to maintain this designation is current IIMC membership. Once a CMC designation is reached, the CMC will keep that title for the duration of their membership with IIMC. There is no need to recertify. For those who have a CMC certificate with an expiration date, please complete the request for CMC replacement form to obtain a certificate without an expiration date.

For those who have been working toward CMC recertification, advanced education work that would have been applicable toward recertification can be applied to the MMC program. Each completed recertification can earn 20 points of advanced education toward the MMC program by applying into the MMC program. There is no time limit to complete the MMC designation.

To recognize an IIMC designation, the candidate must be an active member of IIMC. [November 7, 2009; May 22, 2004; May 17, 2003; March 2003. Policy E-8].

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## Chapter 5.35

### PROGRAM REVIEW AND APPROVAL

**Chapter 5.35 (page 5-16) The section numbers should be 5.35 not 5.40.**

Sections:

- 5.40.010 Purpose.
- 5.40.020 Scope.
- 5.40.30 Policy.

#### **5.40.010**

##### **Purpose.**

To establish a policy for review and approval of education programs endorsed by IIMC.  
[October 1991. Policy E-7].

#### **5.40.020**

##### **Scope.**

General. [October 1991. Policy E-7].

#### **5.40.030**

##### **Policy.**

- A. The IIMC board of directors (herein called “the board”) shall be informed in writing of all education programs and activities for which IIMC recognition, sponsorship or support has been or is being extended or proposed.
- B. All proposed IIMC education programs and activities involving partial or full IIMC financial support, or for which non-IIMC funding will be sought, shall be submitted to the board for review, approval, and commitment of IIMC and its resources to the programs or activities.
  - 1. Prior to board review, IIMC committees responsible and/or affected by the programs or activities reviews said programs and activities.
  - 2. When appropriate, materials submitted for board review should include written committee comments or recommendations for board consideration.
  - 3. These conditions apply to all education activities requiring commitment of IIMC resources.
- C. All education programs or activities approved for IIMC recognition and/or support shall be:
  - 1. Designed to address educational needs or preferences demonstrated by reliable data to exist among a significant number of members of the profession; and
  - 2. Among those education programs or activities defined as priority activities by appropriate IIMC bodies.
- D. The above policies apply to all education programs or activities proposed, advocated or recommended for IIMC endorsement or support by any IIMC committee, duly constituted IIMC body, organizations affiliated, allied and/or dedicated to support IIMC interests, and any other individual or group.
- E. The policy does not apply to recognized or proposed institute or academy programs.  
[October 1991. Policy E-7].

## Chapter 5.40

### ATHENIAN LEADERSHIP SOCIETY

Mary Kayser notes - Chapter 5.40 (page 5-17) The section numbers should be 5.40 and in the last paragraph under "General Provisions" 5.35.050 through 5.35.070 should be 5.40.050 through 5.40.070.

Also under IIMC Annual Conference Dialogues, the first sentence and A. belong under 5.45.070 (should be 5.40.070) How to become an Athenian Leadership Society Fellow.

Under D the fee is now \$110.00, and is lunch during the conference on their own or provided?

Sections:

- 5.45.010 Purpose.
- 5.45.020 Scope.
- 5.45.030 Effective date.
- 5.45.040 General provisions.
- 5.45.050 State/provincial/national association dialogues.
- 5.45.060 IIMC annual conference dialogues.
- 5.45.070 How to become an Athenian leadership society fellow.
- 5.45.080 Athenian Dialogue Facilitator Guidelines

#### **5.45.010**

##### **Purpose.**

To create a policy for Athenian leadership society dialogue. [November 7, 2009. Policy E-9].

#### **5.45.020**

##### **Scope.**

All. [November 7, 2009. Policy E-9].

#### **5.45.030**

##### **Effective date.**

This policy is effective January 1, 2010. [November 7, 2009. Policy E-9].

#### **5.45.040**

##### **General provisions.**

State/provincial/national associations will now have the full responsibility for procuring an Athenian dialogue. An association can now hire its own facilitator **APPROVED BY IIMC** (cost would be negotiable between the two parties) and depending on the cost can charge its own fees to cover those costs.

Participants would still purchase their own books. Associations may also use institute directors to facilitate a dialogue.

In this format, Athenian dialogues remain IIMC's program; however, procuring facilitators, establishing costs and acquiring meeting space will be left up to each respective association (as is done with association meetings). The program will now operate in the manner set forth in IIMC 5.35.50 through 5.35.070. [November 7, 2009. Policy E-9].

#### **5.45.050**

##### **Institute and State/Provincial/National Association Dialogues.**

If an Institute or Association is interested in creating a dialogue, they must:

- A. Procure their own facilitator at a cost negotiated between facilitator and association (Cost to

participate can be determined by the association depending on facilitator and room rental. Doing so can keep dialogue costs at a minimum and will also eliminate the minimum requirement of 10 participants that IIMC requires to break even.);

B. Require each participant to purchase his or her own book and lunch (part of current process);

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- C. Require each participant to submit the \$15.00 enrollment fee to IIMC for the fellowship program (10 dialogues required to become a fellow; participant is required to maintain attendance records); and
- D. Seek preapproval from IIMC for the facilitator and book if this is a new dialogue or a new facilitator by using the course review form. If the facilitator and book are not new to the program, all the association needs to do is inform IIMC of the dialogue's logistics; and
- E. Require a completed assessment form from each participant to earn IIMC education points (to be reviewed by the association).

F. Once the assessment form has been submitted, the association will need to distribute a certificate of completion stating the book title, date, location and number of points and signed by either the facilitator or association president. IIMC is not responsible for keeping track of dialogue attendance.

G. A list of approved books is available on the IIMC website, [www.iimc.com](http://www.iimc.com).

Note: Points earned at all dialogues are two CMC education points or two MMC education points with a completed assessment form. Dialogues completed on or after 11/23/13 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category. Participants who have already obtained their MMC designation are not required to complete the assessment in order to receive a certificate of completion. [November 2013; November 7, 2009. Policy E-9].

#### **5.45.060**

##### **IIMC Annual Conference Dialogues.**

IIMC members interested in becoming a fellow must do the following:

- A. Each participant must submit the \$15.00 enrollment fee to IIMC for the fellowship program (10 dialogues required to become a fellow; participant is required to maintain attendance records); and
- B. Each participant must complete an assessment form for each dialogue to earn points (to be reviewed by the facilitator);
- C. Once the assessment form has been submitted, IIMC will distribute a certificate of completion stating the book title, date, location and number of points and signature of the director of education and research;
- D. Cost for an Athenian dialogue at an IIMC annual conference remains at \$100.00 per dialogue (book and lunch on their own).

Note: Points earned at an IIMC conference dialogue are two CMC education points or two MMC education points with a completed assessment form. Dialogues completed on or after 11/23/13 earn 3 points each with completed assessment. A maximum number of 18 points may be earned in this category. Participants who have already obtained their MMC designation are not required to complete the assessment in order to receive a certificate of completion. [November 2013; November 7, 2009. Policy E-9].

#### **5.45.070**

##### **How to become an Athenian Leadership Society Fellow**

- A. Submit the \$15.00 enrollment fee to IIMC for the fellowship program.
- B. You must be an IIMC member and you must complete 10 dialogues.
- C. Submit the Athenian leadership society fellow application and include 10 dialogue certificates.
- D. IIMC will verify the attendance and notify the applicant when they will be inducted as a fellow. [November 7, 2009. Policy E-9].
- E. Athenian Fellows will receive a Fellow Lapel Pin (February 28, 2011 – via e-mail)

## **Chapter 5.45**

### **Athenian Dialogue Facilitator Guidelines**

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 used and the leadership concepts and principles that are relevant to a Municipal Clerk.

The Facilitator 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. They should be able to listen and ask pertinent questions. They must be skilled at keeping the conversation going, able to summarize participants' unique contributions, and able to go beyond the pages of a single book to shed new light on the insights contained therein. They should be aware that additional research may be required for some Dialogues.

#### **ADDITIONAL REQUIREMENTS**

##### **Requirements for IIMC Members:**

- Must have the MMC Designation
- Must be an IIMC member for at least 5 years
- Must have participated in a minimum of 3 Dialogues
- Must have experience facilitating or teaching education programs and/or Athenian Dialogues
- Must be an Athenian Fellow and have been mentored by an existing Athenian Leadership Society Facilitator. **SUGGESTED WORDING ADDED TO REQUIRE THE SIGNATURE OF THE MENTOR AFTER MENTORING THE NEW FACILITATOR.**

This requirement may be substituted by a member who is an experienced adjunct instructor / adjunct professor / adjunct lecturer / visiting lecturer / faculty associate, or similar position of a college or university. Such position to be verified by the appointing institution and IIMC. Substitution may include a Municipal Clerk or Deputy Clerk who has extensive experience in presenting programs at a Municipal Clerk Institute or Academy, with verification supplied by the Institute/Academy sponsoring institution.

- Must have at least 5 years experience working in the Municipal Clerk's office as a Municipal or Deputy Clerk.
- Must submit a biography that supports the requirements above.

##### **Requirements for Professionals and Academics:**

- Working knowledge of the municipal clerk profession
- Must have an understanding of the program and its requirements
- Must submit a letter and bio (simple letter format acceptable- no more than 1 page) to the IIMC Education Department) that demonstrates the 2 items above.

**This Policy is effective January 25, 2011**

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## **Chapter 5.50 INSTITUTE GUIDELINES**

Mary Kayser noted 11/2016 - 5.50 Institute Guidelines were amended under The Educational Partnership at the midyear to allow for potential use of community colleges as partners but only in limited circumstances. The 10% rule for Institutes for other learning opportunities was clarified.

In the last paragraph of 5.50 (page 5-28) Program Review and Certification needs to be changed to Educational and Professional Development.

### **INTRODUCTION**

These Institute Guidelines are an overview of the Organization's educational structure. These Guidelines are meant to facilitate and guide the Institute process regarding IIMC education programs, to assist in the development of new Institutes, the maintenance of current ones, to aid in the expansion of sample course subjects for the CMC and MMC programs, and oversee other general information regarding IIMC and Institute collaboration. These Institute Guidelines are under the auspices of the current Education Guidelines.

### **THE EDUCATIONAL PARTNERSHIP**

To achieve its educational goals, the International Institute of Municipal Clerks (IIMC) partners with 47 universities, colleges and select affiliates, in cooperation with State/Provincial/National Associations and IIMC staff. This unique partnership contributes to the success and longevity of the quality of education that has been delivered to IIMC members for many decades.

#### **IIMC-Approved Institutes**

An Institute program is a program that is solely provided by the Institute Director and encompasses both the CMC and MMC programs. This means that after the Institute Director has collaborated with the State/Provincial/National Education Committee regarding possible topics and speakers, he/she is responsible for all aspects of the Institute program (selection of topics and speakers, contracts, fees, etc.). Course review is not required for Institute programs.

#### **Unsponsored Institutes**

As of January 1, 2004, all Institutes must be sponsored by an accredited college or university. Prior to January 1, 2004, IIMC accepted unsponsored Institutes that met the comprehensive educational criteria that were equivalent to that of an IIMC-approved Institute. Though IIMC no longer accepts Institutes that are not sponsored by institutions of higher learning, these past unsponsored Institutes have been matriculated into the Institute and Education Guidelines.

#### **International Institutes**

IIMC acknowledges that cultural or historic differences in approaches to educational excellence may render current and future IIMC approved programs in Canada and other member countries exceptions to these Education Guidelines, warranting special consideration by the IIMC Program Review and Certification Committee and Director of Professional Development.

### **THE IIMC APPROVED INSTITUTE PROGRAMS**

The IIMC Approved Institute will offer two educational programs:

1. The Certified Municipal Clerk (CMC) Designation Program
2. The Master Municipal Clerk (MMC) Designation Program

The Education Guidelines envision an educational program consisting of 120 contact hours (60 points) for the fulfillment of the educational requirements for the CMC designation, and an

educational program consisting of 60 points for the fulfillment of the educational requirements of the MMC designation. All IIMC educational programs are taught at the university level.

IIMC approved Institute and Academy points are rated at 1 point per 2 in-class contact hours. \*Up to ten percent of in-class hours may be dedicated to other learning methodologies at the discretion of the Institute Director. A session will need a minimum of 1 in-class contact hour to earn a  $\frac{1}{2}$  point.

*\* Institutes can offer 10% of each Institute and Academy session via alternative learning methodologies (outside of in class seat time). The learning methodology is left to the discretion of the Institute Director. However, the content must still follow the Board approved Institute and Education Guidelines.*

A two-year IIMC membership is required for eligibility to obtain an IIMC certification. Moreover, to continue the use of the certification in any form and for any purpose, a certificant is an IIMC member in good standing.

The IIMC Institute provides the enrollees with the educational components of the IIMC CMC and MMC designations. In addition to the educational component, the enrollee shall fulfill the Experience requirement for the CMC designation and the Professional and Social Contributions requirement for the MMC designation.

To earn the CMC designation, an enrollee must earn 60 Education points and 50 Experience points. To earn an MMC designation, an enrollee must earn 60 Advanced Education points, 20 Professional/Social Contributions points and 20 Combination points as stipulated in the requirements for each designation.

### **Assessments**

All Institute participants are required to complete an assessment at the end of each Institute program. The Institute Director will select an outcomes assessment tool to determine that the students have accomplished the course's purpose by using a test, a quiz, an essay, a practicum, the Knowledge Transfer Action Plan (KTAP) used by the Arizona Institute, or similar tools.

Assessments are to be completed after the program and are not to be completed during class time. Points and/or hours are not awarded for assessment completion.

### **Certificates of Completion**

The Institute Director will issue a certificate of completion or transcript to each participant after the conclusion of each program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.). The certificate of completion must state the number of hours completed, specify the title of the program (CMC or MMC), signature of the Institute Director, as well as the date of completion. The participant will use this document to support their CMC or MMC Application.

To apply for either of the IIMC certification programs, the student shall complete the Application for Admission and pay the application fee. Please see the CMC Step-by-Step Process and MMC Step-by-Step Process on the web site. Please refer to the Education Guidelines for the CMC and MMC program guidelines.

### **The Certified Municipal Clerk (CMC) Designation Requirements**

The Certified Municipal Clerk program is designed to enhance the job performance of the Clerk in small and large municipalities. To earn the CMC designation, a Municipal Clerk must attend extensive education programs. The CMC designation also requires pertinent experience in a municipality. The CMC program prepares the applicants to meet the challenges of the complex role

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of the Municipal Clerk by providing them with quality education in partnership with institutions of higher learning, as well as State/Provincial/National Associations. The CMC program has been assisting Clerks to excel since 1970.

All points shall be earned according to the provisions of the IIMC Education Guidelines. Please refer to the Education Guidelines for the CMC and MMC program guidelines.

**Sample Course Subjects for the Certified Municipal Clerk (CMC) Program**

The following is a sample of course subjects for the education component of the CMC designation. It is an indication of the distribution of subject matters (50%-30%-20%) within the context of IIMC core educational requirements for the CMC designation. The courses must fulfill the requirements of the IIMC Education Guidelines.

To emphasize that at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. From time to time, the Education Department may update, revise, and change courses as needed.

