



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
November 6-7, 2009**

**Albuquerque, New Mexico**



**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**  
**BOARD OF DIRECTORS**  
**2009/2010 Roster**

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

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

**International Institute of Municipal Clerks  
Board of Directors ~ Mid-Year Meeting Agenda  
November 6 and 7, 2009  
Doubletree Hotel ~ Albuquerque, New Mexico**

Meeting begins at 8:00 a.m.

1.	Call to order	
2.	Roll call	4
3.	Agenda approval	
4.	Consent agenda approval	
	a. DRAFT Minutes of Mid-year Nov 7, 2008 – Exec. Session-Handout	
	b. DRAFT Minutes of Feb 10, 2009 -Exec. Session-Handout	
	c. DRAFT Minutes of Mar 9, 2009 - Exec. Session-Handout	
	d. DRAFT Minutes of May 18, 2009 - Board Meeting - Handout	
	e. DRAFT Minutes of May 23, 2009 - Board Meeting	7
	f. DRAFT Minutes of July 9, 2009 Board Telecon – approval and ratification	13
	g. DRAFT Minutes of July 9, 2009 Board Telecon – -Exec. Session-Handout	
	h. DRAFT Minutes of Sept 9, 2009 Board Teleconference – approval and ratification	23
	i. DRAFT Minutes of Sept 9, 2009 Board Telecon – -Exec. Session-Handout	
5.	Executive Session - Executive Director's Evaluation	
6.	Education Department Report – Chris Shalby – ACTION REQUIRED	33
7.	Education Department Update – Emily Maggard – NO ACTION REQUIRED	35
8.	Committee reports <b>REQUIRING NO ACTION</b>	
	a. Ethical Standards Committee -- No Report for Mid Year	37
	b. Membership Committee	39
	c. Records Management	
	i. Reciprocity Report – Lisa Johnston	43
	ii. NHPRC Grant Application – Paul Bergeron	45
	iii. Survey of IIMC Members	49
	d. Research and Resource Committee	51
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	vi. Attachment F – Recommendations Sent to Institute Directors and State and Provincial Education Chairs	191
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	e. Election Committee	215
	f. International Relations Committee	217
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	ii. 2009 Region X & XI Survey Results	225
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i.	Public Relations & Marketing Committee	
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e.	2010 Capital Expenditures – 3-year plan	307
11.	Staff Reports	
a.	Membership – Janis Daudt	
b.	Retention Schedule Revised – Denice Cox	309
c.	New Education Initiative – Jack Novack, Professor Dalhousie University, Canada	311
d.	MCEF Report – New Web Site – Shalby	313
e.	MCEF Purchase Agreement –Dale Barstow/Shalby	317
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12.	Annual Conference Updates	
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i.	Reno/IIMC MOU	323
b.	2011 – Nashville, TN – Shalby –Verbal	
c.	2012 – Portland, OR – Shalby –Verbal	
d.	2013 – Atlantic City, NJ – Shalby – Verbal	
13.	SITE SELECTION FOR THE 2014 IIMC ANNUAL CONFERENCE	
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b.	Region XI Financial Assistance – Allers – ACTION REQUIRED	335
c.	Honorary Membership — Stratta – Verbal ACTION REQUIRED	
i.	Past President, Tom Roberts	
16.	Other Business	
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18.	ADJOURNMENT	

MEETING MINUTES  
IIMC BOARD OF DIRECTORS MEETING  
SATURDAY, MAY 23, 2009  
CHICAGO, ILLINOIS

The Meeting was called to order at 2:30 pm. in the Honore Room at the Palmer House Hilton Hotel in Chicago, Illinois by President Mary Lynne Stratta.

## **ROLL CALL:**

## Board Members

Present:	Executive Committee: Stratta, Cassler, Nicol and Reese Region I: Dixon and Mullen Region II: Jacobs, Williams-Warren Region III: Burns Region IV: Miner Region V: Kelly, Young Region VI: Alexander and Moore Region VII: Goodwin and Lovett-Sperling Region VIII: Kalasz and Simmons Region IX: Hawker and Kolacy Region X: Lemoine (Vacancy) Region XI: Allers and Randle
Absent:	Kelly (Region III) and Blackard (Region IV) One Vacancy in Region X
Others Present:	Chris Shalby, IIMC Executive Director Kathy Dornan, Parliamentarian/Recording Secretary

President Stratta opened the first meeting of the 2009-2010 IIMC Board of Directors by welcoming the new and returning members. Each member introduced themselves to the group. President Stratta remarked on the work facing the new board, the make-up of the great committees in place, the hard work performed by the IIMC staff and thanked the board members for their dedication and commitment to IIMC.

Executive Director Shalby introduced each of his staff members to the Board by name and title. Staff left the meeting at this time. Director Shalby advised that new board member orientation had previously been held; that each board member would receive a Friday letter from him via email which would update them on the activities taken place at headquarters during the past week and invited calls or emails from any board member with any questions at any time.

**MID-YEAR BOARD MEETING:** President Stratta explained that no location had been chosen as yet for the mid-year board meeting; that the delay in selecting a site had to do with the issue that if any monies were due by IIMC to the Palmer

House hotel after the conclusion of this conference, that the mid-year meeting may have been scheduled at this location in order to cover the costs with those monies owed. She explained that this does not appear to be the case at this time; that no monies will be due, and therefore, she would be selecting a different site shortly. She noted the site would be chosen based on the least expensive venue possible, both in hotel and airline costs.

Discussion was held on date possibilities for a mid-year board meeting. It was agreed the weekend of November 6-8<sup>th</sup> worked best. **President Stratta advised the Board she would make a determination on the location, finalize the dates and provide that information to the Board members as soon as possible.**

**BOARD MEETING MINUTES:** Discussion was held on the style and format of future Board meeting minutes. After thorough debate, **it was the general consensus of the Board that the meeting minutes be Action Minutes with a summary of discussion items.** It was also noted that **draft minutes should be sent to the Board Members within a week of the date of the meeting** so that these can be reviewed by the Board while the issues are more understandable and more easily remembered.

Discussion was held on receipt, review and approval of Executive Session Minutes. Concern was expressed about these being sent via email, put on the “board members only” section of the IIMC website or being read out-loud during telecom meetings. **It was agreed that Executive Session Minutes should be given to the Board by hard copy only at the mid-year and annual meetings.**

Discussion was held on the possibility of audio taping the meetings; the varying laws in keeping these recordings in each state; whether IIMC was required to follow California law, etc. **President Stratta indicated she would look into this issue further and consult legal advice on the issue of recording meetings.**

Discussion was held on where minutes are stored; how they are kept; the history of IIMC records, etc. Director Shalby advised the Board that all minutes are kept in proper order and format at IIMC Headquarters.

**PRESIDENT'S INTERNATIONAL TRAVEL:** President Stratta advised the members that again this year, her international travel would be very limited, only focusing on those regions that are actively participating with IIMC. She advised she would be traveling to the IMASA event in South Africa in June, noting this is one of the organizations in Region XI which is actively pursuing education and help with an institute through IIMC. President Stratta indicated that the airfare will be purchased with IIMC American Express points and that most other costs on land are being covered by IMASA.

She advised that she will be going on the Study Tour in October, paying her own way, and while on the tour, she would like to visit with the VVG, the new group

being formed in the Netherlands, as she feels it is important for IIMC to re-establish the relationship in that region if possible. She noted she would attend the SLCC conference as an ending to the study tour program and would also try to visit ADSO while there.

President Stratta also mentioned she planned to attend the SOLAR conference in Scotland in March, again with the airfare being purchased with IIMC's American Express points. All Board members indicated their support of the travels outlined and thanked President Stratta for keeping costs down and being frugal, while attending the important functions that may benefit IIMC.

President-Elect Cassler advised that in June she would be attending the AMCTO meeting; leaving that function and driving through Michigan to attend the Michigan State Clerks Association conference and in October she would be attending the LGMA Association Meeting in British Columbia, on behalf of President Stratta. It was noted that much progress has been made with the LGMA group and that we want to continue efforts there.

**The Board gave concurrence to the travel plans as outlined.**

**APPOINTMENT OF BOARD COMMITTEES FOR THE FOLLOWING:**

**A: EXECUTIVE DIRECTORS ANNUAL PERFORMANCE:**

President Stratta indicated she would be following Past President Reese's model on the Executive Director's review. She requested the following individuals serve on this committee: Chair Sharon Cassler and members Bernice Dixon, Brenda Young, Mark Lemoine and Nick Randle. She noted the committee should begin the process as soon as possible due to the time it takes to complete. She advised that Director Shalby would like to amend the form a bit. She added that the Committee, after some discussion and study, may want to also amend the process. She noted that each Board Member will need to spend time on the evaluation form which will be sent to them and noted the importance of this process.

**B: MCEF GRANT CRITERIA:**

President Stratta asked the following members to serve on this committee: Chair Jerry Lovett-Sperling and members Barbara Blackard, Carol Jacobs and Peggy Hawker. She requested they review all criteria for the grant and to make any recommendations for changes, if any, as soon as possible.

President Stratta requested Board ratification on the committees and membership proposed.

**Motion by Reese, second by Mullen**, that the Board confirms the committees noted above and ratifies the membership appointments as proposed by President Stratta. **MOTION CARRIED UNANIMOUSLY.**

**REGION X DIRECTOR ELECTION PROCESS:** President Stratta noted that because the constitutional amendments proposed could not be presented to and voted on by the membership earlier today at the annual business meeting due to a technicality on the publication of these amendments, the Region X position, proposed to be occupied by Laurie Darcus, cannot go through at this time. Therefore, currently there is a board vacancy position for Region X. She thanked the Region X directors and potential director, Laurie Darcus, for their patience and understanding.

Director Shalby outlined the process to fill this vacancy which included letters being sent by IIMC to every Province Association President noting the position is vacant and to submit a name if they choose to. If more than one name is submitted, an election by the entire Region X membership would be required and IIMC would be required to handle this election. If only one name is submitted, the Board would be required to make a determination as to whether this person qualifies. He noted that this process is outlined in the IIMC Constitution, and hopefully, a Region X member will be seated by August.

Discussion was held on whether Ms. Darcus would meet the qualifications at this time if her name was the only name to be submitted by Region X. It was confirmed that the Board must consider the qualifications listed in the Constitution at this time when filling this vacancy. It was suggested that the constitution may not be definite or clear regarding the language for filling a board vacancy; whether Ms. Darcus meets the criteria for this, etc. **Director Shalby indicated that the language would be reviewed from a legal standpoint and that the correct procedures would be followed. He would advise the Board to this effect shortly.**

In regards to the proposed constitutional amendments, President Stratta noted that Executive Director Shalby nor any Board member needs to apologize for any wrong doing in this issue; that the proper process was followed; that IIMC members were notified; that the issue is one of a “slight technicality” and that the organization has learned from this. She noted we must follow procedures and that changes will be made and guidelines put in place so that this does not occur again in the future.

Discussion was held on the fact that Ms. Darcus made the trip to Chicago early; sat in on the strategic planning session and pre-conference board meeting, was prepared to take office and had approval from her manager and community to serve, etc. **It was suggested that a letter be sent by President Stratta to Ms. Darcus' City Manager outlining what happened with this position and what is**

being done and expected in the future. President Stratta indicated she would send a letter outlining what happened, with the Board's apology.

**EDUCATIONAL COLLOQUIUM:** President Stratta noted that she felt Tuesday's Education Colloquium was the best the Association has had in years. She felt that the Institute Directors feel positive and assured that change is coming.

Vice President Nicol gave a synopsis of what happened at the Colloquium; noted there was positive, spirited discussion, good energy, and that the Institute Directors believe and trust what IIMC is doing right now; believe we are engaging in a process for change. She felt it was a great step towards rebuilding trust in this area.

President Stratta concurred and agreed this was a huge leap to rebuilding trust with the Institute Directors and looked forward to the education changes coming from the committees this year.

**REGION DIRECTORS MEMBERSHIP CHALLENGE:** President Stratta indicated she felt last year's Challenge program was good, and feels it should be kept going by the directors – starting today! Discussion was held on the statistics reported about potential new members for IIMC. Director Shalby indicated that staff was ready to go on this. After discussion, it was the **general consensus of the Board to continue with this program; that the region director bringing in the most new members next year prior to the deadline of April 2<sup>nd</sup>** would win two free registrations to the conference in Reno.

**QUESTIONS FROM NEW BOARD MEMBERS ON DUTIES/ RESPONSIBILITIES:** President Stratta outlined some of the Board Member's duties as follows:

- Recruit new members and communicate with members we already have. Contact members in your region listed on your monthly membership list – including welcoming new members, asking canceled members why they canceled their membership; encourage them to rejoin if possible, and congratulate those who receive their CMC's, MMC's or CMC recertification's. New Board Members were advised that they would be receiving a listing each month from Tammy Shultz of new and cancelled members; those who had received certifications, etc; Discussion was held on the difficulties receiving this list via email by some board members. **It was determined that IIMC Staff would include this list on the Board Members Only section of the website so that if a member does not receive it, they can download it from the website.**

It was suggested that when contacting a new member, mention that the organization has a great mentoring program and question if they would like to be assigned a mentor.

- Be a good Board Liaison to the committee you are assigned. Be engaged in the committee; communicate, guide the others, etc. It is important that the committee know you are working with them and that you will bring forth their recommendations to the entire Board.
- Promote MCEF; Help with fundraising.
- Keep in contact with your Region members. Keep them updated on what the Board is doing and working on. Share your newsletters if you do one. It was suggested that if you do a newsletter, to send that to Director Shalby and it will be posted on the IIMC website. He noted this is being done currently and any member can access a newsletter, if posted, to see what other regions have been doing.

**BOARD MEMBER COMMENTS:**

Past President Reese requested that President Stratta research the process for removing a member of the Ethical Standards Committee.

Director Moore requested that the discussion on the next conference location be put towards the beginning of the mid-year meeting agenda as she feels this is important discussion and should not be left to the end.

Director Sperling questioned the issue of making the annual conference shorter. President Stratta advised the Board members that the conference committee has been assigned to develop a 4-day conference format; that this will be considered at the mid-year meeting.

**ADJOURNMENT:** With there being no further business or comments, President Stratta thanked everyone for attending and noted she looked forward to working with everyone on the board in the coming year. With that, the meeting was adjourned at 3:45 p.m.

Respectfully submitted,

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Mary Lynne Stratta, President

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Kathryn A. Dornan, Recording Secretary

**MEETING MINUTES**  
**IIMC BOARD OF DIRECTORS TELECOM MEETING**  
**Thursday, July 09, 2009**

The Telecom Meeting of the IIMC Board of Directors was called to order at 9:00 am (Pacific Time) by President Mary Lynne Stratta.

**ROLL CALL:**

Board Members

Present: Executive Committee: Stratta, Cassler, Nicol and Reese

Region I: Dixon and Mullen

Region II: Jacobs and Williams-Warren

Region III: Burns and Kelly

Region IV: Blackard and Miner

Region V: Kelly and Young

Region VI: Moore

Region VII: Goodwin and Lovett-Sperling

Region VIII: Kalasz and Simmons

Region IX: Hawker and Kolacy

Region X: Lemoine (Vacancy)

Region XI: Allers and Randle

Absent: Carol Alexander – Region VI

One Vacancy in Region X

Others Present: Chris Shalby, IIMC Executive Director  
Kathy Dornan, Parliamentarian/Recording Secretary

President Stratta thanked everyone for their time and participation in today's meeting. She also thanked Parliamentarian/recorder, Kathy Dornan, for submitting the meeting minutes of May 23<sup>rd</sup> so timely, noting that a quick turn-around makes for easier comprehension and recollection of discussion, quicker editing, etc.

**OATH OF CONFIDENTIALITY REGARDING ETHICS:**

President Stratta noted that during a discussion she had with Attorney Kelly Christensen after the Chicago conference, Ms. Christensen recommended that IIMC proceed with creating an *"Oath of Confidentiality"* and require that all members of the IIMC Ethical Standards Committee (ESC) sign the document upon their appointment and before proceeding with any further investigations. President Stratta advised that based on this recommendation, she requested the Policy Review Committee to draft an oath document, which is before the Board today for consideration. She stated she feels it is important that all Ethical Standards Committee members sign this document and is asking for the Boards approval of the form and permission to send it to the ESC for execution by all members. She added that once it is signed by all members, the oaths would be held at

headquarters. President Stratta called for comments or questions regarding her request and the oath document as drafted.

Discussion was held on Provision No. 7 and whether this means any one colleague, the majority of colleagues, etc? President Stratta clarified that this meant if the remainder of the committee members reaches a determination that the member charged has breached or compromised their oath, this would be submitted to the IIMC Board as a whole for determination.

A question was raised as to whether there was a process in place for this type of review, etc. and President Stratta indicated yes, that this would be outlined and discussed further in executive session.

President Stratta indicated she was looking for a consensus from the Board as to whether they agree with the concept of this; a confirmation of whether this is a good idea and that the Board should proceed; whether they have any issues with the form in general, etc.

Executive Director Shalby added that he participated in the telecom discussion on this issue; that the committee has taken this task very seriously and made several re-writes to the form before this final document was presented; and that he feels they have done a very good job on this assignment. Director Moore added that she is the board liaison to the Policy Review Committee; that she also participated in the telecom and concurs that a serious review has been performed by that committee and with the final oath document presented.

President Stratta agreed the Committee did a great job; that she loves the spirit of the document as it is intended and feels the preamble is succinct and excellent.

**MOTION by Vice President Nicol, second by Director Blackard**, that the Board hereby agrees to implement and require an Oath of Confidentiality to be signed by each member of the Ethical Standards Committee and also approves of the Oath of Confidentiality form as presented to the board for consideration this date.

Discussion was held on the verbiage requiring immediate resignation of the charged member and whether this was appropriate. It was the general consensus of the Board to leave this wording intact, as is.

**MOTION CARRIED UNANIMOUSLY.**

**REGION X UPDATE ON CANDIDATES:**

President Stratta advised that IIMC has followed the steps written in the constitution covering this matter; that a letter was sent to all the Province Associations in Canada; and that IIMC has received only one nomination, from Director Marc Lemoine, who has nominated former director, Bernie White, to fill the Region X vacancy. She stated that the Constitution allows for this; and that the

nomination period has closed with only this one nomination received. Ms. Stratta advised that in order to be totally proper on this and to error on the side of caution, the issue was also referred to the Elections Committee for review. This committee performed their review; made sure all steps of the process were valid and consistent with the constitution and has determined that Mr. White meets all constitutional requirements and is a valid nominee.

President Stratta reviewed the details on why this would be a one-year fulfillment of the present vacancy. She referenced the area of the constitution on filling a vacancy and quoted the applicable sections. It was noted that the constitution may be flawed in this area; that this section has been reviewed by two attorneys, who both agree with the interpretation that this person can only fill the term for one year.

President Stratta noted both attorneys feel this section of the constitution is poorly written and that she has asked both the Policy Review Committee and Elections Committee to look at this section for a possible re-write and to make recommendations for any changes to the Board.

In summary, it was advised that everything is in order for Bernie White to be appointed to the Board to represent Region X, to serve until May, 2010, and that the Board needs to accept the report of the Elections Committee to make this official.

**Motion by Vice President Nicol, second by Director Kelly**, that the IIMC Board of Directors hereby accepts the recommendation of the Elections Committee in that Mr. Bernie White was the sole candidate nominated; that he meets all required qualifications; and that he is hereby appointed to the IIMC Board of Directors to fill the vacancy for Region X until May, 2010.