**A. Public Administration and Organization (50%)**

- Introduction to Public Administration
- Public Management
- Social and Political Systems
- Local Government
- Public Organizations
- Introduction to Fiscal Management
- Accounting for Municipalities
- Budgeting for Municipalities
- Financial Management
- Introduction to Law
- Introduction to Information Technology
- Records Management I
- Records Management II
- The Planning Process
- The Municipal Clerk Profession
- Introduction to Project Management
- Meeting Administration
- Agendas and Minutes
- Administrative Law
- Environmental Policy and Management
- Public Sector Economics
- Knowledge Management
- Organizational Management
- The American Municipality

**B. Social and Interpersonal Issues (30%)**

- Personal and Group Behavior
- Introduction to Communication
- Written Communication I
- Written Communication II
- Presentation Skills
- Community Development

- Teambuilding and Group Dynamics
- Principles of Ethics
- Comparative Clerkship
- Leadership
- Media Relations
- Project Management
- Project Risk Management
- Research Skills
- Public Organizations
- Public Personnel Management
- Strategic Planning for Not-for-Profit and Government Entities
- Sustainable Economic and Community Development
- Technical Writing
- Technology in the Clerk's Office/Information Management Technology

**C. Electives (20%)**

- Election Administration
- Emergency Management
- Employment Law/HR Management
- State Mandated Education

State or Provincial specific education and training that directly relate to the job of the Clerk will also be accepted as an elective. In addition, other courses relevant to the Municipal Clerk profession and in compliance with the IIMC Education Guidelines will also be accepted.

**The Master Municipal Clerk (MMC) Designation Requirements**

The MMC is the second of the two professional designations offered by IIMC. To qualify for entrance into the Master Municipal Clerk program, an applicant must have already earned the CMC designation. The MMC program prepares the participants to meet the challenges of the complex role of the Municipal Clerk by providing an advanced continuing education program that prepares participants to perform more complex municipal duties. The program has an extensive and advanced educational component, a professional and social contribution component. MMC applicants must demonstrate that they have actively pursued educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

The educational requirements for the MMC are more complex 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 MMC courses shall be more academically advanced. The IIMC Education Department can always assist in determining the level of any course. All points shall be earned according to the provisions of the IIMC Education Guidelines. Please refer to the Education Guidelines on IIMC's web site for the MMC program guidelines.

**Sample Course Subjects for the Municipal Clerk Academy (MMC) Program**

The following is a sample of course subjects for the education component of the MMC designation. It is an indication of the distribution of subject matters (80% -20%, required, Public Administration and elective courses respectively) within the context of IIMC educational requirements for the MMC. The courses must fulfill the requirements of IIMC's Education Guidelines. The educational requirements for MMC are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of CMC courses; however, the breadth and depth of MMC courses shall be more academically advanced.

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It should be emphasized that at a minimum, all courses shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio. From time to time, the Education Department may update, revise, and change courses as needed.

**A. Public Administration**

- Public Administration and Society
- Environmental Policy and Management
- Local Government Administration
- Comparative Administrative Systems
- Administrative Law
- Budgeting/Accounting for Municipalities
- Public Sector Economics
- Public Financial Management I
- Public Financial Management II
- Sustainable Economic and Community Development
- The American Municipality
- Project Management I
- Project Management II
- Project Risk Management
- Technology in the Clerk's Office/Information Technology Management
- Knowledge Management
- Strategic Planning for Not-for-profit and Governmental entities
- Public Personnel Management
- Advanced Records Management
- Community Power, Leadership and Administration
- Organizational Change in Public Service
- Technical Writing and Communication in Public Service I
- Technical Writing and Communication in Public Service II
- Ethics as Core Strategy for Social Responsibility/Values
- Advanced Agendas and Minutes
- Communication
- Community, Power and Leadership
- Leadership, Organization and Management
- Media Relations
- Meeting Administration
- Personal and Group Behavior
- Public Organizations
- Research Skills
- Revenue and Fiscal Management
- Strategic Planning for Not-for-Profit and Governmental Entities
- Election Administration (as of 7/15/09)
- Emergency Management
- Employment Law/HR Management

**B. Electives**

State/Provincial/National specific education and training that directly relate to the job of the Clerk can be accepted as electives.

In addition, other courses relevant to the Municipal Clerk profession and in compliance with the IIMC Education Guidelines will also be accepted.

### **Change of University Sponsorship**

IIMC requires a new program proposal when a change in college/university sponsorship or affiliation occurs for which a filing fee is required.

### **Change of Institute Director**

In the event the Institute Director is replaced, the State/Provincial/National Association Education Chair shall send to IIMC the biography and contact information of his/her replacement no later than two months from the date of appointment. In such case, no filing fee is required.

### **Institute Annual Report**

Each year, the Institute is required to submit to the IIMC Director of Professional Development the following information in the form of an Annual Report. The Annual Report assists IIMC's Education Department in maintaining a live record of active courses, as well as future plans and trends in education. It also does double duty as record retention documentation and quality assurance, and enables IIMC to see if there have been any changes. The Annual Report helps IIMC to ensure that nothing but the best in continuing education is being provided to its members.

The Annual Report is due no later than December 31<sup>st</sup> of each year (**Electronic mail is preferred**). IIMC also recommends that a copy of this report be sent to the State/Provincial/National Education Chair for their review.

The report should include:

1. A brief cover letter explaining an evaluation of the programs, areas in need of improvement, future plans, etc.
2. Titles, descriptions and schedule of the CMC and MMC courses offered, or an Institute brochure that provides this same information will suffice.

The Institute Directors will forward their Annual Reports to the Director of Professional Development for their review and comments. IIMC will review for confirmation of compliance with the IIMC Education Guidelines and the requirements regarding the level and rigor of courses (CMC versus MMC).

### **Noncompliance – May 2013**

The Director of Professional Development may determine that an Institute is not in compliance with the provisions of the IIMC Education Guidelines. In such case, the following steps will be taken:

1. The Director of Professional Development will bring the non-compliance issue to the attention of the Institute Director and collaboratively work towards a solution.
2. If a solution is not resolved with the Institute Director within 30 days, the Director of Professional Development will bring the non-compliance issue to the attention of the State/Provincial/National Education Chair to assist in resolving the issue.

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3. If compliance has not been timely met, a teleconference will be conducted with the Director of Professional Development; Institute Director; State/Provincial/National President and Education Chair; and Chair, Institute Director liaisons, and Board liaisons of the Program Review and Certification Committee. If still unresolved, a second teleconference with the same parties will be conducted. Such teleconferences shall be initiated at the discretion of the Director of Professional Development.

If unresolved within 30 days of the second teleconference, the Director of Professional Development will then render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State/Provincial/National Education Chair. The written communication from the Director of Professional Development shall specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.

The Institute Director in collaboration with the State/Provincial/National Education Chair may respond to the decision by contacting the Director of Professional Development in writing. Continued noncompliance may result in revocation of the Institute's approval by IIMC, at the discretion of the Director of Professional Development.

#### **University Courses Offered Outside of the IIMC-Approved Institute**

In some cases, the University sponsoring the Institute will offer courses that are applicable to the Municipal Clerk. These courses do not fall under the approved Institute guidelines and must go through the course review process for 1 point per 6 in-class contact hours.

#### **State/Provincial/National Associations**

Institute Directors cannot sign-off on State/Provincial/National Associations programs. State/Provincial/National Associations must provide their own programs and receive pre-approval from IIMC for 1 point per 4 in-class contact hours.

#### **The Proposal for Creating a New Institute**

An Institute program is a program that is solely provided by the Institute Director and encompasses both the CMC and MMC programs. The process of creating an IIMC-approved Institute starts with the State/Provincial/National Association. In order to establish an IIMC-approved Institute, each State/Provincial/National Association should form an Education Committee consisting of:

- At least five (5) clerks, one of whom will be the State/Provincial/National Education Chair.
- All members of the Education Committee must be active or retired participating members of both IIMC and their State/Provincial/National Association.
- The Education Committee should have at least two (2) members who are actively pursuing their CMC designation and who will attend the Institute.
- At least two (2) members who are actively pursuing their MMC designation and must attend the Institute.
- The remaining members may be recruited from the at-large membership of the State/Provincial/National Association who has an interest in the education programs.

The Education Committee shall seek and obtain the sponsorship of an accredited university or an accredited four-year college and enter into an agreement in which the university or college shall sponsor and host the Institute and follow the Education Guidelines of IIMC in establishing and

managing the Institute. An appropriate university official at the level of Dean, Associate Dean or higher, signs the agreement for the university or college. The signing and execution of the agreement shall be a part of the prerequisites for IIMC approval of the Institute and all of its programs. As a part of this agreement, a member of the university is selected as the Institute Director.

According to the university sponsorship agreement, the Institute Director shall be the representative of the university in executing that agreement and shall serve as the educational and administrative leader of the Institute. The university sponsorship is of paramount importance to the partnership. IIMC firmly believes it is in the best interest of the IIMC and the municipal clerk profession that IIMC-approved certification Institutes and programs are sponsored, administered and conducted by a fully accredited university or an accredited four-year college.

At a time when the profession is being challenged and is undergoing substantial change, it is imperative that its credentials be supported by the full faith and reputation of institutions of higher learning. Universities and colleges provide independent environments that ensure program quality and stability, and research capabilities, and the educational resources and support needed to deliver a first-rate education.

The State/Provincial/National Education Committee and the Institute Director shall jointly write a comprehensive proposal based on the requirements of the IIMC Education Guidelines, which will encompass the structure, the mission, the goals and objectives, and the educational programs of the Institute. The Institute Director shall serve as the point person in writing the proposal for creating an Institute as stipulated by the IIMC Education Guidelines.

### **The Guidelines for Creating a New Institute**

The State/Provincial/National Education Committee and the Institute Director who wish to form a new Institute shall write a proposal, which shall include the following:

1. Executive Summary
2. Introduction and Mission
3. Institute Purpose and Goals
4. Include a copy of an agreement of sponsorship with an accredited university or an accredited four-year college in which the university or college agrees to design, deliver, and manage all aspects of the Institute and its programs according to the IIMC Education Guidelines. This agreement shall be signed by a university official at the level of Dean or higher.
5. Include a brief biography of the Institute Director
6. Include a list of instructors and their areas of expertise
7. List the Institute Programs
8. Program Description
9. Program Objectives
10. Program Outcomes
11. A copy of the Program Assessment Method. An Assessment is required for all IIMC Institute and Academy programs. Examples of assessments are: essay, quiz, short-answer questions, KTAP, etc.
12. Teaching and Learning Methods
13. A Copy of the Teaching and Course Evaluation Forms
14. Program Schedule and Arrangements
15. Proposed Curricula for the Institute Programs.
16. Curriculum Schedule Year-by-Year for Each Program.

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17. List of host organizations.
18. Include a copy of the proposed CMC Institute and MMC Academy Certificates (must include the number of Institute/Academy hours).
19. Include a copy of the Institute Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).
20. Include supplementary materials, program descriptions and other supporting documentation the association or institution believe will strengthen the application and enhance the program's quality and value to Municipal Clerks. A sample proposal may be requested from IIMC.

The Institute Director must submit the proposal, a filing fee of \$300, and a cover letter to the IIMC Director of Professional Development for review and approval. The Director of Professional Development will forward the proposal with his/her comments to the members of the Program Review and Certification Committee for their review and comments. The Program Review and Certification Committee will forward their comments and recommendation to the Director of Professional Development who will notify the State/Provincial/National Education Committee Chair of the results. If there are deficiencies or more information is needed, the Director of Professional Development will work with the State/Provincial/National Institute Director to address them.

## Chapter 5.60

### EDUCATION RESOURCE GROUP

Mary Kayser noted 11/2016 - Chapter 5.60 – The ERG has been disbanded and replaced by a voluntary ERG Council.

Sections:

- 5.60.010 Purpose
- 5.60.020 Scope
- 5.60.030 Education Resource Group Established
- 5.60.040 Appointment Process and Terms
- 5.60.050 Scope of Work

#### **5.60.010**

##### **Purpose.**

To establish purpose, appointment process, terms, and scope of work of Education Resource Group (**November 22, 2014**).

#### **5.60.020**

##### **Scope.**

Education Resource Group members, Board of Directors, and staff.

#### **5.60.030**

##### **Education Resource Group Established.**

An Education Resource Group (ERG) shall be established with ongoing responsibilities to advise the Board of Directors and Executive Director regarding education. The ERG shall be comprised of Institute Directors and report to the Executive Director.

#### **5.60.040**

##### **Appointment Process and Terms.**

Terms. ERG members shall serve a term of three years. Members cannot serve more than two consecutive terms. IIMC will provide an annual stipend for services, and pay certain expenses for travel related to his or her specific duties.

Recruitment and Appointment. For vacancies, the Executive Director shall issue a Request for Proposals (*or email request*) inviting Institute Directors to apply. The President selects three current Board members to review all applicants' resumes with the Executive Director's recommendation. The Board of Directors shall confirm or deny the appointments.

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## **5.60.050**

### **Scope of Work.**

The ERG shall engage in the following work as requested by the Executive Director and/or President:

1. Provide education visioning to keep IIMC education programs on the cutting edge of emerging education practices and emerging municipal clerk topical areas of study.
2. Provide assistance with course review and annual institute report reviews.
3. Explore funding for on-line learning opportunities.
4. Review and make recommendations on proposals for award of certification points initiated by staff and/or the Board of Directors for referral to the Program Review and Certification Committee through the President.
5. Review and make recommendations to the Executive Director on new education programs proposed by Committees, staff, or the Board of Directors.
6. Complete education-related special projects as requested by the Executive Director or Board of Directors.

Recommend justifying text throughout for cleaner appearance.

## **Title 6**

### **MEMBERSHIP**

#### **Chapters:**

- 6.05      Code of Ethics**
- 6.10      Dues**
- 6.15      Membership Information**
- 6.20      Membership Contact**
- 6.25      Awards**
- 6.30      Honorary Members – Standards**
- 6.35      Retirement Recognition**

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## Chapter 6.05

### CODE OF ETHICS

Sections:

- 6.05.010 Purpose.
- 6.05.020 Scope.
- 6.05.030 Policy.

#### **6.05.010**

**Purpose.**

To establish a code of ethics for members of IIMC. [November 2008; December 6, 2002. Policy M-2].

#### **6.05.020**

**Scope.**

All members. [November 2008; December 6, 2002. Policy M-2].

#### **6.05.030**

**Policy.**

The International Institute of Municipal Clerks hereby adopts the following Code of Ethics for all classes of membership:

International Institute of Municipal Clerks

Professional, Personal Code of Ethics

Believing in freedom throughout the World, allowing increased cooperation between public officials, and others, nationally and internationally, I

MEMBER'S NAME & TITLE

EMPLOYER

do hereby subscribe to the following principles and ethics which I affirm will govern my personal conduct as a member of IIMC:

To uphold constitutional government and the laws of my community;

To so conduct my public and private life as to be an example to my fellow citizens;

To impart to my profession those standards of quality and integrity that the conduct of the affairs of my office shall be above reproach and to merit public confidence in our community;

To be ever mindful of my neutrality and impartiality, rendering equal service to all and to extend the same treatment I wish to receive myself;

To record that which is true and preserve that which is entrusted to me as if it were my own; and

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To strive constantly to improve the administration of the affairs of my office consistent with applicable laws and through sound management practices to produce continued progress and so fulfill my responsibilities to my community and others.

These things I, as a member of IIMC, do pledge to do in the interest and purposes for which our government has been established.

\_\_\_\_\_(member signature)

This certificate granted by the authority of the International Institute of Municipal Clerks.

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IIMC President

IIMC Executive Director

[November 2008; December 6, 2002. Policy M-2].

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## Chapter 6.10

### DUES

Sections:

- 6.10.010 Purpose.
- 6.10.020 Scope.
- 6.10.30 Policy.

#### **6.10.010**

**Purpose.**

To establish a policy with respect to membership in IIMC. [November 2008; December 1988. Policy M-3].

#### **6.10.020**

**Scope.**

All. [November 2008; December 1988. Policy M-3].