#### **MOTION CARRIED UNANIMOUSLY.**

Discussion was held on the steps to get Mr. White sworn-in so that he can begin participation on the Board as soon as possible. Presidential Stratta noted there were several options, and that nothing in the IIMC Constitution requires that the President give the official oath, or that this be done in-person, etc. She has recommended that he appear before an official in Nova Scotia authorized to administer such oaths as soon as possible, which would allow him to become an official board member as soon as that happens. She noted that a ceremonial oath can be given again at the mid-year meeting if the Board desires.

It was questioned whether Mr. White could be sworn in by President Stratta via telecom, with a personal witness being present with him. Discussion was held and it was deemed this would be appropriate, however, President Stratta noted she would feel more comfortable with Mr. White appearing in person before an authorized individual in his area.

Director Lemoine noted his appreciation to the Board for their support of Bernie White, and for their patience during the time it took to fill this vacancy.

**OATH OF CONFIDENTIALITY REGARDING BOARD MEMBERS:**

President Stratta advised that in the same phone conversation she had with Attorney Christensen wherein they discussed the oath for the Ethical Standards Committee members; Ms. Christensen also recommended that IIMC require a similar oath from all board members. She stated that since many of the issues before the Board are confidential in nature; that they are discussed in executive session settings; that these items need to remain confidential; and because they are sometimes legal issues which are of an even higher, restrictive level, that it should be required that all board members execute an oath of confidentiality for all items discussed in executive session. She noted that by taking this oath, it is another mechanism for a Board member to pledge their oath of confidentiality to IIMC and each other; that they commit to the process and that they respect and honor the office and confidentiality required.

President Stratta asked the Board members for their interest of implementing such an oath for each board member at this time and upon the appointment of any future board member. She clarified that it would not be the same written oath as what was drafted and just approved for the Ethical Review Committee; that if the Board determined to proceed with this, she would again ask the Policy Review Committee to draft an Oath for Board members.

Discussion was held on previous reports of discussion of executive session issues outside of board meetings. Several Board Members indicated they are in favor of moving forward with such a document, with some surprise shown that an oath of this type did not already exist for board members.

Director Lemoine suggested that along with creating an oath, that a process be put into place for removal of a board member if a breach of their oath is proven. The Board concurred that this process should be developed.

**Motion by President Elect Cassler, Second by Director Randle**, that the IIMC Board hereby request President Stratta to request the Policy Review Committee to formulate an Oath of Confidentiality for IIMC Board Members and to outline a process for removal of a board member if a breach of their oath is proven.

**MOTION CARRIED UNANIMOUSLY.****UPDATE ON CHICAGO CONFERENCE:**

Executive Director Shalby reported that the Chicago conference will end in positive financial territory; that the Budget and Planning Committee are working on final figures now and that once totaled, will be sent to the Board for review. Mr. Shalby commented that he feels the 8 Educational Points awarded for attendance at the conference was a huge help in increasing conference registrations from 300 in March to over 800 total. He noted that with the concessions received from the Palmer House and staff's diligence and oversight during the conference to keep

costs down all contributed to the positive ending balance. He reminded the Board that they had to make eliminations to the conference in meals and break offerings, however, still feels it was a successful conference for IIMC. He noted the actual numbers should be ready in a week.

President Stratta thanked Executive Director Shalby and Staff for their hard work and due diligence on the conference and also thanked the members of the Budget and Planning Committee on their insistence on a balanced budget for the conference. She noted that this Committee made some hard decisions regarding the Chicago program which were not popular and were tough, but that it was a victory for IIMC and their foresight has served IIMC well. She felt it was a great conference and that IIMC staff were shining stars.

Mr. Shalby indicated he would relay these accolades to staff and also applauds the hard, dedicated work of Budget and Planning Committee.

Immediate Past President Reese stated she agreed that it was a great conference. She noted she has received many positive comments from members who attended. She remarked that she knows it's early yet, but questioned if the discount program to the regions surrounding Reno would be continued. Executive Director Shalby advised that he would be presenting a proposed discount program for Reno to the Board at the mid year meeting for their consideration. He noted the success of the discount program for Chicago, advising that over 50 percent of the delegates who attended were from the discount regions around Chicago. He stated all of this will be discussed with the Budget and Planning Committee in August, with final determination made by the board at the mid year meeting.

Director Simmons stated she looked forward to the Board's support on the extension of the discount program for Reno.

Director Dixon commented on the problems encountered at the final banquet in Chicago, requesting that this issue be added to a future agenda for discussion. President Stratta advised that this issue has been assigned to the conference committee to address, along with the Budget and Planning Committee. She agreed that new strategy for this event must be in place before the next conference.

Vice President Nicol noted that the sooner a decision can be made on the discount program for Reno the better, so that this can be advertised to the various regions affected. President Stratta advised that a telecom meeting will be scheduled wherein this can be discussed as soon as possible after the Budget and Planning Committee meeting is held in August.

President Stratta requested a motion for the Board to enter into Executive Session for the purpose of discussion on the Ethical Standards Committee membership question.

**Motion by Director Warren, second by Director Simmons**, to enter into executive session for the purpose indicated above.

**Motion Carried Unanimously.**

**The Board adjourned into an Executive Session meeting at this time and returned to regular meeting immediately following that discussion (at 10:48 a.m. pacific time) to proceed with business as follows:**

**REPORT ON ATTENDANCE AT IMASA AND AMCTO:**

President Elect Cassler commented she was delighted to represent President Stratta at the AMCTO conference in June. She noted it was an excellent conference; that she received a very warm welcome from the Canadian representatives and that she was recognized at the opening ceremony.

PE Cassler stated she took the opportunity to educate herself further on the IIMC's CMC/MMC vs. CMO differences, and that she talked with staff members and is trying to formulate ideas on how to make the IIMC Certifications more attractive to AMCTO members. She noted she will be talking to President Stratta more about this at headquarters when the Executive Committee meets in August. She advised that she was not invited to address the membership as a whole, but attended several educational sessions with the members.

PE Cassler added that on the way home from Canada down I-75; she stopped in Frankenmuth, Michigan, to be a part of the Michigan Association of Municipal Clerks conference. She noted she addressed the Michigan Clerks at their Wednesday evening Clerk of the Year Dinner, acknowledged MCEF President, Dale Barstow who was also present, and headed home the following afternoon. She advised that she drove to save IIMC money and that it cost less than \$600 for her to attend both conferences. She added that she felt it was a good, informative trip, with lots of good information gathered and felt it worthwhile for IIMC to have the representation present.

Finally, PE Cassler noted her conversation with an AMCTO member about the fact that IIMC was establishing an institute in South Africa. This AMCTO member advised that she previously lived in South Africa; that she thought this was a great accomplishment; and that she was currently not a member of IIMC but was going to join on that basis.

President Stratta spoke on her trip to South Africa, noting she was greeted warmly and graciously, advising she had two opportunities to address the entire IMASA membership. She also commented that the SLCC was very well represented at the IMASA conference. President Stratta advised that she visited with the leadership of IMASA; with the members of IMASA; that she had the opportunity to talk about grant funding for their institute with several leaders; their curriculum plan; how the South African government has a part in the institute, etc. She added that

members were thrilled with the Board's approval of the \$26 membership fee and she feels we will see some new members come from this.

Director Allers commented that President Stratta did a great job in marketing IIMC and assured the Board that their President was an excellent ambassador for IIMC and that IMASA was thrilled with the President's presence and visit to their country.

President Stratta noted that the visit cost IIMC probably less than \$100; that she used credit card points to cover the airfare cost; that IMASA provided her room and some food and that she felt it was an outstanding experience. She thanked both Francois and Nick for their help and assistance.

#### **REPORT ON FALL STUDY ABROAD TOUR:**

President Stratta reported that only four persons had signed up so far, and questioned if anyone else from the Board was planning on participating. PP Reese advised that she had signed up, but now cannot attend due to office issues, noting that takes the group down to three..

Executive Director Shalby advised that an E Briefing notification was sent out yesterday on this topic; that they have extended the deadline for sign-up; and urged the Board members to send an e-blast within their own regions to market the program. He advised there needs to be a minimum of 10 attendees to make it economically viable to conduct the tour.

Director Warren suggested perhaps a region could sponsor someone to go from that region and pay for the costs, which is being considered in her region. It was noted that Ohio is also offering financial help to a member desiring and elected to go from that state. President Stratta indicated both these suggestions were great ideas and urged the Board to communicate this in their region in hopes to stir-up interest in this worthwhile endeavor.

Director Kelly questioned if Richard in Canada was still planning to attend and Director Lemoine thought he was. She noted she had been hearing from others who participated on last tour that they intend to go also; that she will make some contacts to see if they are able; and noted that a determination needs to be made as soon as possible as to whether this tour is going forward.

#### **INFO ON MID YEAR MEETING:**

President Stratta advised that she requested Tim Seeden to go out for bids regarding a location for the mid-year meeting as she wanted to conduct this under the most economical package as possible. She noted that the City of Albuquerque came back with an outstanding bid, which should end up in meeting costs under budget for IIMC. She requested everyone's understanding of this issue and location.

**REGION NEWS:**

President Stratta thanked the Board Members for their time and participation today and asked them to report by Region on any activities or news they wanted to share.

Region I – Reported that the Connecticut institute was taking place the week after next, and that their first Athenian Dialogue in the state was being held in conjunction with that program.

Region II – Reported that the State of Maryland had their conference in June and that they have information for the upcoming Pennsylvania and West Virginia conferences. Information was given on the New Jersey conference, noting that President Stratta planned to attend, and that they are looking into awarding scholarships in the region so that members can attend the annual IIMC conference.

Region III - Reported they just completed an updated newsletter which is out; that North Carolina has a state conference in August, and that President Stratta will be at the Region III meeting in January.

Region IV - Reported that Arkansas just held their state conference and are working towards providing more education at their district meetings that can qualify for certification points. In Oklahoma they are working on their upcoming conference in October, and incorporating IIMC education points into their state education program, along with working on their March Institute program.

Region V - Reported they are working on their next newsletter and noted they would like to highlight the President's trip to IMASA. President Stratta advised she would send a write up for that newsletter. It was also noted that Ohio will be sending a representative on the study abroad tour and providing funding for this and encouraged the other states to consider the same.

Region VI reported that Minnesota has their institute this month and that the Wisconsin State conference is next month. They also advised that Wisconsin is busy preparing two separate bids for the 2014 IIMC Annual conference.

Region VII – No report

Region VIII - Advised that they are looking forward to the site visit with Executive Director Shalby, Tim Seeden and President Stratta later this month. It was noted that the Nevada Institute is being held that same week and they are hoping that President Stratta can stop by to say hello. It was again stated that Region VIII supports the annual IIMC Conference discount program to not only Region VIII but to the neighboring regions as well and hopes this can be accommodated. Director Simmons clarified information regarding Reno hotel room rates and an early discount program which was previously offered by stating this issue is not settled as yet and that they are still in negotiations. It was also reported that Idaho is preparing for their state conference in September and mentioned that they are

looking for ideas and suggestions to help with the International portion of the Reno conference.

Region IX - Reported they held their northwest clerks institute in June which was very successful; that they are strongly seeking membership to IIMC; and that the Oregon state conference will be held in September. It was noted that the Oregon clerks look forward to President Stratta attending that conference.

Region X – Director Lemoine thanked the Board again for approving the appointment of Bernie White and advised that he is looking forward to joining the Board once again. He also thanked PE Cassler for attending the AMCTO conference.

Region XI - Reported they are busy working on articles for their newsletter which will go out in August and that they will heavily market the Study Abroad Tour.

Past President Reese commented she felt the Board was very productive during this telecom and that she attended the Florida State meeting in Sanibel where they had over 200 members in attendance and she gave the oath to their new board members.

Vice President Nicol advised that she wanted to do the Study Tour, however, she has determined it is just too close to Election Day to be gone from the City. She added that they have e-mail blasted the California clerks and feels there may be some clerks from that state planning to do the tour that have not signed up as yet. She added that California is trying to help Reno out with sponsorship activities or cash and urged others regions to help any state hosting the conference within their region. She advised that she is working with MCEF and trying to come up with new ideas on how to expand or initiate new interest into the Hawaii raffle and other fund raising opportunities.

President Elect Cassler advised that President Stratta has asked her to form a committee to review the form and process regarding the evaluation of the Executive Director. She stated that each board member will receive a form the first part of August and be advised on the process and what they need to do. She noted that it is extremely important to have 100% Board participation in this and that there will be a date to return their evaluations sometime in mid-September. She added that a full report will be sent to the board members prior to the mid-year meeting so they have plenty of time to review prior to discussion.

PE Cassler also advised that PP Reese had started a program of conducting telecoms with the committee leadership, including Chairs and Vice Chairs, and that since it was so successful, President Stratta is continuing with this program with the first telecom to be held on August 6<sup>th</sup>.

Executive Director Shalby reported that he is trying to finalize the 2014 conference bidders; that he is working on the 2010 budget; and as mentioned, will be

participating in the Reno site visit in two weeks. He reminded the Board members that KRA reports are due and of potential wrap up dates.

President Stratta thanked everyone for the cards and letters sent to her in response to her recent surgery. She thanked everyone for all their prayers and well wishes and again, for their time and service to IIMC.

There being no further business, the telecom meeting was adjourned at 11:34 Pacific time.

Respectfully submitted,

Mary Lynne Stratta, President

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Kathryn A. Dornan, Recording Secretary

MEETING MINUTES  
IIMC BOARD OF DIRECTORS TELECOM MEETING  
Wednesday, September 09, 2009

The Telecom Meeting of the IIMC Board of Directors was called to order at 9:04 am (Pacific Time) by President Mary Lynne Stratta.

**ROLL CALL:**

Board Members

Present: Executive Committee: Stratta, Cassler, Nicol and Reese

Region I: Dixon and Mullen

Region II: Jacobs

Region III: Burns and Kelly

Region IV: Miner

Region V: Kelly and Young

Region VI: Alexander and Moore

Region VII: Goodwin and Lovett-Sperling

Region VIII: Kalasz and Simmons

Region IX: Hawker and Kolacy

Region X: White

Region XI: Allers

Absent: Region II: Williams-Warren

Region IV: Blackard

Region X: Lemoine

Region XI: Randle

Others Present: Chris Shalby, IIMC Executive Director  
Kathy Dornan, Parliamentarian/Recording Secretary

President Stratta opened the meeting and thanked everyone for participating.

**ADMINISTRATION OF OATH OF OFFICE:**

President Stratta administered the Oath of Office to newly elected Region X Director, Bernie White. It was noted that Mr. White had already taken an official oath in his home town, immediately after being elected by the Board during the last telecom; this was just a formality for the Board today.

Mr. White thanked the Board for their support and acknowledged the possible future change in the bylaws which would allow a new member to take over his position in May, 2010.

**OATH OF CONFIDENTIALITY FOR BOARD MEMBERS:**

President Stratta advised this matter was discussed during the last telecom meeting with the issue being referred by the Board to the Policy Review committee. It was noted that this oath was similar to what was adopted for the Ethical Standards Committee members.

President Stratta opened the matter for discussion. Director Kelly noted under the policy portion the issue of receiving gifts and expressed her concerns regarding this subject. She requested that a section be added covering the issue of gifts. Discussion was held. President Stratta agreed there should be this type of policy and suggested this could be developed under a separate document, but felt this matter was different than the Oath of Confidentiality issue. The Board agreed to send the issue of a policy regarding receiving gifts to the Policy Review

committee for a recommendation. It was also noted that a personal benefit statement was included in the Oath of Confidentiality document.

President Elect Cassler questioned Item #3 and suggested this be removed and placed in a separate policy. She also suggested that a policy on receiving gifts be written which could be more specific. Discussion was held on the implications of suggestion Number 3, noting this covered more than a tangible gift.

Further discussion was held regarding gifts, personal benefits, monetary amounts for gifts being subjective, etc. It was determined to accept the recommendation regarding the Oath as written.

**MOTION** by Reese, second by Nicol, to approve the Oath of Confidentiality for Board Members as written.

Director Allers questioned if Item No. 6 was in conflict with Article X of the IIMC constitution and explained his concerns (regarding board resignations). President Stratta outlined her ideas on the separation of the issue of a resignation as written in the constitution vs. the meaning as written in the Oath of Confidentiality document. Discussion was held on the matter of requiring board resignations of persons whom are elected by their peers.

Director Kelly stated she felt if there was a procedure in place for resignations written in the constitution, that this document should follow those procedures and should also make reference to it.

It was suggested that wording be added at the end of Item #6 stating “after review of the executive committee, to follow the procedure as written in the Constitution”.

Discussion was held on the actual procedure which would take place if allegations were made against a Board Member and on the steps required to be followed.

**Amendment to Motion:**

**MOTION** by Nicol, second by Reese, to add the following language to the Oath of Confidentiality (Item #6): “after review by the Executive Committee, to follow the procedure as written in the Constitution”.

**Vote on Amendment to Motion:** Unanimously Carried

**Vote on main motion as amended:** Unanimously Carried

Director Shalby noted that taking care of and signing these oaths will be the first order of business at the mid-year board meeting in November.

## **2010 CONFERENCE UPDATE – RENO, NV**

Director Shalby gave the following report:

**Discount Program:** Director Shalby advised that he is recommending the Board approve a discount program for Reno similar to the one approved for Chicago. He outlined the terms of the usual, pre-Chicago discount program, noting a discount was given only to members of the region the conference was being held in. He detailed the discount program for last year in Chicago which included the host region and the surrounding regions, noting its success and fact

this was done mainly to attract members within the driving area. He advised that over 50% of the attendance in Chicago was from those extra discounted regions.

Director Shalby noted that in view of the economy, he feels we should offer the discount program to the Region 8 and Region 9 States. He advised that the total number of members who would qualify is 2,677. He added that he feels offering the discount program to close regions (within a day's driving distance) is a huge plus for the conference, especially in light of the economy and is an additional benefit to first time attendees. He advised he is recommending approval of the discount program as outlined by the Board.

President Stratta noted the Budget and Planning Committee voted unanimously to support the discount program as recommended.

Director White questioned about extending the discount program further east. Director Shalby noted what area they had looked at and why, commenting that the driving distance is the basic component to the areas being suggested.

**MOTION** by Kalasz, second by Kelly, to approve the conference discount program for Reno, NV as recommended by Executive Director Shalby.

**Motion Carried Unanimously.**

**Education Points:** President Stratta advised that she has received a request from the Program Review and Certification Committee who is recommending Board approval to again offer 8 points for attendance at the entire conference. Executive Director Shalby noted that this recommendation was sent yesterday to the ID's and State Education Chairs, asking them to respond with feedback by September 22<sup>nd</sup>. He added that he has received 8 responses back so far and all who have given their endorsement. President Stratta advised that further input is needed; that they will allow responses until September 22<sup>nd</sup> and that these will be tabulated and provided to the Board via email and a vote will be requested through email at that time.

President Stratta also advised that Budget and Planning had approved funds for scanning equipment at the conference and that it was her understanding that the points would be allocated up to the 8, with scanning confirmation.

Director Shalby confirmed this, noting they will be looking into scanning equipment the first part of next year. He added that staff has had input on this and they agree, and indicated that when the 8 points were approved last year on a one-time basis, this was instrumental in bringing up the registration numbers and making the Chicago conference successful. He added that the scanning system will give credence to this allocation and that the points meet current educational guideline requirements.