#### **6.10.030**

**Policy.**

- A. Membership in IIMC shall be granted in accordance with the IIMC Constitution.
- B. Membership dues will be invoiced annually a maximum of three months in advance of the member's paid through date and are payable upon receipt. (**May 7, 2011**)
- C. An individual is considered a member of IIMC upon receipt at headquarters of a completed application and check. Staff will contact individuals who submit checks without an application or submit applications without payment. (**May 7, 2011**)
- D. A list of delinquent members shall be compiled quarterly and submitted to the members of the membership committee and the Executive Director. (**May 17, 2014**; May 7, 2011)

**Mary Kayser note for 6.10 – D. This has stopped. The delinquent list is handled by the staff and the membership committee welcomes new members but doesn't call delinquent ones.**

- E. A member's name will be removed from the membership roll and their membership canceled if they have not paid their dues within six months of the due date.
- F. Membership dues are to be reviewed by the board of directors every two years. [November 2008; December 1988. Policy M-3].

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## Chapter 6.15

### MEMBERSHIP INFORMATION

Sections:

- 6.15.010 Purpose.
- 6.15.020 Scope.
- 6.15.030 Policy.

#### **6.15.010**

**Purpose.**

To establish a policy governing the release of membership information. [October 27, 2006; December 6, 2002; August 2002. Policy M-6].

#### **6.15.020**

**Scope.**

All members. [October 27, 2006; December 6, 2002; August 2002. Policy M-6].

#### **6.15.030**

**Policy.**

A. IIMC shall not release any membership information to a third party except the following:

- 1. Confirmation that an individual is or has been a member of IIMC.
- 2. Certification level attained.

B. Notwithstanding the above, IIMC may release detailed membership information to a third party upon receiving a written request and subject to the following:

1. The member in question will be contacted and requested to provide a written release authorizing IIMC to release the requested information.

C. IIMC may at its discretion release the name, title and business mailing address of members without obtaining written permission to do so; however, any member who does not wish to have their name and addresses released may request so in writing.

D. Notwithstanding the above, the names, titles and mailing addresses of members of the board of directors will appear on the IIMC website with their photographs. [October 27, 2006; December 6, 2002; August 2002. Policy M-6].

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## Chapter 6.20

### MEMBERSHIP CONTACT

Sections:

- 6.20.010 Purpose.
- 6.20.020 Scope.
- 6.20.30 Policy.

#### **6.20.010**

##### **Purpose**

To establish a policy for IIMC membership contact. [May 16, 2015; October 27, 2006; December 6, 2002. Policy M-5].

#### **6.20.020**

##### **Scope**

General. [October 27, 2006; December 6, 2002. Policy M-5].

#### **6.20.030**

##### **Policy**

- A. Membership mailing lists and emails are available free of charge to the following:
  - 1. Regional directors in the normal conduct of their responsibilities.
  - 2. State/provincial or national associations and recognized IIMC Institutes for the purpose of promoting enrollment in education programs.
  - 3. IIMC committees in the normal conduct of their official functions.
  - 4. Candidates for IIMC office upon filing of nomination.
  - 5. Future Conference Host Committees.
- B. Membership mailing lists may be available for sale to:
  - 1. Nonprofit groups, vendors, sponsors, advertisers or government service providers who believe in the ideals and purposes of IIMC and who have entered into an agreement with IIMC.
  - 2. Said agreement will specify the intended use of the mailing list and the number of uses permitted. Prior to sale of the list, IIMC will review and approve a sample of the material to be mailed.
- C. Conference attendee list and emails are available to IIMC sponsors per sponsorship agreement; and conference attendee list is available to exhibitors per agreement.
- D. The Executive Director determines the cost of a mailing list based on comparable market rates and the intended use. [May 17, 2014; October 27, 2006; December 6, 2002. Policy M-5].
- E. IIMC may disseminate information to members via the E-Briefings from government or nonprofit agencies if the information would be beneficial to all members. For example, Census Bureau or FEMA.
- F. IIMC will not send out surveys from other entities unless it is determined to be of relevance to a majority of IIMC members. IIMC's Research and Resource Committee will determine relevance with input by the Executive Director. (May 16, 2015)

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## Chapter 6.25

### AWARDS

#### Sections:

- 6.25.010 Purpose.
- 6.25.020 Scope.
- 6.25.030 Certificates of appreciation.
- 6.25.040 President's award of merit.
- 6.25.040 25-year membership.
- 6.25.050 The quill award.
- 6.25.060 Institute director award.
- 6.25.070 Program excellence in governance.
- 6.25.080 Nomination and selection.
- 6.25.90 Staff service awards.

#### **6.25.010**

##### **Purpose.**

To establish criteria for the presentation of various awards. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

#### **6.25.020**

##### **Scope.**

All. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

#### **6.25.030**

##### **Certificates of Appreciation**

- A. The following individuals shall be awarded a certificate of appreciation:
  - 1. A member of the executive committee upon ceasing to be a member of the committee.
  - 2. A member of the board of directors upon the completion of their term of office. From time to time, due to circumstances beyond their control, it will be necessary for a Region Director to resign, in good standing, from their position on the Board, prior to the expiration of their term. As any service to IIMC is greatly valued and appreciated, a Certificate of Appreciation shall be presented to them in the same manner as it is presented to the "outgoing" members of the Board.
  - 3. The chair of an IIMC committee or task force upon completion of their service.
- B. The executive director in cooperation with the president shall determine when and where the certificates of appreciation are to be presented. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

#### **6.25.040**

##### **President's Award of Merit**

- A. The president may present an award of merit to any person or organization that he/she feels is deserving of such an award.
- B. The president shall supply the names of the recipients to IIMC headquarters no later than April 1st.
- C. Any member may nominate any person to receive an award of merit. The president shall have sole discretion as to the granting of such an award. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

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**6.25.040****25-year membership**

- A. Individuals who have maintained continuous membership for 25 years shall be appropriately recognized for their service.
- B. On or about the first of each month, said members shall be awarded a suitable certificate attesting to their completing 25 years of continuous membership in IIMC (quarterly/monthly).
- C. The regional directors shall present the award in an appropriate manner.
- D. The announcements of the members being recognized shall be published in the IIMC News Digest. [May 17, 2014; November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

**6.25.050****The Quill Award**

**Mary Kayser note - 6.25.050 – changes approved at midyear to the Quill award.**

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 IIMC and their peers.

- A. The quill award is open to all members of IIMC, deceased members, retired clerks or a clerk who has changed positions.
- B. Nominations shall be solicited annually from the membership. The following documentation shall be submitted to headquarters no later than April 1st:
  - 1. Resume of nominee and reason for nomination;
  - 2. A written endorsement from the state/provincial or national association;
  - 3. A written endorsement from the IIMC region director.
- C. Those receiving the award shall represent all of the following criteria:
  - 1. At least 10 years of service as a municipal clerk;
  - 2. At least 10 years of IIMC membership;
  - 3. Strong and extensive participation in IIMC;
  - 4. Service in teaching fellow municipal clerks;
  - 5. Involvement with the initiation or administration of an IIMC-approved training institute or program or any other activity that enhances the professionalism of IIMC members;
  - 6. Leadership in state/provincial/national municipal clerk professional organizations;
  - 7. Significant and exemplary contribution to their community;
  - 8. Significant and exemplary contribution to their state/province/country;
  - 9. Significant and exemplary contribution to IIMC;
  - 10. Significant and exemplary contribution to peers; and
  - 11. Attainment of the CMC designation.
- D. The IIMC president shall appoint three past recipients of the quill award to review the nominations and select the recipient(s).
- E. No more than three awards shall be granted in any one year.
- F. The award and lapel pin shall be presented at an appropriate ceremony during the annual conference.
- G. Serving members of the board of directors or present officers of IIMC 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. Past presidents will be eligible for the quill award four years after completing service on the executive committee.
- H. 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. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

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## **6.25.060**

### **Institute Director Award of Excellence**

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 nonvoting 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 and procedures for submitting nominations will appear in the November News Digest. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

**6.25.060 – sixth paragraph Program Review and Certification needs to be changed to Educational and Professional Development and in the same paragraph the director of education needs to be changed to director of professional development**

## **6.25.070**

### **Program Excellence in Governance**

Created to foster excellence in governance and to enhance participation by IIMC members in their government entity and community, the program excellence in governance award encourages members to strive for excellence and to seek greater opportunities to develop innovative programs and techniques that will greatly benefit their communities and citizens and result in increased professional development and stature for municipal clerks.

Award criteria and additional requirements must be met on all applications and are available on IIMC's website. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

**6.25.080 (Mary Kayser noted 6.25.080 seems to be a subset of 6.25.070.....)**

### **Nomination and Selection**

Nominations will be invited from all IIMC members who qualify under the definitions of membership as defined by the IIMC Constitution or the recognized legislative head or CEO of a government entity.

IIMC's president will appoint a review and selection committee to review, select and recommend award recipients to the president. The committee shall be comprised of the recommendations of the IIMC board determined at a duly called meeting.

The review and selection committee chair will notify the IIMC president, the award recipient, and the nominators of all applicants by April 1 of the award year.

The award will be presented or announced during the IIMC annual conference. [May 17, 2014; November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

**6.25.090****Staff Service Awards**

Full-time staff shall be presented with a staff service award for every five years of continuous service. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

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## Chapter 6.30

### HONORARY MEMBERS – STANDARDS

Sections:

- 6.30.010 Purpose.
- 6.30.020 Scope.
- 6.30.30 Policy.

#### **6.30.010**

**Purpose.**

To establish standards for the nomination and selection of honorary members pursuant to Article III, Section B5 of the Constitution. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

#### **6.30.020**

**Scope.**

All members. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

#### **6.30.030**

**Policy.**

A. 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.

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.

B. 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.

C. The IIMC board of directors by a two-thirds vote of board members confers honorary memberships.

D. Recognition of new honorary members shall occur at the first annual meeting after the board of directors confers such honorary membership status.

E. Honorary memberships may be terminated by a two-thirds vote of the IIMC board of directors without review of the ethics standards committee. An honorary membership may be terminated for reasons including but not limited to: willful disregard of Board approved actions, violation of the IIMC Code of Ethics or conviction of a felony by recipient. If a membership is terminated, past record of honoree will be stricken. (**November 2010**)

F. Honorary members are exempt from paying membership dues. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

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## Chapter 6.35

### RETIREMENT RECOGNITION

Sections:

- 6.35.010 Purpose.
- 6.35.020 Policy.

#### **6.35.010**

##### **Purpose.**

The International Institute of Municipal Clerks desires to appropriately recognize those members who have reached the retirement age, are leaving the position of municipal clerk, and who have performed exemplary service for the organization during their membership. [November 2008; November 2000; September 2000. Policy M-7].

#### **6.35.020**

##### **Policy.**

Upon request, IIMC will provide a Certificate of Appreciation or Recognition for retiring members.

The President, Executive Committee members, Region Directors or other presidential designee may attend the official recognition of the member's retirement and make the official presentation on IIMC's behalf. If required, an appropriate IIMC gift will be provided for the presentation. [**May 17, 2014**; November 2008; November 2000; September 2000. Policy M-7].

**Recommend justifying text throughout for cleaner appearance.**

Notes from Mary Kayser as of November 2016

- 7.40.030 A. Municipal Clerks Education Foundation needs to be IIMC Foundation
- 7.40.030 B. MCEF needs to also be IIMC Foundation.
- 7.45 approved at Midyear

## **Title 7**

### **ANNUAL CONFERENCE**

#### **Chapters:**

<b>7.05</b>	<b>Conference Planning Manual</b>
<b>7.10</b>	<b>Rules of Conduct – Conference Site Selection Process</b>
<b>7.15</b>	<b>Request for Proposal (RFP)</b>
<b>7.20</b>	<b>Conferences Outside USA and Canada</b>
<b>7.25</b>	<b>Classes of Registration</b>
<b>7.30</b>	<b>Discount Program</b>
<b>7.35</b>	<b>Conference Cancellations</b>
<b>7.40</b>	<b>Fundraising at Conference</b>
<b>7.45</b>	<b>VIP Protocol</b>
<b>7.50</b>	<b>Safety</b>
<b>7.55</b>	<b>Conference Education by IIMC Member</b>
<b>7.60</b>	<b>Conference Income and Expense Policy</b>
<b>7.65</b>	<b>Code of Conduct</b>
<b>7.70</b>	<b>Conference Grants</b>

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## Chapter 7.05

### CONFERENCE PLANNING MANUAL

Sections:

- 7.05.010      Purpose.
- 7.05.020      Scope.
- 7.5.30      Policy.

#### **7.05.010**

##### **Purpose.**

To establish a policy for the conduct of the IIMC Annual Conference. [June 30, 2006; May 2002. Policy C-2].

#### **7.05.020**

##### **Scope.**

General. [June 30, 2006; May 2002. Policy C-2].

#### **7.05.030**

##### **Policy.**

- A. IIMC shall develop and maintain a conference-planning manual.
- B. The Conference committee shall conduct an annual review of the Conference-planning manual and shall make recommendations to the Board of Directors. [June 30, 2006; May 2002. Policy C-2].

## Chapter 7.10

### RULES OF CONDUCT – CONFERENCE SITE SELECTION PROCESS

#### Sections:

- 7.10.010 Purpose.
- 7.10.020 Scope.
- 7.10.30 Policy.

#### **7.10.010**

##### **Purpose.**

To establish rules of conduct for Board of Directors members during the conference site selection process. [May 2009; December 4, 2004; September 2004. Policy B-12].

#### **7.10.020**

##### **Scope.**

All Board members. [May 2009; December 4, 2004; September 2004. Policy B-12].

#### **7.10.030**

##### **Policy.**

- A. It is the goal of IIMC to select conference sites that provide the following benefits to the association:
- 1. Provide the best opportunity for IIMC to generate a financial surplus, bearing in mind cost of doing business in particular city, location, facilities, host state/region support, and miscellaneous sources of nonregistration revenue.
- B. To achieve the above-mentioned goals, the following rules of conduct are hereby adopted for Board of Directors during the site selection process.
- 1. Board members shall conduct themselves in an ethical manner.
- 2. Board members shall reserve judgment on any potential conference site pending receipt of the bid information and management's evaluation.
- 3. Board members will refrain from attempting to influence other Board members by offering incentives or making informal agreements in exchange for support of a particular site.
- 4. Any Board member who is directly or indirectly involved with the preparation and/or submission of a bid package shall declare a conflict of interest at the Board meeting where the vote is to take place and shall remove themselves from the room. A letter of support shall not be construed as being directly or indirectly involved.
- 5. Board members are free to support bids from their state, province, region or country; however, said support shall be conducted in an ethical manner and reserved to the meeting at which the vote will be taken.
- 6. At no time shall a Board member attempt to modify or amend a bid during the Board meeting at which the vote is to take place.
- C. Failure to comply with the above rules of conduct will result in the bid being disqualified.
- D. Any Board member who feels that there has been a violation of the above rules shall duly report said violation to the president, who shall conduct an investigation to determine the merits of the allegations.
- E. The president may at his/her total discretion bring the matter to the full Board and recommend appropriate action. [May 2009; December 4, 2004; September 2004. Policy B-12].

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## Chapter 7.15

### REQUEST FOR PROPOSAL (RFP)

Sections:

- 7.15.010 Purpose.
- 7.15.020 Scope.
- 7.15.030 Policy.
- 7.15.40 Mid-year Board meeting.

#### **7.15.010**

##### **Purpose.**

To establish a policy for the solicitation and awarding of the IIMC Annual Conference and mid-year Board meeting. [May 2009; May 2002. Policy C-6].

#### **7.15.020**

##### **Scope.**

General. [May 2009; May 2002. Policy C-6].

#### **7.15.030**

##### **Policy**

- A. IIMC shall develop and maintain a detailed request for proposal (RFP) for the purpose of soliciting proposals to host the IIMC Annual Conference held in Regions I through X. See Chapter 7.20 IIMC for conferences outside the United States and Canada.
- B. The request for proposal document shall contain the award criteria used to award the Annual Conference:

Eligible bidders may be any city, City Clerk, hotel property or conference center regardless of IIMC Membership.