President Stratta again advised that the Board needs to give the appropriate parties time to submit their input and that she is requesting the Board to wait to vote on this until the ID's and State Education Chairs respond. It was noted that the preliminary Reno conference program can still be put together in time and that it is very important to include the educational point information in the preliminary program document in order for clerks to obtain early approval. The Board indicated they had no objection to gathering further information and waiting to vote on this matter.

Vice President Nicol stated she appreciated more time before voting on this issue; that she agrees further input is needed; and questioned whether board action could and should wait until the mid year board meeting due to other educational considerations that will take place at that

meeting. She indicated her concern with making decisions regarding educational items one issue at a time, rather than waiting until deliberation is given to an entire package. She felt this would only cause future problems and requested this be considered at mid-year instead.

Director Shalby advised that if the Board wishes to wait, they can, but that he had intended to finalize the conference brochure with the printer and mail out by mid November. He noted that if the issue was decided at mid-year, the brochure would most likely be mailed the first part to mid December instead. Discussion ensued.

President Stratta indicated this issue was added to today's agenda at the request of Director Shalby as he would prefer an answer as soon as possible in order to get the program to the printer and mailed. She noted that waiting until mid-year will delay the brochure mailing.

Director Young requested that the Board deal with this issue as originally planned and adhere to the ED's schedule. She noted she personally feels if the conference education is worthy of 8 points and meets written educational criteria, then 8 points should be offered. She felt the issue was not related to the other education guideline issues and would prefer an email vote when ready. Director Burns agreed.

President Stratta indicated that if there are no further objections, she preferred to proceed with the original plan and conduct an email vote. Director Kolacy stated she agrees with VP Nicol and noted the members in Region 9 were not happy with the 8 points being awarded for the Chicago conference. She commented that she feels this needs to be heavily studied; she is aware 8 conference education points is also being studied by the PR/C Committee and agrees that all education items, potential guideline changes, etc. should be done by the Board at one time, together. She added that it was her understanding that the 8 points last year was a one-time issue and that this matter was going to be reviewed along with the guidelines.

President Elect Cassler commented she did not feel this is making piecemeal decisions on IIMC education issues; that IIMC rules and policies are guidelines which can be amended and tweaked at any time and that she feels the Board should proceed with the matter after hearing from the ID's and states and move forward.

Past President Reese stated she feels communication on this issue is key and questioned the timeframe which Director Shalby outlined and the ramifications in order to communicate this issue to the members if the issue waits until the mid-year meeting.

Director Shalby noted that unlike last year, there is considerable input and comments being gathered by the appropriate parties, including the ID's, state representatives, the Program Review and Certification Committee, etc. on the allocation of the 8 points. He indicated he does not agree that approval of this would be done piecemeal from the other education suggestions coming forth as he feels this is a stand-alone issue; that this is a huge attraction to conference and a valuable conference incentive. He noted the importance of being equal and fair to all members, but added the Board also needs to consider the health of the organization and put measures in place when possible for IIMC to remain viable and strong. He advised that he honestly feels this is a separate issue from standard educational guidelines and everything surrounding those, noting the key is that the 8 points being given are allowing some Clerks to obtain permission and money to attend the annual conference, something that might not happen otherwise.

President Stratta indicated she would review the issue after the September 22<sup>nd</sup> deadline and that if there was not enough information received, she would extend the deadline and the Board could consider the issue later. If enough comment was received, she would make a

determination and email with the Board, most likely calling a telecom since there has been concern expressed regarding voting by email. She also urged the Region Directors to follow up with their individual state education representatives and urge them to provide comment as soon as possible.

Director Shalby advised he will copy the Board on the email sent to the ID's and states on this issue and as to the recommendation of the Program Review and Certification Committee. It was requested that the Board always be copied on these types of communications, both sent and received. This was noted by Director Shalby.

**Annual Meeting/Breakfast:** Director Shalby advised that in Chicago, the annual meeting was held in conjunction with a full breakfast; that there was a full house for this meeting; and that they would like to do the same thing for Reno. He noted that people tend to leave early on that last day and feels a breakfast meeting is better attended. The Board concurred/approved.

**Room Rates:** Director Shalby confirmed that room rates are \$99, and that some rooms are slightly more. He noted a telecom scheduled soon with the host committee on a variety of further plans. He also mentioned the football mania fundraising event. The tax rate was questioned on the rooms. Director Shalby will provide this information to the Board via email.

**Report from Director Simmons:** Director Simmons noted that a site visit had occurred with Director Shalby, Tim Seeden and President Stratta, which she felt went very well. She indicated they are focused on having the welcome reception at the National Audubon Museum, and the all conference event may be in Virginia City. She added they are trying to arrange a post conference tour in the Lake Tahoe area. She noted they are excited on the plans and happenings to date; that fund raising is a challenge, and outlined the Football Mania fundraising event. She noted that a membership blast will be going out soon on this. She also noted the custom quilt fundraiser going on and also the deluxe conference package raffle. Director Simmons noted they are working on sponsorships and that they have \$30,000 in funds so far but that they need more. She added they are working hard with their partnerships in the Reno area, and noted the Reno clerk is not even a member of IIMC, which makes things a bit more difficult. She added that they are working with the Nevada Institute Director and with headquarters to identify educators and classes to offer, etc.

Director Kalasz noted she was working with the northern Nevada Clerks on an international outline for Reno and that there would definitely be a special program provided for that contingent. She too noted difficulties with fund raising and the affect the economy has on fund raising efforts.

President Stratta urged the region directors to step up and do what they can to help with this conference; that the Nevada clerks, which are few in numbers, are working hard but need the support of the entire Board.

President Stratta thanked Director Shalby and Directors Simmons and Kalasz for their efforts and update report to the Board.

#### **STUDY ABROAD TOUR UPDATE:**

Director Kelly advised there are 13 signed up; that they are busy making final plans; they are waiting on a more detailed itinerary; and for the most part are done, excited and just waiting for the trip to occur.

#### **REPORT FROM BUDGET AND PLANNING MEETING:**

President Stratta advised the Board that the Budget and Planning Committee had met in August; that she felt the meeting was outstanding, and that she was pleased with the outcome. She announced that they will bring forward a balanced budget for consideration at mid year and that things are definitely looking up for the organization. She noted that a couple of items had been referred to the Policy Review Committee, one being that IIMC has a policy that a 10% profit be made on the annual conference. She noted that other objectives were also discussed and will be included in their mid-year report.

Director Shalby advised the July month end report had been sent out and that they are wrapping up figures for August at this time.

Director Simmons questioned if the policy of netting 10% revenue would be effective for Reno. President Stratta advised that a policy is being developed along those lines and that it would come to the Board at mid year for discussion, including the effective time frame.

#### **EXECUTIVE DIRECTOR EVALUATION:**

President-Elect Cassler noted that she has received several ED evaluations from Board members; however, she is still missing 12 and reminded everyone they were due by Friday, September 11<sup>th</sup>. She advised she will compile these and that the actual evaluation will take place at the mid year board meeting.

President Stratta urged the Board Members to complete their evaluations as soon as possible and to get them in on-time.

#### **MCEF LOAN:**

Director Shalby advised the Board that IIMC is paying 7% to the MCEF for the money secured by MCEF for litigation. He noted that there is some confusion on this loan and wanted to clarify to the Board that 5% of the 7% pays the principal directly to Smith Barney; and that MCEF is using the 2% to help pay down the principal on the loan. MCEF is not keeping the 2%, but helping lessen IIMC's burden. He noted that due to the better than expected results from the Chicago conference, we will be paying a higher than expected sum back to MCEF at the mid year board meeting.

President Stratta stated this shows due diligence to repay the loan as soon as possible and noted that MCEF is not anticipating a payback of this amount so soon. She indicated her pleasure in being able to show MCEF that IIMC is committed and that the organization wants to pay this asap and have this obligation completed. She noted the Board has already approved this; that this is just an update of plans for mid year. She also noted this payback was well supported by the Budget and Planning Committee.

#### **REQUEST TO MCEF TO FUND NEW WEBSITE:**

Director Shalby noted that Policy 8 states that at the end of the year, MCEF can give IIMC up to 7% of the interest from their corpus. He advised that we received \$25,000 last year and that he is not sure what they will give this year, but that the amount may be somewhere between \$18-\$22,000. He spoke on the need to update the IIMC website; to make it more interactive; to provide more marketing for the organization; to bring it more up to date; and feels this money should be used to update the website. He advised he will provide the Board and MCEF with a report asking for funding beyond Policy 8 money in order to update the website and noted he will be asking for \$22,000. Director Shalby commented they are hosting a demo with the

company they want to use to make the website improvements and they are anxious to see what can be done; how best to update the site, etc. He noted that he is not sure MCEF will approve the request, but that he will ask.

Director Young commented she is excited at the possibility of an update to the website; that this would be funding for KRA #3 and questioned how the KRA recommendations would fit into the design, etc. if monies were obtained to do this.

Director Shalby advised he would put the KRA ideas together with the concept for the site and hopefully embellish it with these ideas, confirming that some information out of the KRA will be put to good use.

#### **IMASA AGREEMENT:**

President Stratta advised that the IMASA Board has confirmed approval of the affiliation agreement with IIMC and that this is ready for signing and approval. Director Allers commented that they are looking forward to signing and entering into this agreement with IIMC.

#### **SLCC AFFILIATION AGREEMENT RENEWAL:**

President Stratta advised the Board that the SLCC Affiliation agreement renewal is also due and ready and that it is her intention to take care of this at the SLCC conference in October. She noted that she and Director Shalby will be attending that conference; that she hopes to have this approved then; and that both this agreement and the IMASA agreement are signed and completed by mid-year.

#### **REPORT ON COMMITTEE LEADERSHIP TELECONFERENCE:**

President Elect Cassler advised the Board that a very successful telecom was held with the Committee Chairs and Vice Chairs and that she and President Stratta had received update reports from each committee, noting they are all working very hard. She stated that these can be shared with the Board members if they are interested and summarized the committee updates as follows:

Membership Committee working hard; mentioned article in newsletter and noted every region will be highlighted in the coming months. She urged the Region Directors to recruit members!

Public Relations and Marketing Committee is working on a power point presentation which will be used when visiting other areas.

Program Review and Certification Committee is working hard on reviewing the education guidelines and writing up recommended amendments for consideration at mid year meeting.

Education and Professional Development Committee is working on updated mission statement and philosophy of education statement for the IIMC organization.

Research and Resource Committee is developing a survey for small cities, asking what IIMC needs to do to assist them and make IIMC more attractive to them.

Mentoring Committee is very active; have 33 mentors and 34 mentees. They worked hard to welcome first timers in Chicago and will repeat this in Reno.

Policy Review Committee is addressing several things discussed at May's conference and subsequent board meetings; several recommendations for policy changes will be presented to the Board for consideration at mid-year.

Conference Committee. PE Cassler advised that the Chair, Allen Susen, resigned due to his appointment as City Manager. The Vice Chair has stepped in as Chair and they are working on the education program for Reno conference.

International Relations Committee is ready for the study abroad trip; happy they met their minimum number of person's criteria; and they want to look at something similar to a sister cities program.

Election Committee is looking at issue which arose for Region X and will be making recommendations on how to alleviate this problem in the future.

PE Cassler indicated she and President Stratta will telecom again with the Committee leadership after the mid year to brief them on the outcomes of that meeting.

#### **PRESIDENT UPDATE:**

President Stratta advised she traveled to Pennsylvania to attend the annual association conference there and noted that Carol Jacobs is a great ambassador for IIMC in that region. She commented that when the new education guidelines went into effect, Pennsylvania parted ways with IIMC and dissolved their institute. Some clerks have attended institutes in other states. President Stratta advised she visited with the Pennsylvania officials on this and is happy to report they have already made a contact to reinstate their institute. She will continue to work with them to see this is re-established.

Director Jacobs thanked President Stratta for her attendance, noting she felt this is what got things moving along the institute lines and felt the visit opened the lines of communication with IIMC and very much benefited the state.

President Stratta stated she also attended the Texas Clerks Conference and that conversations regarding IIMC and education were the most positive in many years. She noted they are looking at model programs to partner with IIMC.

President Stratta advised she would be attending conferences next week in Oregon, and then in New York, which are two locations in which President Reese was not able to travel to last year due to health reasons.

#### **EXECUTIVE DIRECTOR UPDATE:**

Director Shalby reported the following:

- 1) The small cities survey was sent out; currently collecting data
- 2) He has gained a renter for the headquarters building who is moving in next week; the rental agreement is through April 2011.

Director Kalasz questioned if the small cities survey went to the small communities without internet access. Director Shalby noted that 98% of those communities have email or internet and that they felt this percentage would be enough to accomplish the survey goals.

President Stratta encouraged the Region Directors to attempt to contact those small cities without internet access and advise them that this survey has been sent and if they want to participate, to contact IIMC who will be happy to send it to them.

Director White noted that during this meeting there was a discussion of taking a vote on an issue via email and cautioned on doing this, suggesting that the Board should have a discussion on when it is appropriate to utilize an email vote. He noted that it appears to him that this may only be yes or no opportunities.

President Stratta commented that per the lengthy discussion which took place earlier in this meeting, it appears the Board is in agreement to utilize telecom meetings vs. email voting, which she will respect.

An update was requested regarding the Ethical Review committee. It was determined that any update of activities from this committee should be done in executive session.

**MOTION** by Reese, second by Nicol, to enter into Executive Session for the purpose of receiving an update on the activities of the Ethical Review Committee.

**MOTION CARRIED UNANIMOUSLY.**

The Board entered into executive session at 1:16 p.m. and adjourned at 1:22 p.m. (Pacific Time).

President Stratta thanked the Board members for their time, noting she will schedule another telecom after receiving information regarding the allocation of education points for attendance at the annual conference.

The IIMC Board telecom meeting was adjourned at 1:23 p.m. (Pacific Time).

Respectfully submitted,

Mary Lynne Stratta, President

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Kathryn A. Dornan, Recording Secretary



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Officers and Board

From: Chris Shalby, Executive Director  
Jennifer Ward, Education Analyst  
Emily Maggard, MMC Specialist  
Marilyn Sanzo, CMC Specialist

Date: October 1, 2009

Subject: Education Department Update



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Since March 2009, the Education Department has been operating without a Director of Education. The three ladies in the Department have individual responsibilities and also work together resolving education issues with Jennifer Ward being the official "go to" person on questions and procedures. The Education Department and I meet regularly to discuss situations, problems and to ascertain we are on track regarding our Education Guidelines. We've held many teleconferences with the Program Review/Certification and the Professional Development Committees. The collaboration has been thorough, intense and fruitful.

The overall progress in the Department has been outstanding and by empowering the department to use their skills, experience and judgment, I feel that this area has been operating smoothly and will continue to do so.

As of this writing, there is still a question as to the outcome of the former Director of Education Mohammad Eftekhari's settlement. There is no lawsuit pending, but IIMC's attorney and Eftekhari's attorney are in continuous talks regarding a favorable separation.

Since we're not certain of the outcome or IIMC's involvement regarding a monetary obligation other than what it has paid according to the contract, Management recommends the following:

### **Management's Recommendations:**

- That IIMC continues to operate without an Education Director for the rest of 2009 and through August 2010;
- Using August as a gauge provides IIMC with a perspective as to how the 2010 Conference fared and where membership numbers fall at that time;
- With staff doing an excellent job of handling internal processes and with IIMC Education Committees providing direction with education guidelines, I believe we can continue to operate effectively, successfully and smoothly, while saving nearly nine to ten months of salary and benefits.

Personally, I believe that with the changes to the guidelines, the relations with the Institutes and State/Provincial Associations will continue to improve. I believe the Institute Directors view this as a positive move with no negative impact whatsoever.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Officers and Board

From: Jennifer Ward, Education Analyst  
Emily Maggard, MMC Specialist  
Marilyn Sanzo, CMC Specialist

Date: October 1, 2009

Subject: Education Department Update

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### **Jennifer Ward – Education Analyst**

#### 2010 Conference Education Program

I have been working with the Conference Education Committee Sub-Committee Chair, Phil Campbell on the 2010 Conference Education Program. To date, I have confirmed all 12 Academy sessions and all 4 General Sessions. The Committee and IIMC Education Department selected topics and presenters from a list of suggestions from the Nevada Host Committee, Membership, outside organizations, consultants and IIMC Committees. I will now begin to work on the Concurrent Education Sessions. I am currently working on the Conference Preliminary Program education information.

#### Committee Work

- PRC Committee – The IIMC Education Department has been working closely with this committee to streamline the education process for the membership. This has been done via e-mail and many teleconferences.
- Education and Professional Development Committee - The IIMC Education Department has been working closely with this committee to provide a philosophy statement to our Organization.
- Conference Education Committee – See above for conference work. Chris and I have also been working with the Committee Chair, Elisa Olson, to update the Conference Education Guidelines and develop a flowchart for future Host Committees to use.

#### Course Review Requests

The IIMC Education Department continues to receive these requests on a daily basis. We have improved our turnaround time from approximately 10 business days to approximately 5 days or less.

#### MCEF Scholarships

- State Associations Grants – As of 10/6/09, we have received 6 applications
- Distance Learning Scholarships – As of 10/6/09, we have received 8 applications.

#### Athenian Dialogues

In 2009 we will have offered a total of 12 Dialogues. In 2010, we already have 3 scheduled.

#### Institutes

As Emily mentioned, we have been working with the Oklahoma Institute to help establish an Academy program there. We have also worked with the Montana Institute to help re-establish their Academy program.

### **Emily Maggard – MMC Specialist**

The MMCs are moving along- we are maintaining the (approx.) 14 week queue, despite an increase in MMC paperwork in office (most likely due to the Grace Period coming to a close). It is my goal to reduce the wait time for all reviews, but I do have to say that when I started the position here at IIMC the queue was approx. 22 weeks, so it's only a matter of time before these Applications will reviewed more quickly.

Advanced Election courses have been accepted for Advanced Education points, as of 7-15-09. This is not retro-active, and I have had a very positive response to this.

The Education Department has spoken with the Oklahoma Institute Director to see if there is a need for, and if IIMC can assist in the formation an MMC Academy in that state.

There are a lot of emails and phone questions regarding the Grace Period end. A few clerks are disgruntled, but when assured they will not be placed into the 84-20 set of Guidelines, they are relieved. I've been sending the same document we used in the News Digest for these people- which shows exactly how the reviewing of these former Grace Period applicants will go. It really seems to help explain. There is still a lot of mis-information out there, and I still request that those with questions or concerns contact me directly for more information.

Shipping is current as of 10-5-09. My goal is to ensure that all MMC shipping is done weekly, to keep deliveries timely, as the clerks have worked very hard to get that far. I feel bad about holding up certificates, plaques and pins.

### **Marilyn Sanzo – CMC Specialist**

#### Application for CMC Designation

The CMC application process time is 7 weeks out and I have been staying ahead of the scheduled 8-10 week application process. Upon receiving the CMC designation program in February, the application process was 18 weeks out. I was happy to announce at the Chicago Conference I was up to date with the review of applications.

Since then, I've received numerous phone calls and email messages from clerks that were reluctant to enter into the CMC program, but heard of the change in process, responsiveness from staff and the word of mouth from other clerks. This has increased the CMC applications. My goal is to continue to condense the process time for application review.

The CMC shipments of Certificates, Plaques and Pins are 2 weeks out and have had no complaints.

The process of media and local government official notifications announcements are 3 weeks out. By the end of this week I will be up to date.