Staff shall prepare a preliminary anonymous short list of no more than five (5) received and completed RFPs using the following criteria:

1. Requirements met as listed in this RFP
2. Physical ability to host a Conference (sleeping rooms, meeting space, appropriate venues to accommodate 800 to 1,000 attendees)
  - ~ Preference shall be given to bidders that provide housing in a single hotel close to meeting space
  - ~ Where multiple hotels are specified, preference shall be given to cities where hotels are within a 5- 10 minute walk of meeting space
  - ~ Preference shall be given to cities that offer unique or off-site venues for the Opening Reception, Opening Ceremony, All-Conference Event and Private Receptions
  - ~ Preference shall be given to non casino/hotel venues over casino/hotel venues when all else is equal)

Local Support -- Preference shall be given to bidders that demonstrate a high level of support from:

- ~ The Host City
- ~ The Host City Clerk
- ~ The Convention and Visitor's Bureau (CVB)
- ~ The State, Provincial or National Association and/or Municipal League

**Note from Mary Kayser as of November 2016 - 7.15 under B 2 Preference shall be given.... Do we need to delete this since that is not something we do now in the process according to the notes on the last site award?**

4. The net cost of meeting space, audio/visual, food and beverage, off-site venues, transportation and hotel sleeping rooms

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5. Financial Support - Preference shall be given to bidders that offer financial support by way of venue waivers, sponsorship of Conference events, in-kind services, low or no attrition and minimum or no food and beverage requirements.
6. Date Availability - IIMC's preference is to hold its Conference in May from Sunday through Wednesday the week prior to the traditional U.S. Memorial Day weekend.
7. Regional Rotation - Preference will be given to bidders that are not located within a Region that has hosted a Conference in the past five (5) years

After conducting a site visit of all short-listed proposals, Staff will present a minimum of two (2) but no more than five (5) anonymous potential sites to the Board along with a recommendation from staff and the IIMC Conference Committee.

The final short list with staff and IIMC's Conference Committee's recommendation shall be based upon the following criteria:

1. Items 1-7 above
2. Results of the site visit
3. The proposed off site programs/events
4. The estimated budget

C. The Conference committee shall conduct an annual review of the request for proposal document and make recommendations to the Board of Directors. [(May 16, 2015; November 22, 2014; November 23, 2013; May 2009; May 2002. Policy C-6].

#### **7.15.040**

##### **Mid-year Board meeting**

- A. IIMC shall submit informal proposals and receive quotes for the purpose of hosting the mid-year Board meeting.
- B. The President, in conjunction with the Executive Director, shall select the lowest and best informal quote for hosting the mid-year Board meeting. [May 2009; May 2002. Policy C-6].

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## Chapter 7.20

### CONFERENCES OUTSIDE USA AND CANADA

Sections:

- 7.20.010 Purpose.
- 7.20.020 Scope.
- 7.20.030 Timeframe.
- 7.20.040 Locations eligible for consideration.
- 7.20.050 Bidding process.
- 7.20.060 Sole bidding process.
- 7.20.070 Written commitment.

#### **7.20.010**

##### **Purpose.**

To establish a policy to hold the Annual Conference outside of the USA or Canada. [May 2008; May 2002. Policy C-1].

#### **7.20.020**

##### **Scope.**

General. [May 2008; May 2002. Policy C-1].

#### **7.20.030**

##### **Timeframe**

The optimum timeframe for an IIMC Conference outside the USA and Canada is every 10 years. The Board of Directors shall make the final determination as to when a conference shall be held outside of the USA and Canada. [May 2008; May 2002. Policy C-1].

#### **7.20.040**

##### **Locations eligible for consideration**

Locations appropriate for consideration would be cities representing governmental units in countries other than the USA and Canada. [May 2008; May 2002. Policy C-1].

#### **7.20.050**

##### **Bidding process.**

Consistent with current practice the Board reserves the right to reject any and all proposals submitted. The Executive Director shall solicit interest and pursue venue options that indicate opportunity to provide an Annual Conference taking into consideration the following principles: fiscally sound, solid educational experience, affordable to the membership, potential for membership growth and local support. As part of the annual budget process, the Board shall consider setting aside funds to support future conferences outside the USA and Canada. [May 2008; May 2002. Policy C-1].

#### **7.20.060**

##### **Sole bidding process**

The Board of Directors shall determine the appropriate year targeted for a conference outside the USA and Canada. [May 2008; May 2002. Policy C-1].

**7.20.070****Written commitment**

A written commitment shall be submitted from an acceptable local sponsor group and from the host city. [May 2008; May 2002. Policy C-1].

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## Chapter 7.25

### CLASSES OF REGISTRATION

**Sections:**

<b>7.25.010</b>	<b>Purpose</b>
<b>7.25.020</b>	<b>Scope</b>
<b>7.25.30</b>	<b>Policy</b>

**7.25.010****Purpose**

To establish classes of registration for the Annual Conference. [December 4, 2004; December 1988. Policy C-5].

**7.25.020****Scope**

General. [December 4, 2004; December 1988. Policy C-5].

**7.25.030****Policy**

A. IIMC offers the following classes of registration for the Annual Conference:

1. IIMC member – Full.
2. IIMC member – Early bird.
3. IIMC retired member – Full.
4. IIMC retired member – Early bird.
5. Nonmember – Full.
6. Nonmember – Early bird.
7. Guest package – Full.
8. Guest package – Early bird.

**Note from Mary Kayser as of November 2016 - 7.25.030 A. Add Region X and Region XI Full and Early Bird**

B. Single day, single event and optional event tickets shall also be offered.

C. The Budget and Planning Committee, in discussion with staff, shall establish the fees in the various classes as part of the budget process. [December 4, 2004; December 1988. Policy C-5].

## Chapter 7.30 DISCOUNT PROGRAM

Sections:

- 7.30.010      Purpose.
- 7.30.020      Scope.
- 7.30.030      Policy.

### 7.30.010

#### Purpose

To establish a discount program for the Annual Conference. [May 2008; October 2000. Policy C-3].

### 7.30.020

#### Scope

General. [May 2008; October 2000. Policy C-3].

### 7.30.030

#### Policy

- A. The following discount program shall be offered to IIMC members attending the Annual Conference on the following basis:
  - 1. Fifty-Dollar Discount for First-Timers.
    - a. A first-timer is an IIMC member who has never attended an IIMC Conference.
    - b. The discount may be deducted at the time of registration.
  - 2. Fifty-Dollar Discount for Host State/Region/Province.
    - a. A member from the state, region or province hosting the conference.
    - b. The discount may be deducted at the time of registration.

The maximum discount available to any member from Regions I through IX is \$100.00 from the published registration rate.

- 3. A \$115.00 Discount off of the Conference Registration Cost for Region X delegates. No other discounts apply.
- 4. A \$180.00 Discount off of the Conference Registration Cost for Region XI delegates. No other discounts apply.
- B. Discounts apply only to the full conference Delegate registration fee and not to any other conference category or area. Discounts do not apply to retirees, guests, Institute Directors, exhibitors, single-day registration, individual tickets, and study tours.
- C. Other discounts (i.e., Academy sessions, Multiple attendees, etc.) may be instituted annually on a case-by-case basis depending on conference location and budget and will need Board of Directors approval to be implemented.
- D. Incoming and Outgoing IIMC Presidents may purchase event tickets (All Conference Event, Annual Business Meeting, Annual Banquet) at 50% of the published cost.
- E. The Executive Director shall provide an annual analysis of the program to the Board of Directors at its mid-year meeting. (May 16, 2015; May 2008; October 2000)

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## Chapter 7.35 CONFERENCE CANCELLATIONS

Sections:

- 7.35.010 Purpose.
- 7.35.020 Scope.
- 7.35.030 Policy.

### **7.35.010**

#### **Purpose**

To establish a policy for conference cancellation and refunds. **[May 2009. Policy C-8].**

### **7.35.020**

#### **Scope**

General. **[May 2009. Policy C-8].**

### **7.35.030**

#### **Policy – Cancellations and refunds -- Members**

All requests for cancellations must be in writing to IIMC headquarters by mail or fax. Telephone cancellations will not be accepted. Cancellations received postmarked on or after (date) are nonrefundable.

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 percent of the fee will be refunded. No refunds will be made after (date). Cash refunds are not available at the conference.

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.

IIMC headquarters will process any refund due within 30 days after the end of the conference.

Any IIMC member canceling membership within 60 days of the conference and desiring to attend shall pay the nonmember registration fee. Carry-over of paid conference fees to a future conference is not permitted.

Current IIMC members must attend the Annual Conference as full delegates. Current IIMC members cannot attend the Annual Conference as a guest or an exhibitor. **[May 2009. Policy C-8].**

### **7.35.040**

#### **Conference Cancellation – Reimbursements/Refunds**

IIMC is a non-profit Organization that relies on the financial support of its members through their annual dues and conference registration fees to provide year-long services to the membership.

IIMC Annual Conferences are the Organization's largest source of revenues outside of membership dues. In the event that it is necessary to cancel a conference it is important to note that IIMC incurs

numerous contractual obligations long before the opening ceremonies and as such is financially committed to expenditures that may not be refundable to the Organization. Should it be necessary to cancel the Annual Conference, every effort will be made to return registration fees to our attendees. However, it is vital to understand that the contractual commitments to third parties may make it impossible for the Association to refund 100% of the registration fee. IIMC may limit the refund available to registrants. Therefore, the amount of a refund (if any) will be determined by IIMC in its sole discretion. (**May 7, 2011**)

## FUNDRAISING AT CONFERENCE

**Sections:**

**7.40.010**      **Purpose.**  
**7.40.020**      **Scope.**  
**7.40.30**      **Policy.**

**7.40.010**

**Purpose**

To establish guidelines for fundraising at the Annual Conference. [**September 30, 1994. Policy C- 4**].

**7.40.020**

**Scope**

General. [**September 30, 1994. Policy C-4**].

**7.40.030**

**Policy**

- A. Fundraising at the Annual Conference is restricted to the **Municipal Clerks Education IIMC Foundation**, and the next year's Conference host group. IIMC's Board of Directors must approve any other groups.
- B. **MCEF IIMC Foundation** shall have the exclusive right to conduct a silent (or progressive) auction.
- C. Although there is no limit amount imposed on the value of items for sale, all items to be sold shall be in good taste and shall reflect IIMC's professional image.
- D. The host committee will be provided the option of having a table by the registration area to sell their items. No other fundraising activities are permitted. [**November 7, 2015**; September 30, 1994].

## **Chapter 7.45**

### **VIP PROTOCOL**

Sections:

- 7.45.0 Purpose.
- 7.45.020 Scope.
- 7.45.030 Overview.
- 7.45.040 Guidelines.
- 7.45.050 Definitions.
- 7.45.060 Annual Conference.
- 7.45.070 Visiting VIPs.
- 7.45.080 VIP speakers.
- 7.45.090 Flags and anthems.

#### **7.45.010**

##### **Purpose**

To establish a protocol for VIPs attending the Annual Conference or visiting IIMC headquarters. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

#### **7.45.020**

##### **Scope**

General. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

#### **7.45.030**

##### **Overview**

The purpose and philosophy of the VIP protocol is to be politically and culturally sensitive in order to act with propriety when engaging dignitaries and officers from other organizations and countries.

The Executive Director shall appoint a Protocol Officer who will assist and advise IIMC officers in providing VIPs and speakers appropriate attention and symbolism normally granted to persons representing important positions and other cultures. The Protocol Officer shall also be responsible to ensure that flag and national anthem protocol is also observed and carried out in a manner of respect. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

#### **7.45.040**

##### **Guidelines**

The following are some guidelines for IIMC including officers and VIPs attending formal Annual Conferences and meetings. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

#### **7.45.050**

##### **Definitions**

“VIP” means presidents of associations outside of the United States and Canada, their guests, and other VIP as designated by the IIMC president. [May 2009; October 27, 2006; December 6, 2002. Policy B-10].

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## **7.45.060**

### **Annual Conference**

The Protocol Officer is to prepare a list of possible VIP invitees for approval by the Executive Director and President. Once approved, the Protocol Officer is to ensure that invitations are sent along with appropriate information. A copy of the approved VIP list is to be provided to the conference planner, communication manager, and member services representative, and Directors of the regions represented.

The Protocol Officer is to ensure that complimentary hotel accommodations and complimentary registration are provided where appropriate and approved to all attending VIPs for the duration of their stay.

The Protocol Officer is to arrange for an IIMC representative to meet and greet invited VIPs at the airport, provide transportation to and from the conference hotel and assist with their hotel and conference registration check-in. Any other delegates from outside the United States and Canada who are coming to IIMC's Conference for the first time or whose party does not have an English speaker will also be a candidate for pick-up and check-in.

The Protocol Officer makes arrangements to ensure a nominal gift (i.e., fruit basket, etc.) is in the hotel room.

The Protocol Officer is to ensure that the IIMC president in his/her remarks at the opening ceremony and other formal venues recognizes the VIPs in attendance.

The Protocol Officer is to develop and/or review any "schedule of events" for VIPs and their guests and to ensure that they have received a proper invitation (if necessary) and up-to-date information on time and location of the event. Where necessary, provide transportation to the event if there is no conference-provided transportation.

The Protocol Officer will also be responsible for making sure appropriate gifts are on hand for exchange with VIPs and others as needed.

Where practicable, the Protocol Officer shall be responsible for assigning a volunteer or a translator if necessary to accompany VIPs to conference registration, the opening ceremony, and other conference events on or off site as appropriate. This could include any personalized cultural city tours depending upon conference arrangements and feasibility. **[May 2009; October 27, 2006; December 6, 2002. Policy B-10].**

## **7.45.070**

### **Visiting VIPs**

The Protocol Officer shall exercise all of the above functions where appropriate for any visiting VIP to IIMC headquarters or other meeting. **[May 2009; October 27, 2006; December 6, 2002. Policy B-10].**

## **7.45.080**

### **VIP speakers**

"VIP speakers" means those speakers who hold high public office or visibility or who are plenary or general session speakers.

- A. Conference. The Protocol Officer or their designee is to:
  1. Ensure that a one-night complimentary hotel reservation is provided to all VIP speakers.
  2. Arrange to meet the VIP speaker at a prearranged location (hotel room, hotel restaurant, speaking venue) prior to their speaking engagement.
  3. Familiarize the VIP speaker with IIMC and the nature of the audience.
  4. Introduce VIP speaker to session convener and ensure that convener has a current copy of the VIP speaker's biography.

5. Ensure that an IIMC member has been designated and is present to officially thank the VIP speaker at the conclusion of the session. Protocol officer is to ensure that a gift is on hand for presentation to the speaker if appropriate.

Following the speaking engagement, the Protocol Officer shall privately thank the VIP speaker and see to any needs they may have.

- B. IIMC/MCEF Board, IIMC Past Presidents, State/Provincial/National Association Presidents. The Protocol Officer or their designee shall ensure that reserved seating is available for all VIPs, IIMC/MCEF Board members, IIMC past presidents, state/provincial/national association presidents and host city committee members at the opening ceremony.

The Protocol Officer or their designee shall:

1. Ensure that sufficient volunteers are on hand to assist with seating of the above.
2. Ensure that the president has included in their opening remarks recognition of these individuals either in groups or individually as time and circumstances permit. **[May 2009; October 27, 2006; December 6, 2002. Policy B-10].**

#### **7.45.090**

##### **Flags and Anthems**

- A. The Protocol Officer in conjunction with the opening ceremony producer will oversee the placement of flags and the playing of national anthems at the opening ceremony. The following flags will be displayed:
  1. State/provincial flags in alphabetical order by country.
  2. Flags of nations with delegates or VIPs in attendance in alphabetical order.
  3. Flags of international associations with delegates or VIPs in attendance in alphabetical order.