#### Application for CMC Recertification

I am working on the backlog of CMC Recertification applications. I'm processing applications as far back from April 2009. Since the June 10th e-Brief regarding the suspension of the CMC Recertification program. I have received a great deal of calls and emails from clerks now concerned with their CMC designation that have let their designation lapse from their expiration date. I explained to them that they may have the option to enter into the MMC program or wait until the mid-year Board meeting for a decision. I've received at least 95% interest into the MMC program. As well as, those that have submitted applications for the CMC Recertification are seeing the benefit and have already transferred into the MMC program.

#### Application for the CMC Designation (Grace Period Candidates)

I have pending applications awaiting supporting documents that fall under the grace-period. I will be sending out reminder notices to the grace-period applicants reminding them of the December 31, 2009 deadline date.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: IIMC Board of Directors**

**From: Membership Committee**

**Mary Johnston, Chair**

**Susie Corbitt, Vice Chair**

**Date: September 30, 2009**

**Subject: 2009/2010 Mid Year Committee Report**



**Background:** The Membership Committee met on May 22, 2009 in Chicago, IL in conjunction with the 63rd Annual IIMC Conference. Also in attendance were President Elect Mary Lynne Stratta and Vice President Sharon Cassler.

**Discussion:** The Committee reviewed the Goals and Objectives established for 2009/2010. Since the meeting in May:

- The Committee has been given the task of personally contacting IIMC members and inquiring about their membership and address any possible concerns. This task is to be completed by the Committee members in May 2010.
- The Committee contacted "Soon to Be Cancelled" members to remind them of their dues payment and to gather any changes to the member's information. This has been completed.
- The Committee has been busy preparing Region of the Month articles to be published in the News Digest. To date, Region I and Region II have appeared in the News Digest and the response has been positive. The Committee will continue working on this assignment. Schedule for remaining articles:

Region III – October News Digest  
Region IV – November News Digest  
Region V – December News Digest  
Region VI – January News Digest  
Region VII – February News Digest  
Region VIII – March News Digest  
Region IX – April News Digest  
Region X – May News Digest  
Region XI – June/July News Digest

**Financial:** The Committee requests the "Recruit A Member" membership drive continue and further requests funds be allocated for this very successful program.

**Summary:** The Committee will continue their quest of contacting the membership for the remainder of the year through the "Good Will Calling/Emailing" Program. The Committee will also continue to investigate new ways of increasing membership by partnering with the Public Relations/Marketing Committee.

**Recommendation:** No recommendations at this time. The Committee will provide any recommendations as part of their Annual Report in May.

## **Management's Recommendation:**

With membership numbers decreasing, IIMC will rely heavily on this Committee to help in recruitment. The Recruit A Member Campaign is proving to be successful with good participation. Since its inception in 2007, IIMC has gained 157 new members. The Region articles for the News Digest are an excellent source of exposure for the Region Directors and IIMC. We are on schedule with the publication deadline.



# International Institute of Municipal Clerks

**To:** IIMC Officers and Board  
**From:** Shirley A. Gentry, Records Management Chair  
**Date:** 9/29/09  
**Subject:** Records Management Committee Mid-Year Report

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## Background and Discussion

The Records Management Committee's goals for this year are:

1. Recommend Records Management education sessions for the annual conference.

Paul Bergeron prepared a letter and obtained the mailing addresses for 343 attendees to the records management sessions held in Chicago. The letter was an acknowledgement that they had attended, if they wanted to use that training for the NAGARA Records Management Certificate. It thanked them for coming and asked for ideas for future educational sessions. Six clerks sent in suggestions for topics for sessions at future conferences. These were forwarded to staff.

Staff has booked Amigos for an Academy Session on disaster recovery thanks to a recommendation and contact from Lisa Johnson.

Call for Conference Presentation Forms were sent in as follows:

Diane Gladwell – Best Practices in ECM/ECMS/Document Imaging Systems  
Kathy Sickler – Records, Records Everywhere! What to Do and Where to Start.  
Bruce Schinkelwitz. – Functional Classification: What it is and How to Benefit  
Stephen French – Social Media and Its Implication and Management for Local Governments

Other people committed to speaking but have not submitted their Call for Conference Presentation form: Teri Marks from the Nevada State Archivist office and Bill Dow, Deputy City Clerk of Keene, NH.

Miscellaneous contact information for records management organizations in and around Reno was provided if additional speakers are needed.

2. Develop reciprocity agreements for joint records management educational programs with ARMA and/or NAGARA, leading to joint credit for each organizations' existing certification designations

See attached from Lisa Johnson.

3. Prepare a minimum of two articles regarding records management for the IIMC News Digest.

Stephen French, Lisa Johnson and Trish Ervin volunteered to write an article. This goal will be met by the end of the year.

4. Utilize the Research and Resource Committee to conduct a survey of the membership to determine their most challenging records issues and tailor IIMC News Digest articles to reflect those results. See below for comments.
5. Utilize the Research and Resource Committee to gather data about cities' most costly records management problems in order to utilize that information to educate City Managers and City Councils about the costs and consequences of lack of proper records management.

Goals 4 and 5 need to be discussed together. Originally the proposal was to gather some stories from our members about the costs their organizations paid as a result of poor records management. The intent was to provide information that could be used by Clerks to persuade their cities to fund a records management program to avoid the potential risks and provide sufficient staff and other resources needed. This was then expanded so once the data was gathered, articles could be in the Digest to emphasize the importance of good records management. However, in the Committee discussion, there was concern expressed that unless the stories could be told without naming cities and/or individuals, clerks would not be willing to share the stories for fear of bad press and the criticism they could face.

We are proceeding with a survey to gather some information about current records management practices and funding in cities. The survey was written and vetted through the Records Management Committee and staff. It has been sent to the Research and Resource Committee. They will edit the questions, send out the survey and help us analyze the information. A copy of the survey as provided is attached.

6. Pursue grant for funding to review the records management technical bulletins.

After numerous meetings, e-mails and phone calls with a third party vendor, the decision was made not to pursue their ambitious proposal to rewrite the bulletins because: IMC would lose control of the project, we wanted to provide information for new clerks rather than the detailed information the vendor wanted to prepare, and the company wanted a \$60,000 commitment from IIMC for the project. Instead Paul Bergeron wrote a grant application to NHPRC on behalf of MCEF. Lisa Johnson is working with MCEF Chair to get them registered so if the grant is awarded, MCEF can receive the funds. The grant is for a joint project between IIMC and NAGARA “to revise and reissue existing technical bulletins and add two new titles making the bulletins a current, but concise, entry level tool for municipal and county clerks who have little or no foundation in archives and records administration and who have few financial resources – or time – available to obtain that foundation.” The grant calls for 14 technical bulletins, each not to exceed 20 pages in length. The draft application was sent to the committee for review and to staff. Final edits are being done now. The grant will be submitted in October. A draft is attached.

**Financial --** While the grant shows funding from IIMC, it is believed that will come from in-kind contributions. We requested \$5,000 be put in the budget in the event matching funds were needed.

**Summary --** While not all goals have been achieved, the committee is making progress on all of them. We are nearly complete in finding speakers to present in Reno. The second goal is no longer an issue. The grant will be filed on time and is so well written, we are confident it will be approved. We think the survey will result in the gathering of information that will lead IIMC in both training ideas and in articles for the newsletter that are tailored to the needs of the membership.

**Recommendation --** No board action is required at this time. However, if any of the documents attached or actions taken to date raise concern, please advise at your earliest convenience.

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

We appreciate the Committee's help in several areas including the acquisition of speakers at the Conference in Reno; the application for the Grant; and we welcome News Digest articles.

After much discussion between staff and the Committee to determine what is best for IIMC members, we agree with the procedures (see attached Lisa Johnston Reciprocity Report) and how a NAGARA Certificate relates to CMC and MMC certification. This Committee has also utilized MCEF's status as a 501C3 to write a grant to rewrite and revise Technical Bulletins on Records Management. As of this writing, the grant application has been filed, but no word on funding.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Officers and Board  
**From:** Lisa Johnston, past RM Chairman  
**Date:** 09/29/09  
**Subject:** Records Management/Program Review Subcommittee  
Final Report

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## Background

At the 2009 Spring Board meeting, the following was approved:

Regarding 2008-2009 Records Management Committee Goal #2 (*Investigate the possibility of developing reciprocity agreements for joint records management programs with ARMA and/or NAGARA, leading to a separate IIMC certification.*) and resulting from a conference call between the Chair of Program Review (Joann Tilton) and the Records Management Chair (Lisa Johnston).

Both Chairs believe that the review of a Records Management Certificate/Certification program deserves additional time and collaboration to allow for a comprehensive recommendation to the Board. To this end, it is proposed that a joint sub-committee; composed of the 2008-2009 and 2009-2010 Chairs (or their designees) of the Program Review and Records Management Committees continue this project review. The subcommittee would look at the impacts and benefits to both the members and IIMC, consulting with IIMC staff as needed, and prepare a recommendation for the Board's consideration no later than the mid-year meeting.

## Committee Action

The committee (Lisa Johnston, Irma Devine, Shirley Gentry, Joann Tilton & Nancy Vincent) met by conference call on July 28, 2009 to consider the following:

- 1) Determine how the NAGARA RM Certificate could be applied toward the CMC or MMC certification.
- 2) Propose an ancillary certification through IIMC for Records Management.

Pros and cons of the two options were discussed and the committee came to a consensus that at this time, it would be in the best interest of IIMC to cease the consideration of an ancillary certification.

Focusing on the option of how to apply the NAGARA RM Certificate, some of the factors to be considered included:

- Keep the process simple both for IIMC Staff and Clerks
- How to value the certificate

A draft proposal for valuing the Records Management Certificate was discussed in a conference call of the subcommittee on August 15, 2009, which included the IIMC staff. It was determined that the NAGARA Records Management Certificate could already be applied to the CMC or MMC, since IIMC accepts individual NAGARA classes toward the CMC or MMC.

## **Recommendations**

Based on the final conference call, the Records Management Certificate from NAGARA could be applied as follows:

CMC: - The Certificate would apply under Experience – Continuing Education. The full certificate could be applied (40 hours = 6.66 points).

MMC – The Certificate would apply under Education 3 – Certification and education obtained from another organization relevant to the responsibilities of a Municipal Clerk which have been pre-approved by IIMC. The full certificate could be applied (40 hours = 6.66 points) and no pre-approval would be needed.

**STAFF NOTE: Currently the cap on MMC credit given for certification and education obtained from another organization is capped at 6 points.**

## NHPRC GRANT APPLICATION NARRATIVE (DRAFT)

During the first half of the 1990's, the National Association of Government Archives and Records Administrators' (NAGARA) Local Government Records Committee, with assistance from the National Association of Counties (NACo), the International Institute of Municipal Clerks (IIMC), and the National Historical Publications Commission (NHPRC), published a series of local government records technical publications. The series was intended to make available to local governments the basic principles, policies and guidelines that should be followed in establishing a sound records management program and in carrying out sound records management practices.

Each volume of the series was written by an expert on the topic and was intended for local officials who lack formal records management or archival training but who had custodial responsibility for records. The series was primarily focused on strategies for solving problems faced by local governments with limited resources and staffing available to meet basic records management needs. These local governments included counties, cities and villages, townships, school districts, and other local political subdivisions and special-purpose districts. Each publication included a bibliography that referred to other readings for more detailed information and guidance. This technical publications series consisted of the following titles:

- Archival Programs for Local Governments by Kaye Lanning Minchew (1995)
- The Daily Management of Records and Information by David Stephens (1991)
- Managing Records on Limited Resources by Stephen E. Haller (1991)
- Protecting Records by Harmon Smith (1993)
- Using Microfilm by Julian Mims (1992)
- The Selection and Development of Local Government Records Storage Facilities by A. K. Johnson, Jr. (1992)
- Applying Computer Technology to Records Systems by Kenneth White (1992)

In 1998, IIMC's Records Management Committee approached NAGARA's Board of Directors relative to a revision and/or expansion of the technical publications series for the audience of municipal clerks. Mr. Peter Schinkel, who represented NAGARA and would serve as project coordinator, met with IIMC's Records Management Committee during IIMC's annual meeting in May of that year. Initial brainstorming led to the following objectives:

- Bulletins would be completed in 1999;
- At least seven bulletins of four to six pages in length would be published covering generic, basic records management topics;
- Bulletins will be written in clear and concise language – no jargon;
- IIMC/NAGARA would publish the bulletins in paper and post to the internet
- Target audience would be cities and counties with populations of less than 5,000 and/or offices without a records manager, full or part-time;
- Bulletin topics would address subjects on: *How Do I Start? How Do I Get Buy-in? What Do I Have and Where is It? Now That I Know What I've Got, What Do I*

*Do With It? Where Do I Put It? Now That I Have Done It, How Do I Keep It Going? What Do Other States Do? and Where Do We Go From Here?*

This second group of technical bulletins was published by NAGARA and IIMC as the *IIMC Records Management Technical Bulletins* series in January 2000. The subjects covered included:

- Starting a Records Management Program by Sandra Behel (2000), 5 pp. + Appendix, 1 p.
- Funding Your Records Management Project by Diane Gladwell (2000), 5 pp.
- Identifying and Locating Your Records by Pam Miner and Karen Goldman (2000), 4 pp. + Appendix, 2pp.
- Establishing Records Retention by Jelain Chubb and Amelia Winstead (2000), 5 pp. + Appendix, 1 pp.
- Developing a Records Storage System by Carrie Townlee-Porter (2000), 6 pp. + Appendix, 1 pp.
- Making Your Records Management Program Successful by Steve Mull (2000), 4 pp.

Pete Schinkel, project coordinator, stated in August 2009 that “An electronic records keeping bulletin was planned as the 7<sup>th</sup> in the series, but never got done. By the end of the project, the coordinator, and probably others, were exhausted and the electronic records bulletin did not get beyond an idea. A bulletin on filing practices was also considered at one time. Major pitfalls were lack of time and money and overly-ambitious goals.”

In May 2008, IIMC’s Records Management Committee proposed, as one of its annual goals, to revise and re-issue the 2000 technical bulletin series and began communicating with the NAGARA Board relative to the re-publication of these bulletins. Exploratory discussions continued into 2009 as both organizations evaluated financial and personnel resources available for the project. It became clear that neither organization had the resources to support the project, in its entirety, solely or jointly. As such, in May 2009, IIMC’s Records Management Committee amended that goal to read: “Pursue grant funding to revise the records management technical bulletins.”

Also in May 2009, IIMC’s Records Management Committee considered a private company’s proposal to publish a “cohesive series of publications totaling 200 pages or fewer, that incorporates essential knowledge for individuals dealing with paper and electronic municipal records...published in electronic hyperlinked PDF format with a master Table of Contents and Glossary. This would include reference linkage between related terms and concepts to both avoid redundancy in chapter/bulletins, yet assure understanding of interrelated content...” The proposal carried a \$60,000 price tag.

In July 2009, IIMC and NAGARA principals participated in a teleconference to bring the project into greater focus. Participants included Shirley Gentry, Chair of IIMC’s Records Management Committee; Lisa Johnston, Immediate Past Chair of IIMC’s Records Management Committee; Chris Shalby, IIMC Executive Director; and Paul R. Bergeron,

NAGARA Vice President. That discussion led to a crystallization of the project's rationale, purpose and goals:

First, the parties determined that their goal was **not** to:

- Compete with other organizations like ARMA or SAA who have a mission of providing very detailed, comprehensive information on various aspects of archives or records management to trained industry professionals;
- To involve so many organizations in the re-publication project that the team could not move forward this year;
- Provide detailed records management information on a board range of topics.
- Be a one-stop shop for all records management information.

The parties agreed that:

- The current technical bulletin series was terribly out-of-date;
- They were written prior to any extensive use of the internet;
- They were written prior to the development of some state programs which do provide resources for local governments;
- There are numerous organizations involved in records management providing advanced archives and records management information in sophisticated formats; and that
- There is still a very real need for basic, easy-to-understand archives and records management bulletins for municipal and county officials who have responsibility for the custody and care of their communities' historical records but who have little training, little experience, little knowledge, little time, and few resources available to meet those responsibilities.

Given this new environment, the project goal is to: revise and reissue existing technical bulletins making them a current, but concise, entry level tool for municipal and county clerks to use to gain sufficient knowledge that would ground them in the subject area and direct them to more additional resources for further training, if needed or desired.

The project proposes to publish 14 technical bulletins, each not to exceed 20 pages in length, (Paul, this is a potential of 280 pages. Is that accurate?) including table of contents, credits, bibliography, glossary, and appendix. This initial series will include a revision of 12 of the 13 titles published between 1992 and 2000 and the introduction of two new titles: *Selecting and Using Document Imaging Systems*, and *E-Mail Management*. Four additional titles will be included in the project, funding and time permitting: *Managing Electronic Records*; *Auditing Records Management Programs to Ensure Success*; *Records Management for Social Media*; and *Implementing a Records Management Program in Large Organizations*. The proposed technical bulletin subject areas (exact titles may change) are as follows:

#### **Overview:**

- Starting a Records Management Program
- The Daily Management of Records and Information
- Making Your Records Management Program Successful

- Managing Records on Limited Resources
- Funding Your Records Management Project

**Creation, Collection, and Storage:**

- Identifying and Locating Your Records
- Establishing Records Retention
- The Selection and Development of Local Government Records Storage Facilities
- Developing a Records Storage System

**Preservation, Promotion, Use and Access:**

- Archival Programs for Local Governments
- Protecting Records
- Using Microfilm
- Selecting and Using Document Imaging Systems
- E-Mail Management

**Special Topics (as funds permit or during later project expansion):**

- Managing Electronic Records
- Auditing Records Management Programs to Ensure Success
- Records Management for Social Media
- Implementing a Records Management Program in Large Organizations

## **Survey of IIMC Members on Records Management**

1. What is the population of your city? \_\_\_\_\_
2. What is the full time equivalent (FTE) of staff doing records management activities in your department? (Example: if two people spend 50% of their week doing records management activities, there would be one FTE) \_\_\_\_\_
3. What is the records management budget in your department including labor and other resources? \_\_\_\_\_
4. (We are trying to determine if there is a correlation between the size of the community and the amount of resources being allocated to records management.)
5. What is the City's total budget? \_\_\_\_\_
6. What is your department's total budget? \_\_\_\_\_
7. What is the amount of the budget allocated to infrastructure maintenance? \_\_\_\_\_  
(i.e., budget for maintenance of roads, water and sewer lines. We are trying to determine if there is a correlation between the size of a community and the amount of infrastructure dollars in an attempt to persuade decision makers that records management should be treated like other infrastructure maintenance. That is, cities need to allocate a certain percent annually for the preservation of records.)
8. What types of records management activities are occurring currently? Check all the relevant activities:  
  
 microfilming (in-house)  
 microfilming (contract)  
 document imaging/scanning  
 records destruction  
 records inventory  
 records retention schedules  
 forms management  
 managing electronic documents  
 e-mail records management  
 archival preservation  
 vital records and disaster planning  
 records center storage (in-house)  
 records center storage (contract)  
 version control to ensure only final versions are retained and used  
 litigation holds (i.e., legal action is underway covering a long time span and records can not be destroyed until all legal issues are resolved)  
 and e-discovery (i.e. a subpoena or open records request is filed asking for copies of all electronic records, including e-mails)

10. In what areas do you want additional records management training?

- e-records
- email retention
- records retention schedules
- records storage
- filing systems
- vital records and disaster planning
- preserving long-term and archival records
- imaging
- marketing records management
- developing training sessions
- building a case for records management
- discovery including e-discovery (see above for definition)
- auditing and compliance
- developing policies and procedures
- best practices in version control

11. Do you have a disaster recovery plan for records? \_\_\_\_\_ If so, would you be willing to share with other clerks? \_\_\_\_\_

12. Do you have a vital records management plan? \_\_\_\_\_ If so, would you be willing to share with other clerks? \_\_\_\_\_

13. What are your most challenging records management issues? (Future training and Digest articles will be geared toward addressing these issues.)

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# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Sherry Mashburn, MMC, Chair, Research & Resource  
Randy Reed, CMC, Vice Chair

Date: September 21, 2009

Subject: Mid-Year Report

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**Background:** The purpose of the Committee is to assist in surveying the membership on various issues as necessary, and to ensure that members are provided with quick and accurate answers to their inquiries.

**Discussion:** The Committee met May 23 at the IIMC Annual Conference in Chicago. We were charged with assisting the Small Cities Task Force in the development of a survey focusing on small cities and their needs. The Small Cities Task Force Chair and I met via telephone conference and email several times. The Research and Resource Committee also met via telephone conference call and email to review the survey developed by the Small Cities Task Force and made several recommendations as to content and flow. The survey has been distributed to small cities and responses are coming back in. Our next step will be to assess and compile the information and then submit to the Small Cities Task Force.

Our other major goal is to develop a structured online resource center of ordinances, policies, procedures, best practices, etc. that IIMC members can access electronically as needed. We will be meeting by conference call to discuss how we want to set this up, and what we each may already have individually to contribute.

**Financial:** None

**Summary:** This Committee will continue to work with the Small Cities Task Force on their survey until its completion. The Committee will begin the development of a structured online resource center after the mid-year.

**Recommendation:** The Committee needs to proceed with the implementation of the online resource center as quickly as possible.

## **Management's Recommendation:**

Staff is ready to help with the on-line resource center and believes that a new web site will facilitate the implementation of uploading new materials and embellish the overall process. The Committee was instrumental in reviewing the Small Cities Survey, which was distributed in August 2009.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** President Mary Lynne Stratta and  
IIMC Board of Directors

**From:** Nancy Vincent, MMC  
Chair, Program Review and Certification Committee

**Date:** October 9, 2009

**Subject:** Program Review and Certification Committee Mid-year Report

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The Program Review and Certification Committee (Committee) urges the Board to take action on these recommendations at its mid-year meeting and to implement these recommendations effective January 1, 2010 at the same time the grace period provisions are scheduled to end. By doing so, the membership will know that the Board has been listening to their ever-growing level of frustration since the 2006 Program Certification Guidelines were approved and implemented.

**Background:** The 2006 Program Certification/Education Guidelines (Guidelines) were approved by the Board and implemented without input from the Institute Directors, Education Chairs or the membership. This action has resulted in three years of growing frustration while clerks, state associations and Institute Directors struggled to get training approved and to understand the inflexible requirements along with the cumbersome and confusing grace period provisions. These Guidelines, while unintentional, raised the bar for the Master Municipal Clerk (MMC) designation to such a level that it has become nearly unattainable for many clerks and caused others to make the decision not to pursue their MMC.

In May of 2009, the Program Review and Certification Committee was given 10 goals which are listed below:

### 2009/2010 Goals & Objectives:

1. Address the remaining issues with Program Certification Guidelines and submit recommendations to the Board by mid-year meeting, including suggestions and methodologies for streamlining processes and procedures as much as possible.
2. Develop a written policy regarding the conduct of Athenian Leadership Dialogue Series.
3. Review point structure for attendance at IIMC annual conferences and make recommendation to the Board.
4. Review point structure (type and amount) for participation in Athenian Leadership Dialogues.
5. Review applications filed for new Institutes.
6. Provide technical review and approval of new on-line educational programs.
7. Conduct outreach and education on Certification Program Guidelines and oversee and expand the new Educational Ambassador program.
8. Assist IMASA with the launch of the new South African Institute.
9. Review the concept of awarding points for teaching at clerk institutes and conferences.
10. Review Study Tour to ascertain what points should be awarded for participation.

The major focus has been on Goal #1, which is to submit recommendations to streamline processes and procedures for the Program Certification Guidelines. The primary goal of IIMC is to actively promote the continuing education and professional development of municipal clerks. The members of this Committee

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have had that same goal in mind while developing its recommendations. Not lowering the bar, but making the education program more flexible to meet the every-changing needs of municipal clerks from small towns who have limited training dollars due to the size of the town/municipality.

Before the Committee began its discussions, everyone reviewed several documents including the IIMC Membership Survey, 2009 IIMC Education Colloquium notes, Vision and Philosophy notes compiled by Colleen Nicol, and the 2009 Institute Directors Survey to ensure that they were aware of the issues surrounding the 2006 Education Guidelines.

Then in July, the Institute Directors who serve on the Committee, Paul Coates and Barbara Combs, worked in conjunction with Executive Director Chris Shalby to develop a short survey soliciting input from the Institute Directors. The survey addressed issues such as eliminating the pre-approval process and how many points should be awarded for training at the institutes, academies, and training sponsored by state associations. Information from this survey was used by the Committee during its deliberations.

The recommendations contained in this report are a result of numerous hours spent discussing and debating via teleconferences and exchanging countless emails to determine what changes to the 2006 Education Guidelines would be most beneficial to the membership. Most recently, on September 11, 2009, input on the Committee's proposed recommendations was solicited from the Institute Directors, and State and Provincial Education Chairs through a survey. Also, the entire membership was e-blasted that the Committee's recommendations were on IIMC's webpage and member input was being solicited. The information from that survey was then compiled into a database and sent to the Committee for their review and input in preparation for the final recommendations that are now being presented to the Board in this report.

Attached for the Board's information and review are the following documents:

- Results of the surveys of the Institute Directors and Education Chairs as of October 2, 2009 regarding:
  - The Program Certification Guidelines - Goal #1 and Goal #9,
  - The number of points that should be awarded for the IIMC Annual Conference - Goal #3, and
  - The Athenian Leadership Society – Goals # 2 and #4.
- Recommendations sent to all Institute Directors and Education Chairs from the Committee dated September 11, 2009.
- Recommendations sent to all Institute Directors and Education Chairs dated September 6, 2009 concerning the number of points that should be awarded for attending annual IIMC Conferences.
- The email blast dated September 14, 2009 that was sent to the membership soliciting input.

It is important to note that as of October 2, 2009 responses were received from 22 Institute Directors and 22 states as well as individual IIMC members concerning the Guidelines; and 14 Institute Directors and 9 states relating to the Annual Conference Points. Additional comments are currently being solicited and will be shared with the Board as they become available.

As the IIMC Board reviews the survey information you will see numerous comments from the states expressing their appreciation that issues with the 2006 Guidelines are finally being addressed. Most recommendations were concurred with by those who responded and believe that the recommendations, if approved, will make it easier for those seeking to obtain their Certified Municipal Clerk and Master Municipal Clerk designations to understand the requirements.

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While at times not all members on the Committee have agreed unanimously with a specific recommendation, everyone listened while every point of view was discussed and a majority consensus was reached.

### **Goal 1 – Address the remaining issues with program certification guidelines and submit recommendations to the Board by the mid-year meeting, including suggestions and methodologies for streamlining processes and procedures as much as possible.**

These recommendations are based on the need to eliminate frustration and confusion, to simplify the Guidelines so that it is easy for clerks to know how many points they will receive for training and whether those points can be used for education, experience and/or professional social contribution, and to provide consistent and fair awarding of points across the spectrum of the membership. The Committee's main focus in developing these recommendations was to meet the needs of all IIMC members and to ensure that any clerk, regardless of the size of their community, can obtain their CMC or MMC if they so desire.

#### **PRC Recommendations:**

##### **• Remove the pre-approval process for the Institutes and Academies.**

The approval process is very time-consuming for both the Institute Directors and State Education Committees. Removal of the pre-approval process for institutes and academies was a unanimous recommendation of the Committee and those responding to the survey given the process that the Institutes and Academies must go through for IIMC approval and acceptance. Post reporting requirements would continue as they currently exist.

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

Management is in agreement with the PRC Committee that the IDs no longer need to seek pre-approval, as long as they continue to submit their Annual Reports. Institute Directors have gone through the rigorous process to become affiliated with prominent Universities, and are experienced and well versed as to what qualifies as education.

Management does not recommend removing the pre-approval process for State Associations. Some of these Associations do an excellent job of providing education for their clerks, and are very knowledgeable about their region/state/province specific education. On the other hand, many requests come in for approval that don't qualify. For example, recently, a pre-approval came in for using postage stamps efficiently. IIMC wants to ensure that the best, most relevant information is available to our members, and a great starting point would be to assist the Associations in establishing good solid courses. IIMC's Education Department will continue to guide those that need assistance in creating relevant courses.

#### **PRC Recommendations:**

##### **• Modify the pre-approval process for State and Provincial Association sponsored training. That 1 point for 2 hours of training be awarded when State and Provincial Associations receive pre-approval and that 1 point for 4 hours be awarded when pre-approval has not been received.**

Due to concerns expressed by Institute Directors and some states in the survey, the recommendation to eliminate the pre-approval process for state association training has been separated from the institute and academy pre-approval process. Before the Committee could come to a consensus on this issue they felt the issue of how many points would be awarded for state association training needed to be resolved first or in conjunction with this issue. As a result, it is difficult to separate the discussion and recommendation on these two issues.

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The results of the survey confirm that there are two separate points of view regarding the number of points state associations should receive for its training and whether the pre-approval process should be removed. The final recommendation presented to the Board in this report recognizes those differing points of view and the need to compromise to ensure that these recommendations will be approved by the Board and implemented in January 2010.

The survey shows that many Institute Directors and some state associations do not favor removing the pre-approval because the state associations do not go through the same accreditation process that the universities must go through for institute and academy approval.

However, the survey indicates that the majority of the state associations support removing the pre-approval process. This is because for many State Education Committees, this has become a very time-consuming and frustrating process that they feel is subjective. What further increases this level of frustration is when state-mandated and job-related training is not approved for points.

The survey results indicate that the majority of the Institute Directors and some state associations do not agree that state associations should receive the same number of points (1 point for 2 hours of education) that the institutes and academies should receive. Again, much of the rationale for disagreeing is because state associations do not go through the same accreditation process as the universities must go through for the institutes and academies.

However, the survey indicates that several states and some Institute Directors agree with this recommendation.

The Committee continues to believe that clerks must be trusted to know what training they need and what is important for them to do their jobs. Based on the survey results, the Committee acknowledges, that in order for state associations to receive the same 1 point for 2 hours of training that institutes and academies receive, some level of pre-approval through IIMC should occur.

The Committee recognizes that a compromise is in the best interests of the members, IIMC and the universities and recommends that:

- Institutes and academies receive 1 point for 2 hours of education.
- State associations be awarded 1 point for 2 hours of education provided they go through the pre-approval process.
- If the state association chooses not to go through the approval process, then this training receive 1 point for 4 hours of education.

It is important to the Committee that the Board understands why the Committee believes that the point recommendation for state association training is justified. This is because:

- Many of the state associations are providing quality programs which should be recognized.
- The overall reason and focus of the Committee is to provide our membership with the ability to obtain as many points as possible for participating in these training opportunities, and
- It is sometimes more economical for a clerk to attend state association training.

In the cases where the Institute Director is responsible for the training program at a conference, for example, and is onsite overseeing the conference program, then it becomes an institute or academy and participants will receive 1 point for 2 hours of education.

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The Committee further believes that IIMC needs to communicate clearly and concisely what IIMC is looking for in the training and course descriptions submitted for pre-approval.

Barbara Combs, Kentucky Institute Director, asked that it be noted that she did not agree with the Committee's point recommendation for state associations.

It should be noted that the original recommendation of the Committee was based on the fact that many times the same instructors who teach at the institutes and academies teach the same classes at state sponsored training. When that occurs, then the points earned should be the same.

The premise of the Committee's recommendation of equal points for Institute and Academy training and state-associated training continues to be that if state or provincial associated training meets the same criteria and after-conference reporting requirements as the Institutes and Academies the same points should be awarded for that training. This training would need to have the same depth of content and learning, effort, and rigor of courses taught at the Institutes and Academies. State associations are not trying to compete with the Institutes and Academies but are trying to complement what the Universities offer and many Universities are currently working with their State associations to create classes. Often, if a deputy goes to the Institute then there is not enough money for the clerk to go to the Academy or the deputies and clerks cannot be gone at the same time. It is important to remember that providing education within the Countries, Regions, States and Providences is not a one size fits all solution.

The Committee continues to recommend, if the Board approves this point structure, that a **mandatory** one-third or **20** points be obtained through an Academy for clerks working on their MMC and that a **mandatory** two-thirds or **40** points be obtained through the Institutes for clerks working on their CMC to protect and continue the partnership between IIMC and the Institutes/Academies/Universities. The Committee also recognizes that classroom contact in both the Institute and Academy setting is invaluable.

If no Institute or Academy program is available in a Member's State, Province or Country, the one-third or 20-point requirement through an Institute or Academy is waived. This affords a member the opportunity to obtain their education points through on-line learning, distance education, Institute or Academy programs in nearby States, Regional Meetings, attendance at an IIMC Conference, or any other IIMC-approved educational offerings that meet the criteria and cover the core subject material required for their certification. However, if no other option is viable, the Committee recommends that IIMC send a trainer to the State, Province or Country that has no institute.

It is not the intent or desire of the Committee to diminish the importance of the Institute and Academy Programs or the relationship IIMC has with the Universities or the Institute Directors and recognizes that the partnership between the Universities and IIMC is an important one which must continue. However, it is extremely important that clerks perceive the education points received are fair and equitable when they sign up for a class whether or not it is held at an Academy or a conference. This is especially important when the class has the same professor/instructor and the title of the session is the same. The needs of clerks must be balanced with the needs of Institute Directors.

### **MANAGEMENT'S RECOMMENDATION**

Management believes that this would be disadvantageous to our Institutes and Academies. 1 point per 2 hours is good for Institutes, and we've never had a complaint regarding the point per hour allocation.

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IIMC believes that its association with colleges and universities is a major selling point to current and potential members. IIMC's approved Institutes/Academies go through a scrupulous and rigorous application process to become IIMC-approved including (for the majority) obtaining University support. State Associations and other educational providers have not done this. However, 1 point per 6 hours of "other" various continuing education creates an unbalanced situation for the associations, and other education providers. The Education Department believes that exactly half of the credit given to an Institute seems more appropriate. 1 point per 4 hours will not be detrimental to the Institutes and it will assist our members in acquiring needed points, and still maintain the value of Institutes. Some Institute Directors may be upset with the increased points that the "other" programs are getting; however, a clerk can spend an entire day in a seminar that only earns them 1 point. We recognize the importance of university accreditation, and the fact that IDs are professional educational facilitators, which is why those who attend these courses will get twice as many points - which shouldn't cause competition among the Institute and other coursework. It is also believed that making points even across the board may result in damaging Institute and Academy programs and their valuable services and support. No matter what changes take place, we will be unable to make everyone happy - this seems like a happy medium. It is also noted that a few IDs are happy to sign off on Association programs, lending them their university accreditation through IIMC. IIMC's Education Department believes this is extremely unbalanced to those members who live in areas where Institute Directors refuse to "sign-off" on a program they have not created or a state where there isn't an Institute. Management recommends that this process end with the new changes to the IIMC guidelines.

IIMC's Education Department doesn't see any difficulties with requiring a certain portion of points to be earned through the Academy/ Institute, though if IIMC decides to allow 1 point per 2 hours for Institute and Academy, and 1 point per 4 hours for other education, the increased points will allow for a balanced level for our Institutes/Academies. The Education Dept. would also like to reserve the right to make exceptions for those who have no access to an Institute/Academy. We would also like to see the Institutes and Associations work more closely together so that a course taught at an Academy will not be repeated in an Association Education program. Thereby, eliminating any chance of "double dipping" for points.

### **PRC Recommendations:**

- **Remove caps on education points.** Because responsibilities of clerks vary based on the size of the community, requirements of the State or the specific municipality, the Committee recommends removing all caps on education points. For example, if someone is a Records Manager and needs more courses than the caps allow, those caps should be removed so clerks can get the training needed to do their jobs. Clerks should not be penalized for needing additional education in specific areas where the number of points a clerk can receive are capped.

The majority of those responding to the survey agree with this recommendation. The Committee would like to forward this recommendation to the Board with one change relating to increasing the caps for college for MMC so that the points permitted for college will mirror that required for CMC. The 50/30/20 curriculum split for CMC and the 80/20 split for MMC ensures that the clerks are guaranteed that this will be a balanced split.

### **MANAGEMENT'S RECOMMENDATION**

Management agrees to this change, and would like to point out that a clerk should not receive an IIMC designation on college education alone. However, limiting college education to 6 points no matter how many classes are taken seems restraining. We'd like to see more of the setup seen in the CMC- a degree will earn a flat amount of points, or individual courses can go up to 25 points (much more generous than

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the 6 points currently capped for the MMC). The CMC and MMC Applications should be equitable in content, with the MMC being at an advanced level. Please see proposal below:

Advanced Education (MMC):

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 a related field	5

\*\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and other related fields. Education points or hours may not be credited to both CMC and MMCA programs. Points or credits for each level must be earned after achieving the preceding CMC or MMCA level.

If approved, these points would be reflective of the CMC application, and the process would be clearer to those applicants who have already gone through the CMC and are now working towards the MMC.

Credit for individual college courses should also be the same for the CMC and MMC. See proposal below:

CMC- Experience/Continuing Education or MMC Professional and Social points.

<b>College or University Courses</b>	<b>Maximum 25 points</b>
Relevant college or university course credits not used for education points	1 per credit hour maximum 25 points

**PRC Recommendations:**

- **That 1 point per 6 hours of training be awarded for training in a related field for CMC.**

Based on the need to further simplify the point process for clerks and on the recommendation of IIMC staff, the Committee is withdrawing this recommendation because all other training obtained outside of the institute, academies and state associations would receive 1 point for 4 hours of education, experience or professional and social contribution.

**MANAGEMENT'S RECOMMENDATION**

In accordance with our prior recommendation, the Education Department feels it would be best to keep all non-institute but pertinent coursework at the 1 point per 4 hours recommendation. Staff does not want to complicate matters with 3 separate point scales, and it stands to reason that some of these “outside” courses will also be presented at Association Conferences, and we would not like to think we were verifying unfairly.

**PRC Recommendations:**

- **That the number of education hours required through Institutes remain at 120 hours instead of returning to the previous requirement of 100 hours.** The original recommendation of the Committee was to retain the current requirement of 120 hours for the institute program.

The results of the survey indicate that the states are divided on whether the hours should remain at 120 or return to 100. Several states have not been able to increase the number of hours to 120 and other states have, and some indicate it has created a hardship to include the additional 20 hours.

Based on the input from the survey the Committee members were unable to reach a consensus as 4 were opposed to lowering the requirement back to 100 hours, 5 supported returning to the 100-hour requirement and 3 abstained from voting on the item. As a result, the IIMC Board will need to determine whether the number of hours should remain at 120 or return to the prior requirement of 100 hours.

**MANAGEMENT'S RECOMMENDATION**

Management is neutral regarding this issue. We do want to remind the Board that the 120 hours were an issue when the guidelines were implemented in 2007, but since then, we've not heard complaints.