National anthems of participating countries will be played during the opening ceremony. The Protocol Officer will ensure that the locally accepted version of a country's national anthem is on hand and shall ensure that the correct flag is honored with the appropriate anthem.

Anthems will be played in alphabetical order with the host nation's flag being honored last.

- B. National flags of participating countries will be displayed (where practicable) at the following events:

1. The opening ceremony.
2. General sessions.
3. The Annual banquet. **[May 2009; October 27, 2006; December 6, 2002. Policy B-10].**

**Mary Kayser noted in 11/2016 that 7.45 was approved at the mid-year meeting.**

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## Chapter 7.50 SAFETY

Sections:

- 7.50.010      Purpose.
- 7.50.020      Scope.
- 7.50.30      Policy.

### **7.50.010**

#### **Purpose**

To establish a policy respecting the safety of delegates while attending the Annual Conference. [October 12, 1996.

**Policy C-7].**

### **7.50.020**

#### **Scope.**

General. [October 12, 1996. Policy C-7].

### **7.50.030**

#### **Policy**

- A. Any crime, accident or life- or non-life-threatening event involving a conference delegate or guest, resulting in the delegate or guest requiring medical or personal attention, will have the full and immediate attention of the Board of Directors, Executive committee and the Executive Director.
- B. The IIMC Directors from the region in which the delegates or guests live will serve as primary liaisons between the injured or affected person(s) and their families and/or friends, and the Board of Directors, Executive committee and the Executive Director. This assignment of responsibility does not preclude primary Board and Executive Director responsibility for full and continual attention to the person(s) affected.
- C. The Region Directors' responsibilities shall include, but not be limited to:
  1. Determine the facts of the incident or problem as accurately as possible from sources as close to the incident as is possible, and communicate this information to the Executive committee and Executive Director as promptly as possible. They, in turn, will communicate this information to the Board of Directors as soon as possible.
  2. Visit and determine the immediate needs and desires of the affected person(s) as accurately as possible, and communicate these needs to the appropriate person(s) as soon as possible.
  3. Notify and brief family members and/or friends of the incident as promptly as possible in accordance with the wishes of, and in ways preferred by, the affected person(s) or those responsible for the affected person(s) at the time.
  4. Continue regular visits to the affected person(s) as allowed and preferred and continue to offer such reasonable assistance as may be desired or possible.
  5. Communicate with the affected person(s) and/or their family or friends on a regular basis or as preferred, following the conference or event and the return of the affected person(s) to their home(s).
  6. Communicate daily with the president and Executive Director, or as required, to ensure full and complete attention to the affected person(s) and their family.
- D. IIMC is responsible for providing delegates and guests with safety tips regarding the city and its outlying areas.

E. All communications intended for use by the media or for announcement to the delegates and guests or the general public shall pass through, be coordinated and released through the Executive Director. [**November 22, 2014**; October 12, 1996. **Policy C-7**].

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Chapter 7.55  
**CONFERENCE EDUCATION BY IMC MEMBER**

Sections:

- 7.55.010      Purpose
- 7.55.020      Scope
- 7.55.030      Policy

**7.55.010      Purpose**

To establish payment guidelines for IIMC members who facilitate Athenian Dialogues or present education sessions at Annual Conferences. **(May 7, 2011)**

**7.55.020      Scope**

All

**7.55.30      Policy**

IIMC members who present an education session or facilitate an Athenian Dialogue at the Annual Conference may receive one of the following:

- One night hotel stay or a discounted hotel night; or
- A one day conference pass or a discounted registration; or
- Travel reimbursement (mileage or airfare).

The presenter and IIMC will be in agreement on what, if any, stipend the presenter will receive and the agreement will be in writing.

**Chapter 7.60****CONFERENCE INCOME AND EXPENSE POLICY****Sections:**

7.60.010	Purpose.
7.60.020	Scope.
7.60.030	Policy.

**7.60.010****Purpose**

To establish a policy for Conference income and expenses. Related to the conduct of the IIMC Annual Conference. **(May 7, 2011)**

**7.60.020****Scope**

General.

**7.60.030****Policy**

- A. All future IIMC Conference budgets must adhere to a minimum 10% profit.
- B. All future host committees will be provided with one complimentary IIMC Conference registration to use in a raffle for fundraising purposes.

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## Chapter 7.65

### CODE OF CONDUCT POLICY

Sections:

- 7.60.010      Purpose.
- 7.60.020      Scope.
- 7.60.30      Policy.

**7.65.010**

**Purpose.**

To establish a policy regarding a Code of Conduct at IIMC Annual Conferences. (**March 5, 2012**)

**7.65.020**

**Scope.**

General.

**7.65.030**

**Policy**

Attendees, Presenters and Vendors at IIMC events are expected to comply with instructions from staff members, and are expected to conduct themselves at all times in a courteous, professional and respectful manner, refraining from language and actions that might bring discredit upon themselves, their municipalities and IIMC. Such conduct includes, but is not limited to, actions disrupting the businesslike atmosphere, harassment, discrimination, inappropriate language, failing to comply with all local, state, and federal laws, and activities that endanger self and others. Attendees, Presenters and Vendors who do not comply with this code of conduct at any event may be removed from said event and barred from attending all future IIMC sponsored or co-sponsored events.

## Chapter 7.70

### CONFERENCE GRANT PROCEDURE

Purpose: 7.70.010  
Scope: 7.70.020  
Policy: 7.70.030

#### 7.70.010 Purpose

To establish a policy regarding the awarding of Conference Grants. (**May 16, 2015**)

#### 7.70.020 Scope

General

#### 7.70.030 Policy

The Conference Grant Program allows up to two IIMC members in each Region (I through XI) an opportunity to receive a Grant award covering registration expenses for the upcoming IIMC Annual Conference. IIMC will send applications to each IIMC Region Director for review after the deadline. Region Directors will confirm each applicant's eligibility, review all submissions, and submit their award nominations/selections to IIMC Headquarters for recipient notification.

If no applications are received from one (1) or more regions the deadline can be extended by the Executive Director with the consensus of the Board of Directors.

All applicants will be notified of the outcome of their application prior to the Conference.

#### CRITERIA

- Region Directors shall be responsible for selecting members to receive the Grant from their Region
- Preference will be given to IIMC members who have or are working toward the CMC designation and have expressed a continued interest in participating in an IIMC Annual Conference but have been unable to attend as a result of financial constraints
- Applicants must be active members of IIMC (full or additional full member)
- Applicants must show proof from their municipality that they are authorized to attend the Conference and provide for their own accommodations, transportation, and meal expenses.
- Grants must be used for the current year's Conference and cannot be rolled over into another year
- No other conference discounts apply with this Grant
- GRANTS ARE NON-TRANSFERABLE

#### Applications must include the following:

- Proof that time to attend the conference will be granted from your municipality.
- Proof that funds are available to pay expenses for travel, housing and meals.
- A 300 to 800 word article on a best practice, unique project or other program implemented in your municipality.

*Changes noted*



## **ELECTIONS MANUAL**

**REVISED August 2013**

## **SECTION II** **ELECTION OF VICE PRESIDENT**

Upon receipt of nominating forms for Vice President, per the IIMC Constitution, the Executive Director determines that the candidate(s) have met all qualifications as set forth in the Constitution and Policies and notifies the membership of the qualified nominees no later than 60 days prior to the commencement of the Annual Conference. Nominations received after the closing date will be returned to the Candidate.

If only one qualified candidate files by the deadline, no election is required and the candidate is declared elected and announced at the Annual Conference (Annual Business Meeting).

If there are two or more candidates, IIMC conducts an election 30 or more days prior to the beginning of the Annual Conference. Ballots will be conveyed to all Full Members, Additional Full Members and Honorary Members. The Executive Director will submit the proposed ballot for review by the Chair and the Elections Committee prior to distribution to members.

### **Results**

**UPON THE CLOSE OF VOTING, THE EXECUTIVE DIRECTOR SHALL IMMEDIATELY:**

- (1) TALLY THE VOTES;**
- (2) COMMUNICATE THE RESULTS WITH THE ELECTION COMMITTEE CHAIR;**
- (3) COMMUNICATE THE RESULTS WITH THE VICE PRESIDENT CANDIDATES;**
- (4) COMMUNICATE THE RESULTS WITH THE MEMBERSHIP; AND**
- (5) POST THE RESULTS ON THE WEBSITE.**

~~The election's results will be collected and brought in a sealed envelope to the Annual Conference.~~ At the Annual Business Meeting, the Elections Committee's Outgoing Chair will announce the results of the Vice President elections. The Results of the Election must include the number of eligible voters, the number of ballots returned, the percentage of voting members in the Region voting, the number of ballots received and the number of votes each candidate received. See sample on page 7.

### **No Qualified Nominees**

If no qualified nominees are identified for Vice President by the deadline, the Board of Directors will, at a regular or special meeting held at the Annual Conference, appoint a Vice President who will serve until the next annual meeting of the membership at which time an election will be held for President Elect and Vice President in the same manner as prescribed in IIMC's Constitution.

### **Vacancy in Office of Vice President**

If there is a vacancy in the office of Vice President, the Board of Directors, within sixty (60) days of the vacancy, will appoint for the remainder of the term a Full or Additional Full Member based on the requirements of the position and office. Notwithstanding the above, if the vacancy shall be for a period of less than 120 days, the office shall remain vacant for the remainder of the term. At the next Annual Conference, an election will be held for President Elect and Vice President in the same manner as prescribed in IIMC's Constitution.

## SECTION III

### ELECTION OF REGION DIRECTORS

After receiving nomination forms for Region Directors, the Executive Director reviews and approves that the candidate(s) have met the qualifications set forth in the Constitution and IIMC Policy and notifies the membership of the qualified nominees no later than 60 days prior to the commencement of the Annual Conference. Nominations received after the closing date will be returned to the candidate.

If only one qualified candidate files to fill each vacancy by the deadline, no election is required and the candidate is declared elected and announced at the Annual Conference (Annual Business Meeting).

#### No Qualified Nominees

If no qualified nominees for Region Director are identified by the deadline, the Board of Directors will fill the vacancy in the same manner as prescribed in IIMC's Constitution.

#### Region Elections

If there is more than one qualified candidate filing for a vacancy in the Region, IIMC will conduct an election to all voting IIMC members in that Region (Full Members, Additional Full Members and Honorary Members). The Executive Director will submit the proposed ballot to the Chair and the Elections Committee for their review prior to distribution.

No later than sixty (60) days prior to the commencement of IIMC's Annual Business Meeting, each active voting member within the Region will receive a ballot for that region. Samples are provided on page 7 of this Section.

The deadline for voting will be twenty (20) days prior to the Opening Session of the Annual Conference. (This date will be different each year but will fall sometime at the end of April.)

#### Results

UPON CLOSE OF VOTING, THE EXECUTIVE DIRECTOR SHALL IMMEDIATELY:

- (1) TALLY THE VOTES;
- (2) COMMUNICATE THE RESULTS WITH THE ELECTION COMMITTEE CHAIR;
- (3) COMMUNICATE THE RESULTS WITH THE REGION DIRECTOR CANDIDATES;
- (4) COMMUNICATE THE RESULTS WITH THE MEMBERSHIP; AND
- (5) POST THE RESULTS ON THE WEBSITE.

The election's results will be collected and brought in a sealed envelope to the Annual Conference. At the Annual Business Meeting, the Elections Committee's Outgoing Chair will announce the results of the Region Director elections. The Results of the Election must include the number of eligible voters, the number of ballots returned, the percentage of voting members in the Region voting, the number of ballots received and the number of votes each candidate received. See sample on page 7.

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## SECTION IV

### **PROCEDURES FOR VOTING ON PROPOSED CONSTITUTIONAL AMENDMENTS DURING THE ANNUAL BUSINESS MEETING**

#### **Voting on Proposed Constitutional Amendments**

Proposed Amendments to the Constitution will be made in writing, setting forth the particular change or changes proposed and will be filed with the Executive Director and the President.

Proposed amendments filed in accordance with the provisions in IIMC's Constitution will be submitted to the membership for consideration when filed under either of the following procedures:

1. A copy of proposed amendments, with the name of the author, who must be a voting member, and a statement of the reason the proposed changes are being recommended is filed in sufficient time to be published in the News Digest no later than the month immediately preceding the month of the Annual Conference; or
2. A copy of any proposed amendments is filed in sufficient time to be posted in a prescribed place prior to the official opening of the Annual Conference. Amendments so filed must include the proposed amendment, the existing language being changed (if any), an explanation of the urgency of the amendment, and a statement explaining the intent of the proposed amendment. The posting must include the name of the author, who must be a voting member, and the name of at least one other voting member who supports the change.

Amendments to the Constitution must be presented to the membership at the Annual Business Meeting. Amendments presented must require passage by two thirds of members present and must be submitted to the membership for ratification as outlined in the following paragraph.

Amendments approved during the Annual Business Meeting must be distributed to the entire membership for ratification. Members have 90 days from the adjournment of the Annual Business Meeting to return a ballot on the proposed amendment. The amendment is ratified if two thirds of the ballots received by 5:00 p. m. PST on the 90th day following adjournment are in favor of the proposal. The effective date of the amendment will be the 91<sup>st</sup> day unless otherwise specified.

Voting is always anticipated during the Annual Business Meeting during the Annual Conference; therefore, the following procedures will be in place for the conduct of the vote:

1. Prior to the conference, Region Directors from each Region will appoint (2, one each) voting members from that Region to serve as Election Officers to assist the Elections Committee (who will also serve as Election Officers) in counting and tabulating the votes at the Annual Business Meeting.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **BOARD OF DIRECTORS**

**From:** **Allan R. Susen, MMC**  
**Chair, Budget and Planning Committee**

**Date:** **April 7, 2017**

**Subject:** **Year-end Budget Report**



**Background:** The membership of the 2016/2017 Budget and Planning Committee is as follows:

- Allan R. Susen, MMC, Chair
- Marc Lemoine, MMC, Vice Chair
- Vincent Buttiglieri, MMC
- Stephanie Carouthers Kelly, MMC
- Mary Kayser, MMC
- Monica Martinez Simmons, MMC
- Bernie White, MMC

The meeting was held on Friday, August 19, 2016 at IIMC Headquarters in Rancho Cucamonga.

The Committee Goals were reviewed, discussed and reached by the conclusion of the meeting.

The Goals as in previous years were to:

1. Develop and identify areas for improvement in the annual balanced budget, to be submitted to the Board of Directors for approval;
2. Develop a five-year capital items projected needs list;
3. Monitor monthly expense and revenue reports from the Executive Director and bring areas of concern to the attention of the Board of Directors, ensuring the adopted budget is adhered to;
4. Review the expenses and revenues associated with the Annual Conference and report on profit/loss; and
5. Review and report to the Board of Directors issues raised in the Auditor's Management Letter and Report.

### **Discussion:**

As part of our initial discussion and understanding of our Committee role, a review of the Policies and Procedures was conducted. The following sections were discussed:

4.05.030A – the section specifically mentions the month of August for the Committee to review the following year's budget. It was suggested to change this to read August/September to allow for sufficient time for Staff to review budget requests following the Annual Conference and formulate a proposed budget.

4.05.030B – a longer time period than July 31<sup>st</sup> may be needed for Staff to sufficiently prepare an estimate of revenues and expenditures.

4.05.030G – indicates the Executive Director will submit to the Board of Directors a Balance Sheet and Profit and Loss Statement. Since this is now done quarterly a change to this section is required.

4.15.030 – discusses when revenue is recognized. If cash is recognized when received and not monthly, a change is needed to this section

4.20.020C – this section establishes a ceiling of 10% of revenues for the reserve fund. Since we have exceeded that amount, it is suggested that the 10% limitation be removed. The Committee felt a healthy reserve fund would benefit the organization

The Committee provides the above as recommendations and forwards them to the Board of Directors for further discussion.

**Audit Report** – the following opinion is taken directly from the Independent Auditor's Report, prepared by GYL Decauwer LLP, for year ended December 31, 2015:

***Opinion***

*In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Institute of Municipal Clerks as of December 31, 2015, and the changes in its net assets and its cash flows from the year then ended in accordance with accounting principles generally accepted in the United States of America.*

The 2015 Audit was reviewed and accepted by the Committee.

Audit Report – 2016 year-end Independent Auditor's Report will be on the Board Agenda for discussion. The report provides a comprehensive overview of the Organization's financial position. Projected year-end 2016 financials and the first quarter 2017 report should be provided.

**Financial:**

**Budget:**

2016 Year-end Projections

**AS REPORTED AT THE MID-YEAR MEETING:**

The Budget and Planning Committee at our August 2016 meeting reviewed 2016 Year-end Budget Notes provided by Chris Shalby, Connie Parker and Janet Pantaleon.

Key points and projections from the report:

- The 2016 Budget is anticipated to end with a profit of \$190,232
- The Omaha Conference exceeded all expectations and should realize a profit of \$163,780 by year-end 2016
- Omaha was projected to have 625 delegates and a net profit of \$25,276. With attendance soaring to 754 delegates we were able to realize the sizable profit mentioned above.
- Sponsorship revenue increased by \$15,000
- Restricted reserves are now at \$529,000 - \$43,000 of which is allocated to the building reserve
- Charges to the Director of Education salary line have been reduced by one quarter in 2016. Beginning 2017, that line item will realize a reduction of half the annual salary with Dr. Long now working part time.

AT THE TIME OF THIS ANNUAL MEETING REPORT:

- The 2016 Budget is projected to reflect a net profit of \$238,277. This substantial profit is due to the overwhelming success of the Omaha Conference; which saw a projected profit of \$143,450. Increased attendance, sponsorships, and lower than anticipated expenses drove this profit. Kudos to all.

**Budget and Planning Committee Oversight** – the following items were requested to be reviewed by our Committee.

- **Appointment process to the Budget and Planning Committee** – President Buttiglieri requested the Budget and Planning Committee as well as the Policy Review Committee look at the process currently used to appoint members to the Budget and Planning Committee. His request is below:

1. **That the Chair of the Budget Committee can only serve in that capacity for one year. Should there not be a qualified person to serve in any one year, someone who has served previously may serve again, if selected by the Incoming Vice President.**
2. **Those interested in serving would submit their name to IIMC who would in turn compile a list of potential members. This list would be presented to the incoming VP who would work with the IIMC Executive Director to select their Chair.**

After reviewing the current policy and President Buttiglieri's request, the following represents a compilation of our findings:

1. It is preferred that Budget and Planning Committee members shall be former IIMC Board members. The incoming Vice President shall appoint one member to the Committee to serve a three year term.
2. Upon leaving office, IIMC Board members shall be asked if they have a desire to serve on the Budget Committee. If so, they shall complete an application prepared by the Executive Director. Said application shall reflect knowledge and work experience in preparing a budget
3. Although preference will be given to former Board members; IIMC members that have not served on the IIMC Board of Directors shall be eligible to serve on the Committee based on their knowledge and work experience and shall also complete the application mentioned above.
4. Completed applications shall be kept on file at IIMC Headquarters for review by incoming Vice Presidents
5. Incoming Vice Presidents shall have the option of selecting someone from the applications or a former Board member or IIMC member of their choosing who has knowledge and work experience in preparing a budget.
6. The incoming Vice President is encouraged to consult with the Executive Director regarding selection of the Budget Committee member

7. Committee members shall serve a three year term, progressing from Committee member to Vice Chair to Chair.
8. A member is eligible to serve more than one three year term IF those who have expressed a desire to serve are unable.

There was dissention on #3. To the extent that the IIMC Budget document is unique to this organization it was believed former Board of Directors would better understand the IIMC Budget process.

There was also dissention on #8. Because the application process should open up the number of potential Committee members it was believed that #8 was not necessary.

- **Diversity and Inclusivity** – the Committee at the time of this report was reviewing a request made by the Diversity and Inclusivity Task Force to meet as a whole at IIMC Headquarters. The results of this review will be included in Executive Director Shalby's report.
- **Property Management** - the Committee at the time of this report was reviewing a request made by Chris Shalby to hire an outside contractor to manage the tenants at IIMC Headquarters Building. The results of this review will be included in Executive Director Shalby's report.

## **Summary**

IIMC's finances continue to improve each year. This is a testament to the dedication of our Executive Director and our highly qualified staff. In addition, the commitment of our Executive Board and Board of Directors to learn from past events and to put Policies and Procedures in place to prevent those events from repeating themselves.

## **Recommendation**

The Budget and Planning Committee has reviewed the 2016 4<sup>th</sup> quarter financials and recommends their approval.

## **Management's Comments:**

As always, we appreciate this Committee's work and its use as a sounding board regarding all things financial. We agree with all the Policy requests and changes, believing they are positive and provide an ongoing snapshot of progress. Having the flexibility of moving the Budget meeting from August to September is a huge plus for staff, giving us more time to review and revise the budget process prior to finalizing it with the Committee.

We agree with the Committee's proposals and suggest that the Board accept their recommendations

**IIMC Financials**  
**FISCAL YEAR 2016**  
**December 31, 2016**

**Statement of Financial Position**

	Current Year	Prior Year
<b>ASSETS</b>		
Current Assets		
General Checking	430,532	290,127
MMA - Operating	259,489	209,179
MMA - Reserve Accounts	603,050	529,323
Accounts Receivable	52,192	562
Prepaid Expense	66,622	59,672
	1,411,885	1,088,863
Total Current Assets		
Land	321,408	321,408
Building and Improvements	606,186	604,381
Furniture and Equipment	10,586	10,361
Computer Software	-	-
Loan Cost	3,973	4,224
	942,153	940,374
Total Property and Equipment		
TOTAL ASSETS	2,354,038	2,029,237
<b>LIABILITIES AND EQUITY</b>		
<i>Current Liabilities</i>		
Accounts Payables	75,472	24,303
Accrued Expense	51,009	46,873
Deferred Revenue	910,287	855,634
Grants Payable	-	-
Due to MCEF	-	-
	1,036,768	926,809
Total Current Liabilities		
<i>Long Term Liabilities</i>		
Tenant - Security Deposit	4,358	1,150
Mortgage Loan	642,737	668,718
	647,095	669,868
Total Long Term Liabilities		
<i>EQUITY</i>		
Equity	432,560	357,666
Net Income/(Loss)	237,615	74,894
	670,175	432,560
Total Equity		
TOTAL LIABILITIES & EQUITY	2,354,038	2,029,237

## IIMC Financials

FISCAL YEAR 2016

SUMMARY TOTALS

December 31, 2016

Department	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
INCOME:							
Administration	547	800	538	800	(262)	(262)	538
Building	17,308	13,300	27,820	13,300	14,520	14,520	27,820
Conference	484,290	513,330	615,664	513,330	102,334	102,334	615,664
Education	174,163	130,200	158,631	130,200	28,431	28,431	158,631
Marketing	25,506	27,450	26,739	27,450	(711)	(711)	26,739
Membership	1,205,001	1,222,000	1,212,721	1,222,000	(9,279)	(9,279)	1,212,721
Other Income						-	
Total Income	1,906,816	1,907,080	2,042,113	1,907,080	135,033	135,033	2,042,113
EXPENSES:							
Administration	536,118	558,197	535,058	558,197	23,139	23,139	534,889
Building	114,530	116,918	135,965	116,918	(19,047)	(19,047)	135,518
Committee - Board of Directors	87,178	95,675	96,363	95,675	(688)	(688)	96,316
Committee - Executive	23,087	29,800	17,600	29,800	12,200	12,200	17,600
Committees - Other	13,638	10,900	10,252	10,900	648	648	10,252
Conference	506,785	488,054	472,214	488,054	15,840	15,840	472,214
Education	260,289	290,902	241,595	290,902	49,307	49,307	241,595
Marketing	80,076	74,842	71,387	74,842	3,455	3,455	71,387
Membership	210,222	224,659	224,064	224,659	595	595	224,064
Total Expense	1,831,922	1,889,947	1,804,498	1,889,947	85,449	85,449	1,803,836
PROFIT/(LOSS)							
Administration	(535,571)	(557,397)	(534,520)	(557,397)	22,877	22,877	(534,351)
Building	(97,221)	(103,618)	(108,145)	(103,618)	(4,527)	(4,527)	(107,698)
Board of Directors	(87,178)	(95,675)	(96,363)	(95,675)	(688)	(688)	(96,316)
Committee - Executive	(23,087)	(29,800)	(17,600)	(29,800)	12,200	12,200	(17,600)
Committees - Other	(13,638)	(10,900)	(10,252)	(10,900)	648	648	(10,252)
Conference	(22,495)	25,276	143,450	25,276	118,174	118,174	143,450
Education	(86,126)	(160,702)	(82,964)	(160,702)	77,738	77,738	(82,964)
Marketing	(54,569)	(47,392)	(44,649)	(47,392)	2,743	2,743	(44,649)
Membership	994,779	997,341	988,658	997,341	(8,683)	(8,683)	988,657
Net Profit/(Loss)	74,894	17,133	237,615	17,133	220,482	220,482	238,277

## IIMC Financials

FISCAL YEAR 2016

Administrative

December 31, 2016

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Interest	547	800	538	800	(262)	(262)	538
Misc Admin Revenue	-	-	-	-	-	-	-
Total Income	547	800	538	800	(262)	(262)	538
<b>EXPENSES</b>							
Personnel Costs	353,515	364,225	364,276	364,225	(51)	(51)	364,276
Other	1,553	3,000	1,659	3,000	1,341	1,341	1,659
Staff Travel	3,139	8,300	2,165	8,300	6,135	6,135	2,165
Professional Develop/Training	355	1,600	398	1,600	1,202	1,202	398
Professional Services	83,195	79,400	76,175	79,400	3,225	3,225	76,175
Computer Costs	39,591	46,302	40,197	46,302	6,105	6,105	40,197
Office Equipment	11,483	12,340	10,465	12,340	1,875	1,875	10,465
Office Expense	26,320	26,230	24,163	26,230	2,067	2,067	23,994
Credit Card/Bank Fees	8,152	8,900	9,623	8,900	(723)	(723)	9,623
Insurance-Retiree (*)	3,453	1,600	1,415	1,600	185	185	1,415
Memberships	721	1,200	820	1,200	380	380	820
Taxes Business	35	2,500	10	2,500	2,490	2,490	10
Depreciation Furn/Amortization Exp	4,608	2,600	3,691	2,600	(1,091)	(1,091)	3,691
Total Expense	536,118	558,197	535,058	558,197	23,139	23,139	534,889
Net Profit/Loss	(535,571)	(557,397)	(534,520)	(557,397)	22,877	22,877	(534,351)

## IIMC Financials

FISCAL YEAR 2016

Building

December 31, 2016

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Rental Income	17,308	13,300	27,820	13,300	14,520	14,520	27,820
Total Income	17,308	13,300	27,820	13,300	14,520	14,520	27,820
<b>EXPENSES</b>							
Amortize Loan Costs	250	250	251	250	(1)	(1)	251
Association Fees	2,460	2,706	2,460	2,706	246	246	2,460
Depreciation Building	28,714	25,542	34,829	25,542	(9,287)	(9,287)	34,829
Insurance Fire/Property	3,637	4,500	4,962	4,500	(462)	(462)	4,962
Mortgage Interest	33,407	32,000	32,256	32,000	(256)	(256)	32,256
Property Tax	15,079	15,000	15,363	15,000	(363)	(363)	15,363
Building Repairs and Maint	16,019	22,640	23,711	22,640	(1,071)	(1,071)	23,418
Supplies	-	-	584	-	(584)	(584)	584
Utilities	13,753	13,280	12,504	13,280	776	776	12,350
Allocation to Bldg Reserve	-	1,000	-	1,000	1,000	1,000	-
Commissions/Appraisals	1,211	-	9,045	-	(9,045)	(9,045)	9,045
Total Expense	114,530	116,918	135,965	116,918	(19,047)	(19,047)	135,518
Net Profit/Loss	(97,221)	(103,618)	(108,145)	(103,618)	(4,527)	(4,527)	(107,698)

## IIMC Financials

FISCAL YEAR 2016

Committees

December 31, 2016

Description	Prior YR Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>EXECUTIVE COMMITTEE:</b>							
Meeting Expenses	147	500	23	500	477	477	23
Travel	22,940	29,300	17,577	29,300	11,723	11,723	17,577
Total Executive Committee Expense	23,087	29,800	17,600	29,800	12,200	12,200	17,600
<b>BOARD OF DIRECTORS:</b>							
<i>General</i>							
Election Expense	-	100	-	100	100	100	-
Region XI Consultant	7,608	8,000	8,900	8,000	(900)	(900)	8,900
Insurance Officers & Directors	6,625	7,400	8,130	7,400	(730)	(730)	8,130
Legal Fees	10	500	-	500	500	500	-
Strategic Planning/Board Development	3,733	4,000	15,870	4,000	(11,870)	(11,870)	15,870
Memorials	500	500	300	500	200	200	300
Parliamentarian Expense	3,503	7,200	5,574	7,200	1,626	1,626	5,574
Other Expenses	518	1,450	1,442	1,450	8	8	1,442
General	22,497	29,150	40,216	29,150	(11,066)	(11,066)	40,216
<i>Mid-Year</i>							
Travel	44,386	48,000	38,524	48,000	9,476	9,476	38,478
Meeting Expense	4,544	525	3,294	525	(2,769)	(2,769)	3,293
Mid-Year	48,930	48,525	41,818	48,525	6,707	6,707	41,771
<i>Conference</i>							
Travel	9,204	11,000	9,179	11,000	1,821	1,821	9,179
Board Meeting Expense	6,546	7,000	5,150	7,000	1,850	1,850	5,150
Conference	15,751	18,000	14,329	18,000	3,671	3,671	14,329
Total Board of Directors Expense	87,178	95,675	96,363	95,675	(688)	(688)	96,316
<b>OTHER COMMITTEES</b>							
<i>BUDGET &amp; PLANNING</i>							
BUDGET & PLANNING	9,767	8,100	9,343	8,100	(1,243)	(1,243)	9,344
CONFERENCE POLICY	93	200	118	200	82	82	118
EDUCATION / PROFESSIONAL DEVELOPMENT	54	200	436	200	(236)	(236)	436
ELECTION	5	100	-	100	100	100	-
ETHICS	-	-	-	-	-	-	-
INTERNATIONAL RELATIONS	3,249	200	34	200	166	166	34
POLICY REVIEW	89	200	83	200	117	117	83
MEMBERSHIP	13	100	11	100	89	89	11
MENTORING	-	400	-	400	400	400	-
PROGRAM REVIEW	199	200	57	200	143	143	57
PUBLIC RELATIONS	74	200	33	200	167	167	33
LEGISLATIVE	51	500	29	500	471	471	29
RECORDS MANAGEMENT	10	100	-	100	100	100	-
RESEARCH	-	200	-	200	200	200	-
RESOURCE & INFORMATION	-	200	-	200	200	200	-
TASK FORCE(S)	33	-	108	-	(108)	(108)	108
Total Other Committees Expense	13,638	10,900	10,252	10,900	648	648	10,252
<b>Executive Committee</b>	23,087	29,800	17,600	29,800	12,200	12,200	17,600
<b>Board of Directors</b>	87,178	95,675	96,363	95,675	(688)	(688)	96,316
<b>Other Committees</b>	13,638	10,900	10,252	10,900	648	648	10,252
Total Expense	123,902	136,375	124,215	136,375	12,160	12,160	124,168
Net Profit/Loss	(123,902)	(136,375)	(124,215)	(136,375)	(12,160)	(12,160)	(124,168)