**PRC Recommendations:**

- **That the current cap of 20 points obtained for attending IIMC conferences be removed.** Removing the caps would allow clerks more flexibility in obtaining points towards certification. Again, it is important to remember that providing education within the Countries, Regions, States, and Provinces is not a one size fits all solution and that not all States and Provinces have Institutes to attend. The IIMC conference brings in major keynote speakers and offers 40 concurrent sessions which gives clerks a wide variety of education topics to choose from. Removing the current caps would provide clerks with the ability to obtain education when and where they can and recognizing that often times a deputy and city clerk cannot be out of the office at the same time. Removing these caps provides another option for obtaining certification points. These points could be used as either for education or professional/social.

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The majority of those responding to the survey concurred with this recommendation.

### MANAGEMENT'S RECOMMENDATION

Management agrees with the Committee's recommendation. We do not want to penalize those who enjoy attending IIMC Annual Conferences, nor do we want to discourage attendance.

#### **PRC Recommendations:**

- **Remove the current cap of 10 points for attending related conferences for the experience component of CMC.** This would allow flexibility in obtaining points that would go towards the experience component of their CMC certification. The current Education Guidelines specify "Attendance at municipal clerk related conferences. Example: IIMC regional, municipal associations, state associations and municipal league conference." Clerks must be allowed this flexibility so that they can attend state-mandated training and unique requirements that can only be met through attending these conferences.

20 out of the 24 of the respondents concurred with this recommendation.

### MANAGEMENT'S RECOMMENDATION

Management agrees with the Committee's recommendation. The Education Department also recommends balancing the MMC program, which currently has conferences at 1 point per event. This applies whether the conference is 1 day or one week. Staff recommends 1 point per 4 hours of attendance (or whatever number is chosen for "outside" materials), applicable under PSC #4.

#### **PRC Recommendations:**

- **Eliminate the Recertification Program.** This suggestion came from IIMC staff as they are concerned with their ability to monitor the program and to "take away" a clerk's CMC designation if they failed to recertify. Coursework currently required for Recertification is already required to be at the MMC level; therefore, courses completed for the Recertification program could easily be converted to points towards the MMC designation.

If the Recertification Program is eliminated, staff will need a policy that addresses issues such as:

- A Clerk must be an active member for IIMC to recognize the CMC or MMC designation;
- That IIMC will not recognize a clerk's CMC or MMC if the clerk does not maintain their yearly membership dues;
- If a CMC was dropped due to a lapse or break in membership, the inactive member can renew and maintain their membership with IIMC to reinstate the CMC designation;
- If the CMC was rescinded (due to not recertifying on time, or not submitting materials towards the MMC while enrolled) the member could be active and need only to request a new certificate.
- Once membership as well as CMC has been reinstated, the applicant may enter into the MMC program;
- Clerks will be notified of this change if they have already recertified;
- The \$50 entry fee can be transferred towards the MMC program if someone has already submitted an Application for Admission into the Recertification program;
- Since the criteria for Recertification requires an "Advanced" level of coursework, all Recertification points earned can and should be placed towards MMC certification; and

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- If the applicant does not wish to enter into the MMC program, the applicant will need to request a new CMC certificate and maintain IIMC membership.

This Policy will need to be developed by the Program Review and Certification Committee in conjunction with IIMC staff to address these issues no later than January 1, 2010 so that it is in place at the time the Recertification Program is eliminated. Requirements for maintaining certification must be very specific and shared with the membership to avoid confusion.

Of those responding to the survey, 16 were in favor and 8 were opposed to this recommendation. The recommendation of the Committee continues to be to eliminate the Recertification Program.

### **MANAGEMENT'S RECOMMENDATION**

Management and the Education Department initially brought forth this recommendation due to a few issues: legal, due process and staff reinforcement.

Certification or recertification by nonprofits should be distinguished from occupational licensing, which is performed by state governments rather than by private organizations. State licensing of individuals generally exists as a legal condition for practicing an occupation rather than as a voluntary measure of competence.

According to the Association Law Handbook, 4<sup>th</sup> Edition, Jerald A. Jacobs – “An organization that takes responsibility for prescribing educational and ethical qualifications for candidates for certification, administering competitive examinations and conducting assessment visits, awards some sign of qualifications to the successful individuals. In addition, a certifying body retains jurisdiction to revoke certification from an individual who ceases to meet required minimum qualifications.”

IIMC’s certification program is based on a “voluntary measure of competence,” and is not a typical state licensing program that exists as a legal condition for practicing an occupation.

Due process must be accorded all parties interested in or affected by a certification program. Due process includes the conduct of timely hearings, with prompt decision on claims respecting the denial of certification (recertification).

From my readings and comprehension, you can’t rescind a member’s certification based on his or hers not meeting minimum points to stay in the program. If IIMC were to embark on a membership wide “rescinding program,” it would have to allow any member due process regarding rescinding his or her CMC.

In a nutshell, Management believes that recertification should be removed and recommends to the IIMC Board that a strict policy be created to state that “IIMC will only recognize certified (CMC/MMC) members who are members in good standing.”

### **PRC Recommendations:**

- **Remove the requirement to earn a minimum number of points each year to remain in the Masters Academy.** The recommendation is because the Committee strongly believes it shouldn't matter how long it takes a clerk to obtain his/her MMC. In smaller municipalities, it may take a number of years for the clerk to have enough training dollars to obtain enough points for certification. In addition, the current minimum point per year requirement prevents some clerks from even pursuing MMC certification, knowing that they do not have sufficient funding to ever obtain those points each year. These circumstances continue to exist in smaller communities regardless of the economy. A clerk and a deputy in a small municipality may have to "take turns" and alternate attendance between Institute and Academy programs or attending a conference.

One of the real issues that exists is that many municipalities will not allow more than one person to attend training during a year, when that occurs staff must take turns going to training. In these instances if a clerk hires a new deputy, that deputy would need to go to institute for three years and during this time the clerk may have to forego his or her MMC training.

Of those responding to the survey, the majority are in favor of removing the minimum point requirement.

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

Management agrees with this recommendation. Moreover, Management believes that putting a timeline on achieving a designation is counter productive, negative marketing and not conducive to keeping members in the Organization. We need to provide members with flexibility in the planning of their education.

#### **PRC Recommendations:**

- **That the number of points for an MMC be set at 100.** Of the 100 points, 60 points will be required for education, 20 required for professional and social, and 20 flexible points that could be counted as either education or professional and social depending on where the points are needed. This would give clerks flexibility and would address the MMC candidate who has to take required training every year per State law but is not receiving any points for it. Changing the number of points for MMC to 100 would also take the number of points back to the previous Education Guideline requirement. IIMC staff also recommends that the MMC points revert back to 100 points as contained in the previous Education Guidelines. This change alone could solve a great deal of the frustration and allow clerks to take much-needed training specific to their needs.

Of the 24 who responded in the survey, 20 agree, 2 agree with comments and 2 were neutral. No one disagreed with this recommendation.

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

Management agrees with 60 Advanced Education points, 20 Professional and Social points, and 20 Combination points, as the program operated prior to the current guidelines' implementation. We do recommend calling the "flex" points "Combination," as that is what they were formerly referred to and our members are familiar with this terminology. Another option is 60 Advanced Education points, and 40 Professional and Social, with a footnote that states clearly that Advanced Education may be applied to Professional and Social.

#### **PRC Recommendations:**

- **Develop “approved” list of appropriate education subjects that should be counted as MMC points for both education and professional/social.** Because the determination of which courses, classes, or training can be used for MMC points is subjective, the Committee recommends that a list be developed (Attachment A) as part of the Education Guidelines for staff to use when reviewing MMC applications. It assists both IIMC staff and clerks in knowing what will be accepted for MMC points. If a dispute occurs, the Committee suggests that it be reviewed by either the Program Review and Certification Committee or the Education Committee for resolution.

The list of approved courses is **not** intended to be all inclusive as responsibilities and training needs of clerks continue to evolve. Nor is the list intended to be used for academy programs. This list is specifically designed for education outside of the academy.

Of those responding to the survey, 13 agree, 9 agree with comments such as making sure that the list isn't static and will change and 4 respondents disagreed.

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

Management's agrees with the recommendation and states that the “approved list” does not pertain to Institutes and Academies, but State/Provincial Associations. The Education Department simply follows the Education Guidelines provided to them and their approval of courses is not subjective. However, the need for clear cut subject matter is beneficial to all. The membership's biggest complaint is that aside from their local Academies, they aren't sure what to take. The list attached to the PRC recommendation is not completed, nor concise, however it is a good starting point for this list. This list should be developed, reviewed, and sent out to the IDs and Education Chairs for finalization. After completion, this list should be publicized, along with a “not accepted” list. Staff believes there should be a list for CMC courses as well. There is already an internal process in place for disputes, and as it works well, Staff sees no reason to develop another process nor to promote the dispute process to members.

**PRC Recommendations:**

- **Remove caps on Distance Education.** This recommendation is to address the different learning styles of new clerks coming into the profession as well as recognizing and addressing the needs of clerks from small communities or one-clerk offices who are not or may not be able to leave their offices to attend training as well as clerks in states without an institute or academy.

Of those responding 12 agree, 4 with comments, 4 disagree and 1 feels clarification is necessary.

**MANAGEMENT'S RECOMMENDATION**

Management agrees. This will be especially beneficial to those who have no direct access to an Institute/Academy. As IIMC looks to develop education programs for the future, the need to increase distance learning or to provide other options such as “webinars” will be more of a reality than a preference.

**Goal 3 - Review the Point Structure for attendance at IIMC annual conferences.**

**Recommendation:** The Committee recommends that **UP TO 8** points be awarded for attendance at IIMC Conferences. In order to earn 8 points, clerks must attend the entire conference and scanners will be used to verify attendance. If a clerk has to leave the conference early then that individual would receive points for the sessions he or she was able to attend.

The Committee recognizes that continuing education and certification is a priority for the profession and that IIMC has focused on bringing quality advanced education programs to the annual conference. The IIMC Conference is the premiere educational event for its members and therefore more points should be awarded for attending this conference. The conference also brings in general session speakers and offers 40 concurrent sessions that typically cannot be offered at state conferences. The points earned can be used for either education or professional and social contribution.

Of those who responded to the survey, 9 agreed with granting up to 8 points for the conference and 8 agreed with stipulations, primarily that scanners be used to verify attendance. Six respondents disagreed with this recommendation. It should be noted that up to 8 points for the conference conforms to the current Program Certification/Education Guidelines for IIMC education.

**MANAGEMENT'S RECOMMENDATION**

Management agrees with the Committee's recommendation and believes that granting up to 8 points be allowed only if delegates attended all the required sessions. Scanners will verify attendance.

**Goal 5 - Review applications filed for new Institutes.**

No applications have been received for new institutes as of the date of this report.

**Goal 6 - Provide technical review and approval of new on-line educational programs.**

No on-line educational programs have been submitted to-date for the Committee to review.

**Goal 7 - Conduct outreach and education on Certification Program Guidelines and oversee and expand the new Educational Ambassador Program.**

With anticipated amendments to the Education Guidelines in November 2009 and implementation of those changes in January 2010, the fine-tuning of the proposed Education Ambassador Program is on track. The Subcommittee will work to simplify the draft guidelines of the Program by October 30, 2009, with a follow-up report to the PRC Committee after the mid-year Board meeting. The PRC Committee and IIMC staff will move forward with a marketing promotion for the Education Ambassador Program.

**Goal 8 - Assist IMASA with the launch of the new South African Institute.**

As of the date of this report the South African Institute has not submitted its paperwork to request approval of their institute.

**MANAGEMENT'S RECOMMENDATION**

This is more of an update than a recommendation. IMASA has the necessary paperwork required from IIMC, however, costs, bringing on board an Institute Director, etc. has slowed down the process. IIMC will be looking into a few foundations for the possibility of obtaining a grant, similar to the one IIMC procured in 1999 for Bulgaria's Institute.

**Goal 9 – Review concept of awarding points for teaching at clerk institutes and conferences.**

**Recommendation:** The Program Review and Certification Committee recommends that a new category for Advanced Education points be created. Teaching at clerk institutes and State association conferences will earn the teacher (clerk) double the points awarded to the participant for the session. All other clerk teaching will fall under the Professional and Social Contribution section of the MMC application, earning the teacher (clerk) one point per four hours of preparation and teaching time.

This recommendation was also included in the survey sent to the Institute Directors and Education Chairs.

Of those responding 15 agree, 3 agree with comments, 4 disagree, 4 requested clarification and 1 was unsure.

**MANAGEMENT'S RECOMMENDATION**

The original issue with points for teaching was whether to place them in Advanced Education (as on the MMC Grace Period Application) or in Professional and Social (in the Non-Grace Period Application). The Education Department does not currently receive any complaints as to how these courses are graded - 1 point per 6 hours of prep time and teaching time (1 point per 4 hours if management's recommendation passes). We trust our clerks to provide us with the proper documentation, such as copies of notes, or Power Point presentations. The PRC recommendation seems challenging in that if we eliminate pre-approval, how is the education staff to know how many points are given for attendance at this course? The Education Department would like to remain status quo with the way points are awarded currently, and feels that a decision needs to be made as to where to put these points - Advanced Education or Professional and Social.

**Goal 10 - Review Study Tour to ascertain what points should be awarded for participation.**

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IIMC President Mary Lynne Stratta directed that the Program Review and Certification Committee (Committee) and staff review the itinerary for the 2009 United Kingdom/Wales Study Abroad Program and make a recommendation to the Board regarding the number of points that should be awarded for participation.

During its June 17, 2009 teleconference, the Committee discussed and reviewed the goal and to ascertain what points should be awarded.

**Recommendation:** The Committee's recommendation for participation in the study tour is that MMCs receive 4 educational points plus 1 professional and social contribution point; and that CMCs receive 5 educational experience points. The Committee did not and does not intend to set a precedence for determining points for a study program with this recommendation and would like to make certain that the Board understands that this is a one-time only recommendation based on the need to make a point-determination at this time.

The Committee would also like to consider and include points for study programs in conjunction with its review and recommendation regarding the Guidelines.

### MANAGEMENT'S RECOMMENDATION

Management recommends that Study Abroad Program participants receive **FOUR (4) POINTS** for CMC Continuing Education/Experience, CMC Recertification Education and MMC Advanced Education. We feel that awarding a two-tiered point system (education and experience) will cause confusion among the membership. Keeping the points in one category will create a much more balanced situation. The IIMC Board of Directors with input from the Program Review/Certification Committee and IIMC's Education Department award these points on a one-time basis. IIMC's Education Department and Program Review and Certification Committee will review all Study Abroad Programs on a case-by-case basis to ensure the educational quality of the program is present.

### **Goal 2 - Develop a written policy regarding the conduct of the Athenian Leadership Dialogue Series and Goal 4 - Review point structure (type and amount) for participation in Athenian Leadership Dialogues.**

The Program Review and Certification Committee's recommendations concerning Goals #2 and #4 are attached as a separate recommendation. The proposed Athenian Leadership Society Dialogue Policy and the list of books previously used and approved for use at future Dialogues have also been included for your review and comment. This list of books is not intended to be all inclusive.

During the Committee's final discussion concerning our recommendations, IIMC Executive Director Chris Shalby, explained changes he would like to propose to the Policy that would reduce the cost of participating in Dialogues by allowing the states to set up their own facilitators. This would, in turn, provide an opportunity for more participation in a cost-effective way. The Committee is in agreement with the changes as described by Director Shalby except that the Committee continues to support awarding a minimum of 3 points for attendance at the Dialogues.

The majority of those responding to the survey agree with most or all of the proposed Policy.

### MANAGEMENT'S RECOMMENDATION

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### Background

IIMC and the University of Illinois entered into a Memorandum of Understanding in 2005 to work together to develop leadership and educational programs related to the improvement of local government through a state-of-the art education program for municipal clerks around the world titled *Athenian Dialogues*.

Since 2005, IIMC has worked on promoting, marketing and fine-tuning these dialogues in hopes that all members to have an opportunity to participate in a non-traditional learning program. Outside of a handful of members, participation in these Dialogues has yet to grow and meet expectations. Some of the reasons for the lack of participation may include:

- Lack of facilitators outside of the reliable few makes it difficult to hold Dialogues;
- Overall cost of participation (\$100), purchasing the book, meals, and, possibly, an extra night's accommodation plays a heavy factor in attendance;
- Uncertainty of what a Dialogue entails and reluctant to spend the money and time.

Over the years, IIMC has tweaked this program -- reducing costs from \$150 to \$100, eliminating the 2,000 word essay originally required to become a fellow and having each participant purchase his or her own book -- in efforts to attract member participation and new facilitators. The outcome and reception overall has been tepid. We have grappled with a variety of reasons as to why this program has not taken off as hoped.

### Financial

Originally, the Dialogues were to generate revenue, however, that has not been the case. The 2009 year-end budget will realize a small profit from the Dialogues. Part of the success in 2009 is largely due to the following: \$100 fee collected by IIMC, but no facilitator expense (President Stratta has facilitated a few of these Dialogues with no charge to IIMC) and two sold out Dialogues in Chicago (additional education points). For the amount of work IIMC's education staff puts into these dialogues, they are strictly a break-even service for the Organization.

### Summary

Management believes removing or reducing the cost of attendance and allowing the Associations full responsibility for procuring a Dialogue may be the impetus to the Dialogues becoming popular. For example: an association can hire its own facilitator (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. Association may also use Institute Directors to facilitate a Dialogue, reducing expenses all the more.

In this format, an IIMC member who would hesitate to attend a Dialogue for \$100 (IIMC's cost) may attend his or her own Association's since costs would be far less and reasonable.

Currently, the program works this way:

- Association or individual contacts IIMC to set-up a Dialogue;
- Facilitator is chosen, either through IIMC or the Association;
- IIMC collects a \$100 fee to participate with a minimum 10 participants required. If less than 10, the Dialogue is cancelled;
- IIMC E-blasts the information to all members and posts information on its web site.

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### **Recommendation**

Management believes that IIMC needs to be removed from overseeing the Dialogues and recommends to the Board the following preferences:

#### STATE/PROVINCIAL/NATIONAL ASSOCIATIONS DIALOGUES

- Procure their own facilitator at a cost negotiated between facilitator and Association;
- Cost to participate can be determined by the Association depending on facilitator, room rental and food costs. This can be as little as \$10 and certainly less than what IIMC requires. Also, if the facilitator waives his or her fee, the Association can offer a complimentary Dialogue for the first 30 participants. This also eliminates the minimum requirement of 10 participants that IIMC requires to break even;
- Participants to purchase their own books and lunch – (part of the current process);
- IIMC requires pre-approval for the facilitator and text if this is a new Dialogue or a new facilitator. Otherwise, all the Association needs to do is inform IIMC of the Dialogue's logistics;
- IIMC requires a completed assessment form from participants to earn education points; and
- Points earned at an Association Dialogue is equivalent to staff's recommendation of 1 point per four hours for a total of 1.5 education points.

#### IIMC DIALOGUES

- A \$15 enrollment fee is required by participants if they're interested in becoming a Fellow (10 Dialogues required to become a fellow);\*
- IIMC requires a completed assessment form from participants for each Dialogue to earn points;
- Cost for an Athenian Dialogue at IIMC Annual Conference\*\* remains at \$100 per Dialogue (book and lunch on their own); and
- Points earned at an IIMC Conference are equal to that of Academies.

\*There have been two inductions into the Athenian Society – 2007 in New Orleans with 16 inductees and 2009 in Chicago with three.

\*\*IIMC Annual Conferences produce two Dialogues with good attendance. Last year's Conference in Chicago produced two sold-out Dialogues – a first for IIMC.

**Summary:** Again, the Committee strongly urges the Board to approve these recommendations at its mid-year meeting and make the recommendations effective January 1, 2010 when the grace period provisions expire.

The Committee has not yet begun to rewrite the Education Guidelines because we would be anticipating what recommendations the Board wishes to change and implement. It makes more sense to rewrite the Guidelines following the Board's actions to determine what changes need to be made to the Education Guidelines in order to accommodate the numerous requests, concerns and issues expressed by IIMC members over the last 3-4 years.

The Committee believes that once these changes are adopted and implemented most of the frustrating issues surrounding the Guidelines will no longer exist. The changes are based on the Committee's directive to address the members' concerns and problems, to eliminate frustration and confusion, and to

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simplify the Education Guidelines so that members can determine what training is appropriate and required; how many points will be awarded; and where and what the points may be used for, and to be fair and consistent to all members. The recommendations of the Committee better assist in meeting the needs of all IIMC members.

I would like to thank the Committee members who have spent countless hours discussing and developing the recommendations they believe are best for IIMC, its members and the Institute and Academies.

Respectfully submitted,

Nancy A. Vincent, MMC

Research

Committee

Chair

**Attachment A**

**WHAT IS EDUCATION – DRAFT 090409**

**SUMMARY LIST OF SUBJECT CATEGORIES**

**All courses should be at the “Advanced” Level to be accepted for the MMC designation.**

**Subjects to be Considered for Advanced Education:**

**Note from Staff: Some of these are already accepted.**

From the list of subject matter compiled by the committee, staff saw a lot of specific courses, which they believe fall into the following categories:

**MEDIA RELATIONS**

Media in Government

Fielding Media Questions

**STATE MANDATED EDUCATION**

Public Information Act

Freedom of Information Act

Open Meetings Act

ARRA training -- American Recovery and Reinvestment Act training

**RECORDS MANAGEMENT**

Records Training HB9; Public Information Act

**BUILDING OFFICIAL/ CODE ENFORCEMENT TRAINING**

**ETHICS**

**LEADERSHIP** -- Leadership training through Chambers (depends on rigor of training)

**ELECTION** law and procedures taught at local-area training, institute training, and state attorneys general and/or secretary of state official training. Election Law updates; seminar on step by step conduct of an election; Election Administration (as of 7-15-09)

**ADVANCED LIQUOR LICENSING**

**NOTARY TRAINING**

**PASSPORT TRAINING** -- Passport acceptance training

**EMPLOYMENT LAW/ HR MANAGEMENT**

**EMERGENCY MANAGEMENT NIMS/FEMA training**

Since these courses are all set by state and federal government, they typically have Course numbers. All courses are accepted. None of the NIMS/FEMA courses are less than advanced. The federal guidelines handed down by the Dept. of Homeland Security and FEMA are all required and advanced learning. Employees must be trained and have certified taking of the courses to be involved in the running of the Emergency Operations Center.

**ADDITIONAL TRAINING**

Personal and Group Behavior

Government

Leadership, Organization and Management

Public Organizations

Meeting Administration

The Municipal Clerk's Profession

Revenue and Fiscal Management

Budgeting and Accounting /Accounting for Municipalities

Administrative Law

Communication

Technology in the Clerk's Office/ Information Technology Management

Advanced Records Management

Advanced Agendas and Minutes

Research Skills

Public Administration and Society

Environmental Policy and Management

Local Government Administration

Comparative Administrative Systems

Administrative Law

Public Sector Economics

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Public Financial Management

Sustainable Economic and Community Development

The American Municipality

Project Management

Project Risk Management

Knowledge Management

Strategic Planning for Not-for-profit and Governmental entities

Public Personnel Management

Community Power, Leadership and Administration

Organizational Change in Public Service

Technical Writing and Communication in Public Service

Technical Writing and Communication in Public Service II

Advanced Ethics as Core Strategy for Social Responsibility/ Value



## Attachment B

### INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Nancy Vincent, MMC  
Chair, Program Review and Certification Committee

**Date:** October 1, 2009

**Subject:** Athenian Leadership Society Dialogue Policy Recommendation

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#### **Background:**

Two goals given to the Program Review and Certification Committee this year were:

**Goal #2, Develop a written policy regarding the conduct of the Athenian Leadership Dialogue Series; and**

**Goal #4, Review point structure (type and amount) for participation in Athenian Leadership Dialogues.**

The Program Review and Certification Committee met during the Annual Conference in Chicago, Illinois. The Committee reviewed these two goals, among others, established by the IIMC Executive Committee and discussed the best method to achieve them. A subcommittee was formed to address and work on these two goals simultaneously as the Committee felt they were too closely tied not to be worked on by the same subcommittee members.

The first Athenian Leadership Society Dialogue was held in 2005; however, no policy has ever been developed to formalize how the Dialogues should be conducted or how many points should be awarded for participating in them. Participation has continued to increase. Since 2005, approximately 30 have been held which demonstrates a strong desire that IIMC members want to expand their learning experiences through the Dialogues.

Leadership Dialogues are very unique learning experiences. They are conversations that exceed the usual knowledge recall and application process. They explore leadership principles and practices, drawing on the insights contained in a book that all participants have read. Dialogues are conversations in which Municipal Clerks share their experience and understanding as they relate to the author's ideas and the relevance of those ideas to their public leadership role. Each Leadership Dialogue is led by a scholar intuitively familiar with the book's subject and purpose. The interest and involvement of the participants, and the author's specific focus and emphasis require that the facilitator move purposefully using the language of feeling, meaning and power. Participants devote a full day to a Dialogue and come away intellectually enriched by this communication experience.

#### **Discussion:**

The Committee felt it was important that Subcommittee members be individuals who have participated in Dialogues as they would have the experience necessary to develop a policy and to articulate what is involved in preparing for them and how to convey the educational value of the Dialogue experience.

The Athenian Leadership Society Policy ("Policy") submitted for Board review and approval will be easy for the membership to read and understand what is required to become a Fellow in the Athenian

Leadership Society (“ALS”). Chuck Tokar prepared a draft working in conjunction with Paul Craig, the current Director of the ALS and retired Senior Fellow at the University of Illinois, on how the Policy should be structured. With input from IIMC Executive Director Shalby, subcommittee members and the Education Staff, the policy has been refined into the document you are presented with for your consideration.

A summary of the Policy components are:

- **PREFACE** which explains that the Athenian Leadership Society is a unique educational opportunity operated under the auspices of the International Institute for Municipal Clerks. The intent of the program is to broaden the knowledge of the leadership skills and principles of Municipal Clerks. The learning experience allows for an in-depth examination and discussion of themes, issues and dimensions of leadership exhibited in stories of individuals and or groups. The Preface addresses how a Dialogue is initiated, how a Facilitator and book are chosen and explains that participants must come to the Dialogue prepared to share their thoughts and ideas and fully engage in the discussion. It also outlines how a Clerk becomes a Fellow in the Society by completion of ten Dialogues and is recognized and inducted into the Society at the next IIMC Conference. There is a one-time \$15 membership fee which covers the cost of a Society Fellow lapel pin and certificate of induction.

Recognizing the restricted ability and other considerations no specific time limit is imposed on a clerk pursuing Fellow status in the Society and notes that non-IIMC members will be permitted to attend two dialogues but must become a member if they wish to attend more. IIMC will not track non-member attendance.

- **EDUCATIONAL VALUE** explains that participants will be expected to spend a minimum of 15 hours to read the book prior to the Dialogue and that many of the books selected average 300 to 400 pages with some exceeding 600 pages in length. The participants are expected to prepare their thoughts for the Dialogue in advance of the six-hour session.

Participation at the Dialogue will earn a member four (4) points towards Certified Municipal Clerk, Recertification, or Master Municipal Clerk status. Only Dialogues scheduled through IIMC will earn credit for a member working to become a Fellow in the Society. The four (4) points may be used for either educational, experience or professional and social contribution points

**Committee recommendation:** Dialogues are unique in that they are the only learning experience through IIMC that require a minimum of 15 hours out-of-class reading and preparation time. The 4-point recommendation is consistent with the 1 per 2 hours of in class learning with an additional 1 point for the out-of-class preparation time. Dialogues must last six hours to allow sufficient time for participation and discussion by everyone in attendance. The Committee believes very strongly that the unique nature of preparing for and participating in Dialogues justifies clerks receiving 4 points for participating.

Further the Committee believes there is and should be a difference between Academies and Dialogues since no preparation time is needed for Academy attendance.

- **ATTENDANCE** reiterates that attendance and participation is required to earn IIMC credit and in the event of sudden illness during the Dialogue, a clerk attending a minimum of three (3) hours will earn two (2) points toward certification.

**Committee Recommendation:** The Committee recognizes that this approach is different than that used for Academy Sessions but believes it is warranted for 3 hours because of preparation and participation time.

- **LEARNING ASSESSMENT** requires the completion of a written assessment at the conclusion of the Dialogue. The Learning Assessment method requires that participants assess what has been learned that is meaningful, relevant and applicable to their life and/or profession.

**Committee Recommendation:** That the learning assessment be completed at the end of the Dialogue while the discussions are still fresh in the participants minds. It is important that once the participants leave, there is no more additional homework because of the amount of time already devoted to preparing for Dialogue participation. The learning assessment will be a short essay where participants respond to a few questions in terms of how the book, the Dialogue and what they have learned will assist them in performing their job. If the learning assessment is not completed then no points will be awarded for the Dialogue.

- **CHOOSING A BOOK** is to be a collaborative effort and discussed between the Facilitator and the Sponsor (state, regional or local association). The book selected will then be approved by the IIMC Director of Education and the Director of the Athenian Leadership Society. A list of previously approved books and books approved for future Dialogues is available on the IIMC website.

**Committee Recommendation:** To continue the process currently used for selecting a book.

- **COST** is established at \$100 for IIMC members and \$150 for non-members. Requests for cancellation must be received at least ten (10) days prior to the date of the Dialogue and must be received in writing. A complete refund minus a \$20 processing fee will be issued. If a sudden illness occurs during a Dialogue, IIMC will credit participants toward registration in another Dialogue.

**Committee Recommendation:** The Committee believes the cost to attend should remain at \$100 because clerks are required to buy the book as well. IIMC has had difficulty getting clerks to attend when the cost has been more than \$100.

The Committee also agreed that non-IIMC members should be permitted to participate in up to two Dialogues, except at a higher fee, as the Dialogue experience could interest them in becoming an IIMC member. Once a non-member joins IIMC, that individual will be required to provide proof of registration and attendance so that credit can be received towards becoming a Fellow in the Society.

- **FACILITATORS** should be individuals capable of grasping and dissecting the essential leadership knowledge contained in and dispersed throughout the contents of the book. That knowledge must then be conveyed primarily through discussion as opposed to lecture alone, and elicit input from each individual participant on the relevance and applicability of the principles and skills gleaned.

Facilitators must also be excellent communicators, listeners and questioners to keep the conversation going, able to summarize participants' unique contributions and able to go beyond the pages of a book in shedding new light on the insights of the book which may require additional research for some Dialogues.

**Committee Recommendation:** The Committee recognizes that not all clerks are suited to be Facilitators and this component of the Policy sets forth the traits and skills needed to be effective an Facilitator.

- **CERTIFICATION AS A FACILITATOR**

**Clerks:** Only clerks having obtained their MMC may become a Certified Facilitator. In addition, they must have completed 10 Dialogues and have become an ALS Fellow and meet other components such as a letter asking to be a Facilitator and a letter of recommendation as described in the Policy. The ALS Director will work with the Clerk in a mentoring capacity to set up their first Dialogue facilitation and will sit in as a Co-Facilitator and evaluator of the prospective new Facilitator. Following the Dialogue the ALS Director will make a written recommendation to the IIMC Director of Education regarding the prospective Facilitator's ability.

**Committee Recommendation:** That only MMCs who have attended 10 Dialogues and have become a member of ALS are allowed to become Certified Facilitators and that it supports the process outlined in the Policy.

**Institute Directors:** Institute Directors wishing to become a Facilitator must attend one Dialogue. The fee will be waived for that Dialogue. Institute Directors must also submit a letter expressing their desire to be a Facilitator along with a letter of recommendation from the Institute Director's State Association President or Education Chair or IIMC Regional Director. In addition the Institute Director must submit a resume or curriculum vitae. It also specifies that the ALS Director will be available to work with the Institute Director in setting up their first Dialogue if requested.

**Committee Recommendation:** As described above and as contained in the Policy.

- **ACADEMICS** describes the circumstances under which IIMC will grant Facilitator certification to either a practicing or retired Academic. It also specifies that the ALS Director will be available to work with the Academic in setting up their first Dialogue if requested.
- **FACILITATOR COMPENSATION** specifies that only IIMC Certified Facilitators will be compensated for Dialogue facilitation and assessment review and evaluation.

**Committee recommendation:** That clerks who become Certified Facilitators be compensated as other Facilitators are paid. The Committee recognizes that clerks are not currently compensated for teaching at IIMC conferences or Academy sessions. What distinguishes facilitating at an Athenian Dialogue from teaching a class is that a facilitator has attended 10 dialogues; is reading, evaluating and doing an in-depth review of a book, leading a discussion, has extra homework to prepare for the Dialogue as well as reviewing the assessments. This policy relates strictly to the ALS and not those who are teaching other classes at an annual conference or other educational sessions. Individuals teaching classes don't have to be a MMC or have their CMC and may be using the teaching experience to earn points towards their certification. To be a Society Fellow and facilitator means that the clerk is a part of a very small group who will be compensated after

## Program Review and Certification Committee Recommendation

### Athenian Leadership Society Policy Guidelines

September 1, 2009

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becoming an IIMC Certified Facilitator. This is different as Clerks teach at state conferences and IIMC conferences and don't expect to be paid.

In addition, when an ALS Director acts as a Co-Facilitator/Evaluator at a Dialogue that he receives half the fee paid to a Facilitator. When the ALS Director acts in this capacity, it is prior to a clerk or Institute Director becoming a facilitator so no fee is being paid to that individual leading the Dialogue.

Compensation will be paid as follows:

Within or outside the Facilitator's State/ Province - \$600 plus travel costs (hotel, meals and airfare or mileage)

Outside the Facilitator's country \$1,000 plus travel costs

#### **Summary:**

The Dialogues are a new and unique way for Clerks to further embrace and increase their leadership skills. Since the creation of the Athenian Leadership Society Dialogues, membership participation in the Dialogues has continued to increase and clerks are anxious to attend more. Dialogues are now being held in numerous states and because attendance is limited to 30 participants clerks are being turned away. Clerks who have been able to participate in the Dialogues readily talk about their experiences and what they have learned by reading the books and look forward to participating in more. A Policy covering the components previously discussed is important as it will determine the number of points to be earned, how books are chosen, who can be and the process for becoming a facilitator and establishes the compensation for Facilitators.

The Committee has held at least one teleconference each month and exchanged numerous emails discussing the merits of the ALS program while developing the Policy for the Board to consider.

Following discussions about the Dialogues the Committee members who have never been able to attend a Dialogue became just as enthusiastic as those who have attended and believe that the recommendations from the Committee will meet the needs of the IIMC membership as well as staff in implementing and tracking program participation.

#### **Recommendation:**

That the IIMC Board of Directors approve the attached Athenian Leadership Society Policy Guidelines as presented.

Respectfully submitted,

Nancy A. Vincent, MMC  
Research Committee Chair

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

If the Board approves management's recommendation regarding the Athenian Dialogue process, then this policy will need revisions to be in line with the approved recommendations.



**FINAL– August 25, 2009**

**ATHENIAN LEADERSHIP SOCIETY**  
**POLICY GUIDELINES**

**PREFACE**

The Athenian Leadership Society is a unique educational program operated under the auspices of the International Institute of Municipal Clerks. The program seeks to broaden the knowledge of Municipal Clerks in the area of leadership skills and principles, with the expectation that an understanding of this subject matter will increase a Clerk's professionalism, effectiveness in office, and value to the community he or she serves.

The Society uses the learning experience of a Dialogue, based on the Socratic method, which allows for an in-depth examination and far-reaching discussion of the themes, issues and dimensions of leadership exhibited in the stories of individuals and/or groups. A Dialogue is initiated when a group of Clerks come together with a Facilitator to choose an appropriate book upon which to base the Dialogue. In the event a Facilitator is not available in the immediate area, IIMC will suggest and provide a Certified Facilitator to lead the Dialogue.

The Facilitator makes a submission to IIMC of the book's title, the name of the Facilitator, the local sponsoring organization, and the location and date of the Dialogue. IIMC will serve as Registrar for Dialogues and collect the registration form and fee from participants seeking to attend the Dialogue, as well as keep a record of Dialogues attended by a member. Additionally IIMC will advertise and market the Dialogue to IIMC members who might be interested in attending.

Those participating in a Dialogue need to purchase the selected book have completed their reading of said book before the Dialogue begins, and attend the full six-hour Dialogue session. Most importantly, a participant needs to participate. A basic premise of the Dialogue method of learning implies the value of learning from the unique knowledge and experience of one's professional colleagues. Participants should come to a Dialogue prepared to share their thoughts and ideas and be fully engaged in the discussion.

A Clerk becomes a Fellow in the Athenian Leadership Society following the completion of ten Dialogues, and is recognized and inducted into the Society at the next IIMC Annual Conference. There will be a one-time ALS Fellow membership fee of \$15 to cover the costs of a Society Fellow lapel pin and certificate of induction.

It is expected that many Clerks will enjoy the experience of a Dialogue or two but might not be intent on becoming a Fellow in the Society. The learning method used in a Dialogue is not for everyone, and participating in one Dialogue does not obligate one to continue with another, although Dialogues can become habit-forming.

Similarly, due to restricted availability and other considerations, a Clerk may not be able to complete ten Dialogues in a specific time frame. Therefore, no time limit is imposed on a Clerk pursuing a Fellow status in the Society.

Although non-members may attend up to two (2) Dialogues, IIMC will not be responsible for tracking attendance by non-members. Upon becoming a member of IIMC, a Clerk who attended a Dialogue(s) as a non-member must provide proof of registration and attendance in order to receive credit toward becoming a Fellow in the Society. Only IIMC members may become Fellows in the Athenian Leadership Society.

## **EDUCATIONAL VALUE**

It is expected that a Clerk will need to spend a minimum of 15 to 20 hours reading a selected book that can be quite challenging at times. Selected books average 300 to 400 pages; some have exceeded 600 pages. In addition, participants are expected to prepare their thoughts for the Dialogue in advance of the actual session, which is six (6) hours.

Participation in an Athenian Leadership Dialogue will earn a member four (4) points toward CMC, Recertification or Master Municipal Clerk status. Points may be applied wherever needed (Education and/or Professional/Social). Only Dialogues scheduled through IIMC will earn credit for a member wishing to become a Fellow in the Society.

## **ATTENDANCE**

Issues surrounding attendance invariably arise when a participant is seeking IIMC credit for certifications. It is recognized that while there is value in simply reading a book chosen for a Dialogue, the importance of actual involvement throughout the entire Dialogue cannot be overemphasized. Therefore, attendance and participation is required to earn IIMC credit. In the event of sudden illness during a Dialogue, a minimum three hours of attendance will earn two (2) points toward certification. Full credit will only be given for participation in the entire Dialogue. No other pro-rata determination of credit will be considered.

## **LEARNING ASSESSMENT**

Participants seeking IIMC credit will complete a written assessment of the Dialogue experience. The principle aspect of the Learning Assessment is personalization of the Dialogue experience. Although the assessment is rather brief, completed at the end of each Dialogue, the Facilitator will be looking for thoughts expressed relative to the meaning of the book and the Dialogue and the lessons for Clerks, as public leaders, to consider. Applying this emphasis avoids the tendency to restate the content of the book in summary form. This Learning Assessment method requires that the participant assess what he or she learned that is meaningful, relevant and applicable to their life. Each written assessment will be reviewed and evaluated by the Facilitator.