## IIMC Financials

FISCAL YEAR 2016

Conference

December 31, 2016

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Registration Members-Full	356,723	375,000	473,876	375,000	98,876	98,876	473,876
Registration Discounts	(52,478)	(64,950)	(88,920)	(64,950)	(23,970)	(23,970)	(88,920)
Registration Guest	9,275	10,600	9,110	10,600	(1,490)	(1,490)	9,110
Donations & Sponsorships	54,350	70,000	59,275	70,000	(10,725)	(10,725)	59,275
Exhibitor Program	25,100	42,000	34,400	42,000	(7,600)	(7,600)	34,400
Cancellation Fee	2,282	2,500	1,677	2,500	(823)	(823)	1,677
Misc Conference Revenue	52,095	37,480	72,770	37,480	35,290	35,290	72,770
Academy Workshop	24,511	25,000	39,261	25,000	14,261	14,261	39,261
Athenian Leadership Society	9,920	13,200	12,670	13,200	(530)	(530)	12,670
Boutique Sales	2,512	2,500	1,545	2,500	(955)	(955)	1,545
Total Income	484,290	513,330	615,664	513,330	102,334	102,334	615,664
<b>EXPENSES</b>							
Conference Planner	65,060	64,850	64,233	64,850	617	617	64,233
Academy Expenses	19,130	20,240	12,391	20,240	7,849	7,849	12,391
General/Plenary Speakers Expenses	28,128	22,455	22,313	22,455	142	142	22,313
Speaker Expenses	25,736	31,329	22,365	31,329	8,964	8,964	22,365
Staff Conference Travel	27,093	24,500	19,559	24,500	4,941	4,941	19,559
VIP Travel	12,864	13,700	8,738	13,700	4,962	4,962	8,738
Conference Events	66,224	70,500	69,575	70,500	925	925	69,575
Food & Beverage	142,491	125,680	137,613	125,680	(11,933)	(11,933)	137,613
Audio/Visual	37,880	40,000	32,838	40,000	7,162	7,162	32,838
Conference Printing/Design Work	18,930	18,000	19,976	18,000	(1,976)	(1,976)	19,976
Conference Scanning Expense	5,873	6,000	4,298	6,000	1,702	1,702	4,298
Other Conference Expenses	57,376	50,800	58,316	50,800	(7,516)	(7,516)	58,316
Total Expense	506,785	488,054	472,214	488,054	15,840	15,840	472,214
Net Profit/Loss		(22,495)	25,276	143,450	25,276	118,174	143,450

## IIMC Financials

FISCAL YEAR 2016

Education

December 31, 2016

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME:</b>							
MCEF Contribution/Policy 8	69,229	35,000	34,496	35,000	(504)	(504)	34,496
Fees CMC	41,365	37,000	51,145	37,000	14,145	14,145	51,145
MMC Fees	43,540	35,000	44,470	35,000	9,470	9,470	44,470
Sales Pins and Plaques	12,275	11,200	14,515	11,200	3,315	3,315	14,515
Distance Ed Registration	7,155	12,000	13,705	12,000	1,705	1,705	13,705
New Institute Application Fees	600	-	300	-	300	300	300
Total Income	174,163	130,200	158,631	130,200	28,431	28,431	158,631
<b>EXPENSES:</b>							
Personnel Costs	115,517	126,902	121,799	126,902	5,103	5,103	121,799
Staff Travel	685	3,800	636	3,800	3,164	3,164	636
Contract Labor - Professional Dev Director	115,000	115,000	85,833	115,000	29,167	29,167	85,833
Professional Develop/Training	-	1,500	149	1,500	1,351	1,351	149
Education Consultants	9,000	9,000	9,000	9,000	-	-	9,000
MCEF - Region Stipends	-	10,000	6,250	10,000	3,750	3,750	6,250
Region XI Symposium	-	3,000	632	3,000	2,368	2,368	632
Distance Ed	135	5,000	1,000	5,000	4,000	4,000	1,000
Pins and Plaques	8,017	5,000	5,690	5,000	(690)	(690)	5,690
Program Development	1,124	1,000	35	1,000	965	965	35
Computer/Software Support	784	1,000	1,526	1,000	(526)	(526)	1,526
Office Expenses	7,281	7,700	6,183	7,700	1,517	1,517	6,183
Bank Fees	2,606	1,500	2,861	1,500	(1,361)	(1,361)	2,861
Memberships	140	500	-	500	500	500	-
Total Expense	260,289	290,902	241,595	290,902	49,307	49,307	241,595
Net Profit/Loss	(86,126)	(160,702)	(82,964)	(160,702)	77,738	77,738	(82,964)

## IIMC Financials

FISCAL YEAR 2016

Marketing

December 31, 2016

Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Advertising	23,811	21,500	25,746	21,500	4,246	4,246	25,746
Royalty	210	700	202	700	(498)	(498)	202
Mailing Lists	-	500	370	500	(130)	(130)	370
Merchandise	27	250	-	250	(250)	(250)	-
Publications	1,459	4,500	420	4,500	(4,080)	(4,080)	420
Total Income	25,506	27,450	26,739	27,450	(711)	(711)	26,739
<b>EXPENSES</b>							
Personnel	58,839	62,492	59,097	62,492	3,395	3,395	59,097
Staff Travel	-	2,050	366	2,050	1,684	1,684	366
Contract Labor	9,000	-	-	-	-	-	-
Bank Fees	205	100	20	100	80	80	20
Awards & Gifts	1,513	1,000	1,628	1,000	(628)	(628)	1,628
Design Work (non conference)	25	500	300	500	200	200	300
Merchandise	-	500	429	500	71	71	429
Postage and Shipping	-	100	-	100	100	100	-
Exhibit/Sponsorship	796	3,500	4,253	3,500	(753)	(753)	4,253
News Digest/Print/Mail/Design	5,695	3,000	5,185	3,000	(2,185)	(2,185)	5,185
Printing - Publications	4,003	1,600	110	1,600	1,490	1,490	110
Total Expense	80,076	74,842	71,387	74,842	3,455	3,455	71,387
Net Profit/Loss	(54,569)	(47,392)	(44,649)	(47,392)	2,743	2,743	(44,649)

## IIMC Financials

FISCAL YEAR 2016

Membership

December 31, 2016

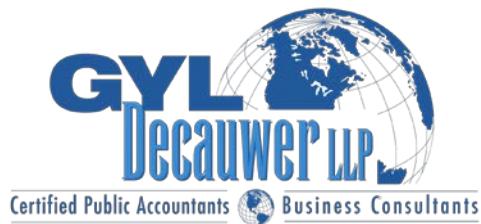
Description	Prior Yr Actual	Annual Budget	YTD Actual	YTD Budget	YTD Variance	Annual Variance	Annual Projections
<b>INCOME</b>							
Membership Dues	1,200,501	1,219,000	1,210,522	1,219,000	(8,478)	(8,478)	1,210,522
Membership Late Fee	4,500	3,000	2,200	3,000	(800)	(800)	2,200
Total Income	1,205,001	1,222,000	1,212,721	1,222,000	(9,279)	(9,279)	1,212,721
<b>EXPENSES</b>							
Personnel	176,996	182,964	178,704	182,964	4,260	4,260	178,704
Staff Travel	35	350	-	350	350	350	-
Professional Develop/Training	138	900	-	900	900	900	-
Membership Drive	3,562	10,000	7,643	10,000	2,357	2,357	7,643
Research Salary Survey Services	780	780	780	780	-	-	780
Dues Mailing	10,419	9,640	12,687	9,640	(3,047)	(3,047)	12,687
Awards/Gifts	50	2,500	3,186	2,500	(686)	(686)	3,186
Computer/Software Support	5,404	5,200	7,178	5,200	(1,978)	(1,978)	7,178
Office Expense	1,696	3,975	3,169	3,975	806	806	3,169
Bank Fees	10,537	8,000	10,058	8,000	(2,058)	(2,058)	10,058
Membership	604	350	659	350	(309)	(309)	659
Total Expense	210,222	224,659	224,064	224,659	595	595	224,064
Net Profit/Loss	994,779	997,341	988,658	997,341	(8,683)	(8,683)	988,657



**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**FINANCIAL STATEMENTS**

For The Year Ended December 31, 2016  
(Summarized Totals for 2015)



**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS  
(A Not-for-Profit Corporation)**

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## INDEPENDENT AUDITORS' REPORT

Board of Directors  
International Institute of Municipal Clerks  
Rancho Cucamonga, California

We have audited the accompanying financial statements of International Institute of Municipal Clerks (a Not-for-Profit Corporation), which comprise the statement of financial position as of December 31, 2016, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

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 from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

**4120 Concours  
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Success  
is our  
DESTINATION*

## INDEPENDENT AUDITOR'S REPORT (continued)

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Institute of Municipal Clerks as of December 31, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### Report on Summarized Comparative Information

We have previously audited International Institute of Municipal Clerks' 2015 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated May 2, 2016. In our opinion, the summarized comparative information presented herein as of and for the year end December 31, 2015, is consistent, in all material respects, with the audited financial statements from which it has been derived.

*4/14/2017 Decauwer LLP*

GYL Decauwer LLP  
Ontario, California

April 14, 2017

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**STATEMENT OF FINANCIAL POSITION**  
December 31, 2016  
(Summarized Totals for 2015)

	2016	2015
<b>ASSETS</b>		
Current Assets		
Cash and cash equivalents	\$ 1,305,374	\$ 1,028,629
Accounts receivable	52,192	562
Prepaid expenses	18,176	18,067
Conference prepaids	36,143	41,605
Total Current Assets	<u>1,411,885</u>	<u>1,088,863</u>
Property and Equipment, net	<u>938,180</u>	<u>936,150</u>
Total Assets	<u><u>\$ 2,350,065</u></u>	<u><u>\$ 2,025,013</u></u>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities		
Accounts payable	\$ 75,473	\$ 24,303
Accrued liabilities	51,009	46,872
Deferred revenue	910,287	855,634
Tenant security deposits	4,358	1,150
Mortgage note payable - current portion	27,347	26,041
Total Current Liabilities	<u>1,068,474</u>	<u>954,000</u>
Long-Term Liabilities		
Mortgage note payable	<u>611,417</u>	<u>638,453</u>
Total Liabilities	<u><u>1,679,891</u></u>	<u><u>1,592,453</u></u>
Net Assets		
Unrestricted	<u>670,174</u>	<u>432,560</u>
Total Liabilities and Net Assets	<u><u>\$ 2,350,065</u></u>	<u><u>\$ 2,025,013</u></u>

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**STATEMENT OF ACTIVITIES**  
For The Year Ended December 31, 2016  
(Summarized Totals for 2015)

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>	<u>2015</u>
<b>REVENUES</b>				
Membership dues	\$ 1,213,141	\$	\$ 1,213,141	\$ 1,206,460
Conference	637,490		637,490	543,599
Education	136,805		136,805	114,855
Marketing development and promotion	26,319		26,319	24,047
Building rental	27,820		27,820	17,308
Interest	538		538	547
Total Revenues	<u>2,042,113</u>		<u>2,042,113</u>	<u>1,906,816</u>
<b>EXPENSES</b>				
Program Services				
Education	255,570		255,570	275,575
Conference	444,166		444,166	474,507
Member services	242,467		242,467	232,619
Marketing development and promotion	70,861		70,861	74,998
Building	49,068		49,068	31,375
Supporting Services				
General and administration	742,367		742,367	742,848
Total Expenses	<u>1,804,499</u>		<u>1,804,499</u>	<u>1,831,922</u>
Changes in net assets	237,614		237,614	74,894
Net assets, beginning of year	<u>432,560</u>		<u>432,560</u>	<u>357,666</u>
Net assets, end of year	<u>\$ 670,174</u>	<u>\$</u>	<u>\$ 670,174</u>	<u>\$ 432,560</u>

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**STATEMENT OF CASH FLOWS**  
For The Year Ended December 31, 2016  
(Summarized Totals for 2015)

	<u>2016</u>	<u>2015</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Changes in net assets	\$ 237,614	\$ 74,894
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	38,520	33,322
Amortization of loan costs	250	250
(Increase) Decrease in operating assets		
Accounts receivable	(51,630)	13,353
Prepaid expenses	(109)	9,221
Conference prepaids	5,462	9,608
Increase (Decrease) in operating liabilities		
Accounts payable	51,170	17,044
Accrued liabilities	4,137	1,318
Security deposit	3,208	1,150
Deferred revenue	54,653	39,913
Net cash provided by operating activities	<u>343,275</u>	<u>200,073</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property and equipment	(40,550)	(36,808)
Net cash used in investing activities	<u>(40,550)</u>	<u>(36,808)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Principal payment on mortgage note	(25,980)	(24,830)
Net cash used in financing activities	<u>(25,980)</u>	<u>(24,830)</u>
Net increase in cash and cash equivalents	276,745	138,435
Cash and cash equivalents, beginning of year	<u>1,028,629</u>	<u>890,194</u>
Cash and cash equivalents, end of year	<u>\$ 1,305,374</u>	<u>\$ 1,028,629</u>

Supplemental disclosures of cash flow information:

Cash paid in 2016 and 2015 for interest expense is \$32,256 and \$33,407, respectively.

See accompanying notes to the financial statements

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2016

**Note 1      Nature of Organization and Summary of Significant Accounting Policies**

Nature of Organization – The International Institute of Municipal Clerks (the “Institute”), a not-for-profit 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.

Basis of Presentation – The records of the Institute are maintained on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Using this method, revenue is recognized when earned and expenses are recognized when incurred. Revenues on contracts are recognized once expenditures related to contract revenues are expended.

Accounting principles generally accepted in the United States of America require that the Institute present information about its financial position and activities in three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

- Unrestricted net assets – Net assets that are not subject to donor- imposed stipulations and that may be expendable for any purpose in performing the primary objectives of the Institute.
- Temporarily restricted net assets – Net assets subject to donor- imposed stipulations that may or will be met either by actions of the Institute and/or passage of time.
- Permanently restricted net assets – Net assets that are permanently restricted by donors for investment in perpetuity. Investment income generated from these funds is typically available for general support of the Institute’s programs and operations. There were no permanently restricted net assets as of December 31, 2016.

Cash and Cash Equivalents – For purposes of the statement of cash flows, management considers all highly liquid investments with a maturity of three months or less to be cash equivalents. The original carrying value of cash and cash equivalents approximates fair value due to the short maturities of those financial instruments.

Accounts Receivable – Accounts receivables are stated at the amount management expects to collect from outstanding balances. Balances that are still outstanding after management has used reasonable collection efforts are written off as bad debt expenses.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
(A Not-for-Profit Corporation)

**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2016

**Note 1      Nature of Organization and Summary of Significant Accounting (continued)**

All amounts are believed to be collectible.

Property and Equipment – Property and equipment are reported at cost or, if donated, at the approximate fair value at the date of donation. Donations are recorded as unrestricted support unless the donor has restricted the donated asset for a specific purpose. Depreciation is computed using the straight-line method over estimated useful lives. The Institute's policy is to capitalize asset purchases in excess of \$1,000.

Deferred Revenue - This amount represents funds received in excess of earned revenues. These funds are recognized as revenue in the applicable period of service.

Membership Dues and Conference Fees - 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, 2016 are recognized as revenue when received. These amounts are recognized or deferred based on a twelve month service period. Annual conference fees are recorded when received, or deferred if received prior to the conference year, since members are not obligated to attend and fees are received prior to or during the conference. No overlap exists between years.

Restricted and Unrestricted Support - Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions.

Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified from restrictions.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
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**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2016

**Note 1      Nature of Organization and Summary of Significant Accounting (continued)**

Donated Facilities and Equipment - Donations of facilities and equipment are recorded as support at their estimated fair value at the date of donation. Such donations are reported as unrestricted support unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted support. Absent donor stipulations regarding how long those donated assets must be maintained, the Institute reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Institute reclassifies temporarily restricted net assets to unrestricted net assets at that time.

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.

Expense Allocation - The costs of providing various programs and other activities have been summarized on a functional basis in the financial statements. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Reclassifications - Certain amounts reported in the prior year's financial statements have been reclassified to conform to the current year's presentation.

Income Tax Status - The Institute is exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code (IRC). In addition, the Institute qualifies for the charitable contribution deduction under IRC Section 170(b)(1)(a) and has been classified as an organization that is not a private foundation under IRC Section 509(a)(2).

Since the Institute is exempt from federal and state income tax liability, no provision is made for current or deferred income taxes. The Institute uses the same accounting method for tax and financial reporting.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
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**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2016

**Note 1      Nature of Organization and Summary of Significant Accounting (continued)**

Generally Accepted Accounting Principles provide accounting and disclosure guidance about positions taken by an Institute in its tax returns that might be uncertain. Management has considered its tax positions and believes that all of the positions taken by the Institute in its federal and state exempt organization tax returns are more likely than not to be sustained upon examination. The Institute's returns are subject to examination by federal and state taxing authorities, generally for four years after they are filed.

New Accounting Standards - In 2016, the Institute adopted new FASB Accounting Standards Update (ASU) No. 2015-03, *Simplifying the Presentation of Debt Issuance Cost*. The new guidance requires presenting such unamortized costs as a direct deduction from the face amount of the debt. (See Note 5.) Amortization is required to be included with interest expense.

Previously, the Institute reflected unamortized debt issuance costs as other assets in the balance sheet, and has retroactively reclassified 2015 amounts to accord with the new debt deduction presentation. The reclassifications reduced total assets and debt at December 31, 2015 by \$4,224 with no effect on the net assets.

Similarly, interest expense for 2015 has been increased (and depreciation and amortization expense decreased) by \$250 to accord with the new presentation as interest expense, with no effect on previously reported changes in net assets.

Summarized Prior Year Information – The financial statements include summarized comparative information from the prior year, which is not presented by net class or include comparative footnotes, and does not include sufficient detail to conform with Generally Accepted Accounting Principles. This information should be read in conjunction with the Institute's financial statements for the year ended December 31, 2015, for which the comparative information was extracted.

Date of Management's Review - Subsequent events have been evaluated through April 14, 2017, which is the date the financial statements were available to be issued. There are no events, as of this date, requiring adjustment or disclosure to the financial statements.

**INTERNATIONAL INSTITUTE OF  
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**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2016

**Note 2 Concentration of Credit Risk**

The Federal Deposit Insurance Corporation (FDIC) insures cash in checking, money market and savings accounts up to \$250,000. The Institute has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk for cash and cash equivalents. The sum of balances in excess of \$250,000 at various banks at December 31, 2016 is \$406,824.

**Note 3 Property and Equipment**

Property and equipment consist of the following:

	Cost	Useful Lives
Land	\$ 321,408	
Building and improvements	1,055,442	39 years
Furniture	78,969	7 years
Office equipment	19,876	5 years
Computer equipment and software	<u>120,360</u>	5 years
	1,596,055	
Less accumulated depreciation	<u>(657,875)</u>	
Total Property and Equipment	<u>\$ 938,180</u>	

**Note 4 Accumulated Vacation and Sick Leave**

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 \$28,611 at December 31, 2016 and is included within accrued liabilities.

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.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
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**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2016

**Note 5 Mortgage Payable**

Mortgage payable to California Bank & Trust, secured by land and building. The required monthly payment of principal and interest is \$4,853. The note bears interest at 4.83% and matures in November 2032.

	\$ 642,738
Less current portion	<u>(27,347)</u>
Long-term mortgage payable	615,391
Unamortized Loan Costs	<u>(3,974)</u>
Long-term mortgage payable (net of loan costs)	<u><u>\$ 611,417</u></u>

The costs incurred to obtain the mortgage have been capitalized as follows:

	<u>Cost</u>	<u>Useful life</u>
Loan fees	\$ 4,996	20 years
Less accumulated amortization	<u>(1,022)</u>	
Total Capitalized Costs	<u><u>\$ 3,974</u></u>	

Maturities of long-term debt:

<u>Year</u>	<u>Principal</u>
2017	\$ 27,347
2018	28,717
2019	30,156
2020	31,668
2021	33,255
Thereafter	<u>491,595</u>
	<u><u>\$ 642,738</u></u>

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
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**NOTES TO FINANCIAL STATEMENTS**  
December 31, 2016

**Note 7      Lease Commitments**

The Institute has entered into lease agreements for office and postal 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, 2016.

<u>Year</u>	<u>Amount</u>
2017	\$ 1,417
2018	480
2019	480
2020	480
2021	40
	<hr/> <u>\$ 2,897</u>

**Note 8      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 the annual statutory maximum. The Institute contributed \$41,033 during 2016 to The Plan on behalf of the employees.

**Note 9      Commitments and Contingencies**

The Institute is obligated to pay post retirement health benefits for a former employee. Annual premiums are approximately \$3,453.

On January 1, 2017, the Institute entered into a three-year employment contract expiring December 31, 2019. Should employment terminate based on the employee not meeting the adopted performance criteria of the Institute, it is obligated to pay six (6) months remuneration. The estimated obligation pertaining to the service contracts is \$604,710 over the remaining term of the contracts.

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**  
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**NOTES TO FINANCIAL STATEMENTS**

December 31, 2016

**Note 10      Related Party**

The Institution receives funds from a related organization for the purpose of facilitating the educational component of the Institution's annual conference. The Institution recognized revenue in the amount of \$34,496 during the year ended December 31, 2016 which is included within conference revenue on the statement of activities. This amount is also included within accounts receivable as of December 31, 2016.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 11, 2017

**Subject:** Communications Annual Report



The Communications Department continues to operate in this fashion: ED Shalby oversees the department and works collaboratively with staff to produce marketing and collateral materials for the online News Digest, Conference, Symposium, etc. Staff helps produce the News Digest by procuring articles from various government publications.

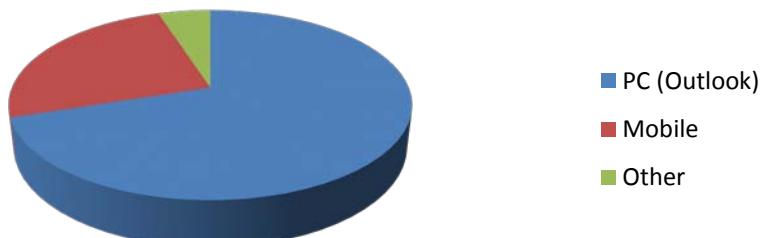
The Department continues to look for new ways of reaching out to IIMC stakeholders and does an excellent job of promoting education and Institute programs, and conveying general information to members. The News Digest grows with each issue as more and more diverse articles generate positive comments.

### E-briefings:

The Membership Department continues to produce the weekly and informational IIMC E-briefings. The layout is simpler to read and streamlines the information. The E-Briefings have an average open rate of approximately 25%, a considerable percentage in this area. IIMC's open rates definitely increase, between 30% and 65%, when the message is specific to the members such as Region or Conference news. Links embedded in the E-briefings are opened at an average of 21% to 34% of the time. Approximately 75% of the membership views the E-briefings on their PC; and 25%, nearly one quarter of the Membership, views the E-briefings on a mobile device.

IIMC has also introduced via its E-briefings Flickr and Instagram links for our members.

### Technology used to view E-briefings (in %)



**Figure 1: Devices used to view E-briefing**

**News Digest:**

The News Digest is produced monthly. We have focused on providing a broader perspective in each issue, making certain to reach all of our members, domestically and internationally. This year, we introduced President Buttiglieri's "spotlight on success" feature, highlighting members doing positive things outside of the clerk's office. We continue to search for new articles that are inclusive of our varied membership.

The News Digest has an open rate of approximately 25%. Industry standards range between 18% to 22%

**Facebook:**

As of 4/12/2017 IIMC has 1,459 "likes" on Facebook ([www.facebook.com/itsmyiimc](http://www.facebook.com/itsmyiimc)) an increase of nearly 69 new viewers. The IIMC page has a weekly reach (the number of people entering IIMC's Facebook page) of approximately 1000 and nearly 350 members who post comments or share or like. The highest viewed post on Facebook as of today was the laying of the wreath at Arlington Cemetery by the Executive Committee, having been viewed by more than 112, 000 people.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Janis Daudt, Director of Member Services  
Tammy Storrie, Member Services Representative

**Date:** April 7, 2016

**Subject:** Member Services Year-End Report 2016 - 2017



The Member Services Department ended one member drive in 2016 with lackluster results, but has started a new 2017 member drive with optimism and great excitement.

On March 4, 2016, IIMC created and distributed two new Member Drives to market to County Clerks and Special Districts. We introduced the "IIMC Membership Value and Customer Service" theme to 4,500 Counties and Special Districts. We were offering 18 months of membership for the cost of one year. We recruited two County Clerks and two Special District Clerks to give their testimonials about their own experience with IIMC and the education and benefits received since their membership began. We distributed a marketing letter and IIMC member application each quarter and ended the year with 20 new County Clerks and 16 new Special District Clerks. We were dissatisfied, but it was uncharted territory for IIMC and we will try again in the future.

On March 1, 2017, IIMC created and distributed a new Member Drive called "Inactive 2 Active." Our database was holding more than 18,000 inactive members so it was decided to pull those profiles to find which municipalities had never re-joined IIMC. We discovered that there were 3,470 municipalities that remained inactive so this is our member drive. To date, we have 22 new members and are sensing this will be a very successful drive.

Our Region Director Challenge brought in 19 new members. Our winning Director was Mary Ann Hess, MMC who brought in 12 new members. She has received two free Montreal conference registrations. Congratulations Mary Ann! Thanks go to Douglass Barber, CMC - Mary Johnston, MMC - Carol Anderson, MMC - Diane Whitbey, MMC and Pamela Smith, MMC for their participation.

We have personal contact with our membership daily. Whether it is discussing their job duties to verify their member type, changing a name, adding a membership, discussing payment of dues, answering conference questions or checking the date they became an IIMC member. If we can't answer their questions we make sure they get answered by another staff member. Tammy Storrie inputs new membership applications daily and sends new member packets monthly. We follow up with email and phone calls promptly. Tammy also sends the Month End Report to the Board along with excel reports which make it easy for the Region Directors to send out "Congratulations" and "Welcome to IIMC" letters.

Member Services continues an effective progression of notifying the membership as to when their dues are ready to be paid. Our members can renew their dues online. We mail out dues renewals for each quarter and, when necessary, a reminder is mailed, a past due notice is mailed and the final notice is emailed to the member. Phone calls are made to each member in the final

notice group. It has been a successful process in that more dues have been paid before a member is cancelled. Our membership count at the end of March 2017 was 14,506.

Region XI Bulk Membership lists were received throughout 2016 from the Society of Local Council Clerks (SLCC) and the Vereniging van Griffiers (VvG) and Association of Democratic Services Officers (ADSO). We have had some unsubscribe from receiving the IIMC E-Briefings, not understanding the affiliation and not wanting to be inundated with IIMC messages. When they joined IIMC, all received a Welcome Letter with an e-member kit with IIMC benefits listed and contact information. We are pleased to be working with these organizations. Tom van der Hoven has been instrumental in assisting with our communication with Region XI.

The IIMC E-Briefing is distributed once a week. Each small block on the E-briefing represents information about education programs, the Annual Conference, Foundation news, certification celebrations, events, awards, career center, voting, Spotlight on Success and links to IIMC's most viewed web pages. We include dates with information/registration links of State/Provincial/National Association Meetings, Region Meetings and Institute Training Sessions. The viewing percentage of members opening the E-Brief on average is 24.5% with click rates averaging 16.6%. Specific topic e-blasts such as those directed to conference delegates, advertising the *e-News Digest*, region newsletters, Municipal Clerks Week, Symposium and Study Abroad and Education receive higher percentages of open rates (31.5%) and click rates (30.4%). IIMC E-Briefings also allow our members to click on Twitter, Flickr, Instagram and Facebook icons for easy access. It is an effective medium to communicate to our members and prospective members.

Conference registration started in November 2016 and continues to arrive daily (as of this writing). A Conference News Update was sent to all delegates asking for volunteers to assist in specific areas throughout the week in Montreal and many have stepped up and offered their assistance. Our conferences run smoothly due to continuity from year to year and staff collaboration prior to traveling to the conference. The Cashier's Office and Registration work hand in hand for attendee convenience and satisfaction. At the time of this report, we have 650 delegates, which is just short of Omaha's count by 73 at this time last year.

We have had a busy season of elections with Region II, XI and IIMC Vice President. We use SurveyMonkey for all IIMC surveys and ballots. The only glitch we encounter are from those members that have opted out of receiving surveys. However, they do not realize that they will not receive any voting ballots when opting out or their firewalls prevents them from receiving their ballots. We contact each individual with a voting ballot problem.

The 48<sup>th</sup> Annual Municipal Clerks Week – May 7-13, 2017 was advertised to more than 4,305 Mayors, Presidents, Administrators, Council Members and Human Resources. We delight in sending this email out as it expounds on the great individual(s) they have in their Clerk. We ask them to “Celebrate their Clerk” during this week and provide posters, a proclamation and a list of ideas how to make this a special week for their Clerk.

#### **Management's Comments:**

This Department clearly stays busy and is extremely interactive with our membership. We are optimistic with the start of Inactive 2 Active membership campaign. The early results are encouraging. IIMC has had the “personal” touch with its members for some time now, and the feedback has always been and will continue to be highly positive.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Dr. Kathy Duncan, Consultant  
**Date:** April 8, 2017  
**Subject:** Diversity/Inclusivity Taskforce Update

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As an outcome of the Board Development session that occurred in May 2016, a volunteer Diversity Task Force was created through an application and selection process by our President and Past President. The result of this process is a very diverse 20 member task force that will bring fresh perspectives and ideas to the work of this group.

The Task Force had its first teleconference on February 23, 2017. They were provided some history regarding the Board's discussion of diversity and each member was asked to provide their definition of diversity. The group then discussed how to approach the following requests of the Board:

1. Determine if the IIMC Board reflects the membership.
2. Determine how to attract more diverse individuals to the clerk profession and as members of IIMC.
- 3.

The agreed upon approach is to first send out a diversity survey and then work on the mission and vision of the organization to reflect greater inclusivity. The group agreed that dividing into two sub-groups to tackle these projects would be the best approach. The Task Force will work on common documents using Google Docs, online discussions and hopefully have a face to face meeting this summer. The group will continue to meet monthly to update progress. The goal is to have a draft of the new mission and vision by November 2017. In addition, during the face to face meeting we continue the in-depth and frank discussion about expressed concerns of only focusing on race/ethnicity as well as issues expressed by other committee members who did not feel welcome or reflected in the organization. The group would like to focus on ways in which to positively address these concerns and provide members with greater direction for involvement. Thank you for your support of this group and elevating the importance of the topic for the betterment of the organization.

### Management's Comments:

Our initial teleconference went well with 10 members present. Everyone had the opportunity to weigh in on IIMC, what diversity meant to them and how to incorporate it into IIMC's future. A face-to-face meeting at headquarters would be extremely beneficial. The overall cost for that meeting would be approximately \$8,000, which includes two nights accommodations and meals. Each member of the Task Force was willing to pay his or her own airfare. However, we realize some may need a bit of help in that area, too. The Executive Director, in his report, will be asking the Board for their approval regarding the funds.