## **CHOOSING A BOOK**

The process of choosing a book for a Dialogue should be a collaborative one. Suggested titles for use should be discussed between the Facilitator and the Sponsor (state, regional or local association). The chosen book should then be submitted for approval to the IIMC Director of Education and the Director\* of the Athenian Leadership Society. If the Dialogue is to be presented at the Annual Conference, the Facilitator will choose the book in consultation with the IIMC Director of Education.

A list of books that have been used in previous Dialogues or been approved for future Dialogues is available at [www.iimc.com](http://www.iimc.com). This list is not intended to be exclusive.

\*Currently the Director of the Athenian Leadership Society is Paul Craig, Retired Senior Fellow at the University of Illinois, at Urbana - Champaign. The ALS Director operates under the guidance and direction of the IIMC Director of Education, or in the absence of a Director of Education, the IIMC Executive Director.

## **COST**

The cost of each Dialogue is \$100 for members and \$150 for non-members.

Requests for cancellation of registration must be sent in writing to IIMC at least ten (10) days prior to the date of the Dialogue. IIMC will issue a complete refund within thirty (30) days minus a \$20 processing fee. Telephone cancellation requests will not be accepted. In the event of a sudden illness during a Dialogue, IIMC will credit the participant towards registration in another Dialogue.

## **FACILITATORS**

The ideal Dialogue Facilitator should be an individual who is capable of grasping and dissecting the essential leadership knowledge that is contained in and dispersed throughout the contents of an appropriate book. This knowledge must then be conveyed primarily through discussion, as opposed to lecture alone, eliciting input from each individual participant on the relevance and applicability of the principles and skills gleaned. The Facilitator must in essence build a “bridge” between the ideas contained in the book and the leadership concepts and principles that are relevant to a Municipal Clerk.

The Facilitator initially must be able to write a succinct yet thoughtful summary of the book chosen. This summary, which will be included in the Dialogue announcement, is typically meant to intrigue and persuade the potential Dialogue participant that, in registering, their time, effort and money will have been well spent.

A Facilitator must be an excellent communicator, listener and questioner, able to keep the conversation going, able to summarize participants’ unique contributions, and able to go beyond the pages of a single book in shedding new light on the insights contained therein. (Additional research may be required for some Dialogues.)

Needless to say, not everyone is cut out to be a Dialogue Facilitator.

## **CERTIFICATION AS A FACILITATOR**

IIMC, through its Director of Education in collaboration with the ALS Director shall certify individuals wishing to become Dialogue Facilitators. Such certification may be obtained as follows:

### **Clerks**

Clerks wishing to become Facilitators must have their MMC designation and have completed ten Dialogues, thereby becoming an ALS Fellow.

Next, a letter outlining the individual’s background and expressing a desire to become certified to facilitate a Dialogue should be sent to the IIMC Director of Education and to the ALS Director requesting certification. A letter of recommendation from the Clerk’s State Association President, Education Chair or IIMC Region Director must accompany the Clerk’s letter. In addition, the Clerk will need to fill out a short questionnaire.

The ALS Director will work with the Clerk in a mentoring capacity to set up their first Dialogue facilitation, and will sit in at that Dialogue both as a Co-Facilitator and as an evaluator of the prospective new Facilitator.

At the completion of this initial Dialogue, the ALS Director will make a written recommendation to the IIMC Director of Education. Said recommendation may recommend certification, not recommend certification (with the reasons therefore) or recommend that the prospective Facilitator undergo additional mentoring before a second “test” facilitation.

### **Institute Directors**

Institute Directors wishing to become Facilitators must have participated in at least one Dialogue (Registration fee is waived).

Next, a letter expressing a desire to become certified to facilitate a Dialogue should be sent to the IIMC Director of Education and to the ALS Director requesting certification. A letter of recommendation from the Institute Director’s State Association President, Education Chair or IIMC Region Director must accompany the Institute Director’s letter. In addition, the Institute Director must submit a resume or curriculum vitae.

The ALS Director will be available to work with the Institute Director in setting up their first Dialogue facilitation, and if requested will sit in at that Dialogue as a Co-Facilitator.

### **Academics**

IIMC will grant Facilitator certification to either a practicing or retired Academic based on a letter sent to the IIMC Director of Education and the requesting such certification, along with a letter of recommendation from the State Association President, Education Chair or IIMC Region Director in the State or Region where the Academic is based.

The ALS Director will be available to work with the Academic in setting up their first Dialogue facilitation, and if requested will sit in at that Dialogue as a Co-Facilitator.

It is recommended that an Academic wishing to become an IIMC Certified Dialogue Facilitator participate in at least one Dialogue prior to requesting certification.

## **FACILITATOR COMPENSATION**

Only IIMC Certified Facilitators will be compensated by IIMC for Dialogue facilitation and assessment review and evaluation. Such compensation shall be made as follows:

Within the Facilitator’s State/Province - \$600 plus travel costs (hotel, meals and airfare or mileage)

Outside the Facilitator’s State/Province - \$600 plus travel costs

Outside the Facilitator’s Country - \$1,000 plus travel costs

In the event that the ALS Director acts in the capacity of Co-Facilitator/Evaluator at a Dialogue, he shall receive a fee of \$300, or \$500 if outside the United States.

## Attachment D

International Institute of Municipal Clerks

Athenian Leadership Society Approved Books

**This list is not intended to be exclusive. Books will be evaluated from time to time and may be added to the list. Books are not listed in any particular order. Refer to Section of ALS Policy on “Choosing a Book”.**

1. The Radical Leap by Steve Farber
2. Henry V: Playboy Prince to Conquering King by William Shakespeare
3. All The Kings Men by Robert Penn Warren
4. Shackleton's Way by Margot Morrell & Stephanie Capparell
5. Endurance: Shackleton's Incredible Voyage by Alfred Lansing
6. Undaunted Courage: Meriwether Lewis, Thomas Jefferson, and the Opening of the American West by Stephen E. Ambrose
7. Elizabeth I, CEO by Alan Axelrod
8. The Cruelest Miles by Gay Salisbury, George L. Hicks and Laney Salisbury
9. Team of Rivals by Doris Kearns Goodwin
10. Amusing Ourselves to Death by Neil Postman
11. Unwise Passions by Alan Pell Crawford
12. The March by E.L. Doctorow
13. Notorious Victoria by Mary Gabriel
14. The Lord of the Flies by William Golding
15. Amazing Grace by Eric Metaxas
16. The Journey of Crazy Horse by Joseph M. Marshall III
17. Leadership the Eleanor Roosevelt Way: Timeless Strategies From the First Lady of Courage by Robin Gerber
18. Into Thin Air: A Personal Account of the Mount Everest Disaster by John Krakauer
19. Alice by Stacy A. Cordery
20. The Junction Boys by Jim Dent
21. Parlor Politics by Catherine Allgor
22. We Band of Angels by Elizabeth M. Norman
23. Passion and Principle by Sally Denton
24. Tried by War by James M. McPherson
25. Technopoly: The Surrender of Culture to Technology by Neil Postman
26. The Petticoat Affair by John F. Marszalek
27. Dreams From My Father: A Story of Race and Inheritance by Barack Obama
28. The Mistress of the Elgin Marbles by Susan Nagle
29. The Grapes of Wrath by John Steinbeck
30. Julius Caesar by William Shakespeare
31. For Whom The Bell Tolls by Ernest Hemingway
32. The Battle of Salamis by Barry S. Strauss



ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Education Guidelines in General		AAMC supports IIMC in its endeavor to provide a comprehensive approach to education and elimination of any process that awards capricious or arbitrary educational points. We thank you for giving us an opportunity to weigh in on the matter.
IX	AK, OR, WA	ID	Dema Harris	Education Guidelines in General		<p>I fully support the mission of IIMC to provide professionalism in local government through education. I hope the organization can maintain and improve the integrity of the certification programs and the triangular partnership, which has existed between IIMC, State Associations and Institutes.</p> <p>I believe the Education Guidelines need to be streamlined and improved, but the changes need to maintain the integrity and feasibility of our State Institute programs. These are important decisions that will have a long-term effect on Clerks education, IIMC and the Institutes. These decisions should not be made hastily or for the wrong reasons. I would like to see further discussion at the 2010 IIMC Conference Colloquium and would encourage recruitment to begin as soon as possible for a new IIMC Education Director.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

IX	CA	SDCCA State Chair	Marci Kilian	Education Guidelines in General	<p>We were thrilled to discover just how much action this committee and the educational directors have taken to cover all the critical issues and make each section more easily attainable, as well as providing more points.</p> <p>The San Diego County City Clerks Association met on September 17, 2009, and Past President Linda Hassup led the discussion recapping the committee's recommendations. We were encouraged by the draft document that seeks to assist us in achieving our goals! Every City Clerk present applauds your efforts for taking this direction and implementing solutions to all the comments from across the states and compiling an understandable and appropriate set of guidelines. Our association voted to give me the honors of responding on their behalf.</p> <p>Economic and valuable education for City Clerk professional growth is our mission. Leaders can't lead without the tools to motivate and train others. We have to be able to keep up with the ever-changing laws with the appropriate training and we need the flexibility to do that ~ within our means (out-of-pocket for many of us now) and not be penalized for having too many educational points in one area. Thank you, thank you for listening!</p> <p>My first impression, as I read through the committee's recommendations (which were obviously designed with IIMC members' discord in mind), made me proud once again to be a member of IIMC. I have written Thank Goodness! Exactly! Good idea! Whoa Hoo! in the margins throughout my copy of the recommendations. The committee has captured solutions to most of our frustrations in the educational arena.</p>
IX	CA	SDCCA State Chair	Marci Kilian	Education Guidelines in General	<p>This document by the Program Review and Certification Committee is a completely responsive resolution to our grievances. We look forward to your response on items one and two above and to following your progress with all the recommended changes.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Education Guidelines in General	<p>CMC or MMC if so desired. It is important to note that the changes to the Education Guidelines should not be made at the expense of diluting the profession and the CMC and MMC certification programs.</p> <p>We would encourage the Committee and the IIMC Board to address and consider any and all changes to the Guidelines in one complete package and not piecemeal these changes on a sporadic basis, or in order to meet the time frame for the mid-year board meeting. In addition to the goal stated above, the other goal should be to make the changes to the Guidelines in a systematic and simplistic approach at one time and adhere to the changes on a consistent basis.</p>
VIII	CO	Education Committee Members	Education Guidelines in General	Agrees	<p>Most of the members agree with all of the recommendations and believe they are a great step forward. Those not in agreement with specific recommendations or those with additional comments have been listed separate. One member brought up that on-line tracking has not been addressed. Also, attachment A lists suggested language additions by another member for add'l subject for MMC.</p>
VIII	CO	Education Committee Member	Lisa Cain	Education Guidelines in General	<p>I am not sure that the Committee can or should try "meet the needs of all IIMC members." Not every person who works as a Municipal Clerk has what it takes to become a Certified Municipal Clerk, nor does every Certified Municipal Clerk have what it takes to become a Master Municipal Clerk. The Committee's recommendations are heading in the right direction in this respect. Take care, however, not to dilute the requirements too much.</p>
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Education Guidelines in General	<p>These responses were developed in consultation with the Chair of the Education Committee of the Connecticut Town Clerks Association. (Each response is listed under the corresponding category)</p>
VII	IL	Clerk	Emily Consolazio	Education Guidelines in General	<p>I have read the proposed changes to the IIMC Certification process for CMC &amp; MMC as proposed by the Program Review and Certification Committee and I agree with all of the recommendations contained in Chair Nancy Vincent's September 11, 2009 report.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

VII	IL	ID	John Browar	Education Guidelines in General	Agrees	<p>Again, thank you for the hard work you and the committee have devoted to this project. The effort shows clearly in the depth and clarity of the document. Because of the prior relationship of the University of Illinois with the Athenian Leadership Society, and the manner in which that association was ended, I will recuse myself from commenting on that topic.</p> <p>I am comfortable with the other recommendations contained in the report dated 09/11/09. The recommendations are, I believe, comprehensive. Their implementation should offer a measure of reason to what has been a complicated few years. It is my hope that the consistent rationale contained in the recommendations will stand as a foundation from which future deliberations may measure the never-ending attempts for further refinements and improvements.</p>
VII	IL	Clerk	Lori Mitchell	Education Guidelines in General	Agrees	<p>I did a quick review of the Program Review and Certification Committee Recommendation and it looks pretty all inclusive to me. One thought I had was regarding clerks whose CMC was dropped due to a lapse or break in membership. I would suggest that the re-entry requirement be something like an on-line test or requirement rather than just requesting to be reinstated. Perhaps if reinstatement was a little more stringent, there would be less inclination to let their membership lapse.</p>
V	IN	ID and State Chair	Gary Whorlow and Kay Brown	Education Guidelines in General		<p>First, let me congratulate the Committee on its recommendations. I believe it returns us to a common sense approach to the certification process. I am in agreement with many of the recommendations. (Recommendations referred to are listed under the specific category)</p> <p>I also agree with Gary (See Gary Whorlow's response above). Our struggle has been getting classes approved and the understanding that in Indiana we are not the norm due to our structure, being elected and performing the job that is more than just being a clerk. I do appreciate all the hard work that has gone into the process and the trust building that is going to be an ongoing solution. Once these matters get resolved, and hopefully to our benefit, we can proceed, getting everyone back on track. The hard part is not knowing what was around the corner or what would change.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

V	KY	Education Comm Members	Crissy Upton	Education Guidelines in General	Education Guidelines in General	Education Guidelines in General
V	MI	State Chair	Joel Hondorp	Education Guidelines in General	At a recent strategic planning session, the MAMC adopted future goals, including having a Michigan Clerk's accreditation that would either parallel IIMC or be separate of IIMC. There has been frustration on behalf of myself and our institute director on the submission of course approvals and the whole approval process. I start with these comments to let you and the committee know that the MAMC is very appreciative of these recommendations. The MAMC is thankful to the Committee for listening to its members. There has been great frustration as to what is allowable and what is not for certification. Also frustration abounded due to what would be approved for 1 point for 6 hours and what would be approved for 1 point for 2 hours. Also the preparation for the approval process is daunting. We are pleased that this has a feel of the IIMC being our association and not the IIMC staffs' association. We also appreciate the fact that the Committee understands that each state is different and that each clerk is unique and each requires unique training. We understand the need for high ethics and quality education. These recommendations may change what the MAMC had seen as a need to develop our own certification.	Based on the email responses received from the Education Committee members, it appears the vast majority agree with the recommendations of the IIMC Program Review and Certification Report.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

IV	MS	ID	Janet Baird	Education Guidelines in General	<p>As a new Institute Director and former City Clerk (21 years), I have several comments and concerns about the point structure for attendance at the IIMC Conference and also the other recommendations that we received from the program and review committee. I will try to explain my reasoning based on both my practical experience as a clerk, my understanding of the IIMC Philosophy and my time as an ID. I started just addressing the first request and then received the second request that was already being discussed by our group. I personally feel that IIMC has lost membership due to the many changes over the course of the past decade. The pendulum has swung from one side to the other. With the constant shifting of requirements in addition to reduced budgets, many clerks have decided not to pursue membership in IIMC. Based on the present economic conditions and many travel budgets being cut, I feel that the partnership between IIMC, Institutes, and Associations is even more important. Since the clerk's position has finally become part of the management team of the municipality, I feel that the partnership should also include the Municipal League. Without the understanding and support of the municipal league the land-based State Institute is overlooked for less expensive or less timely opportunities for Municipal Clerk Education. We as ID's will also have to be more open to working with our associations to offer the top notch educational opportunities that have been offered in the past. This might mean stepping outside the box for all of us. However, if IIMC continues to dilute the value of the original definition of the Institute and Academy then it will begin to lose the support of the universities.</p> <p>Please forgive my wordiness, but the more I thought about this the more I had to say. I truly believe that education will continue to be very important in today's political environment especially due to the transparency in government initiatives.</p> <p>(Recommendations referred to are listed under the specific category)</p>
III	NC	ID	Fleming Bell	Education Guidelines in General	<p>In general, I agree with the education committee's recommendations. I have two specific concerns, however, both of which I have shared with my IIMC Board representative.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

VIII	NE	ID	Christine Reed	Education Guidelines in General	<p>We have spent the last three years trying to interpret the 2006 guidelines for our clerks. While the new guidelines are simpler and more direct on one sense (e.g. it is easier to understand what counts and doesn't count, etc.) the challenges of implementation both for the IIMC staff and for the state associations may only substitute one set of frustrations for another. I understand that in some states state associations already have an administrative infrastructure in place to make these new guidelines work, but I suspect most states do not.</p>
VIII	NE	State Chair	Kay Dammas	Education Guidelines in General	<p>The flexibility for clerks is generally a plus. The # hours for the C.M.C. should be brought back to the original 100 hours. The 120 hour rule has caused a great deal of consternation among clerks in Nebraska and soured many of them toward the program. Nebraska does not have a state association conference because the association is a section of the state municipal league and holds its annual meeting in conjunction with the league. We discussed together the question of how clerks who attend a league session would go about getting education points -- the process needs to be clarified. She agreed with me that the process should be separate from the Institute's annual program. We discussed the possibility of area associations organizing education programs to make them more accessible to clerks, but again we wondered about the process for working with IIMC for approval for education points.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

VIII	NE	State Chair	Kay Dammas	Education Guidelines in General	Additional Comment	
						<p>There really is no specific recommendation for how these guidelines would be implemented and that was the focus of our (Christine Reed and Kay Dammas) discussion. The current guidelines have very specific requirements for universities sponsoring institutes and very specific criteria for what goes into an institute program. We agreed that there needed to be a parallel process in place to guide State associations wanting to propose education points for sessions outside of the institute framework. We also wondered if it would even be feasible for the State association (or our area associations) to coordinate various education sessions outside of the institute framework but that would be something the State Association Board would have to discuss. It would be a major additional responsibility for them depending on the demand for education points outside of the institute framework. We also wondered how the staff at IIMC would be able to handle this decentralized structure. We at the university would be unable to assume this additional responsibility. I currently direct the instate on a "overload" basis (over and above my teaching, research and service responsibilities) and Melanie's time allocated to the institute is roughly 10% of her total responsibilities. So we are stretched very thin as it is - I suspect other IDs are in the same boat.</p>
IX	OR	Board President	Ruth Post	Education Guidelines in General		<p>Maintaining the integrity of the Certified Municipal Clerk and Master Municipal Clerk designations is vital to the final design of the education guidelines. Although certification should be attainable within a reasonable timeframe, the guidelines must not become so simplified that they are achievable before professional level performance can be expected.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

IX OR	Board President	Ruth Post	Education Guidelines in General	Additional Comment	<p>This feedback response is a compilation of responses received from throughout the OAMR membership. I would like to pass on to the Committee three typical statements received from OAMR members:</p> <ul style="list-style-type: none"> <li>• Stacie Cook, CMC: "Those who are in the process of attaining/have attained either of these certifications knows the true work that is put forth to do so. It would be a shame to lessen the meaning of certification because of the changes being suggested in the point system."</li> <li>• Susan Reeves, CMC: "I feel it shouldn't be made too easy to obtain. For me, becoming a CMC took lots of hours and hard work and I am proud of that."</li> <li>• Norma Alley, CMC: "If we want to be taken seriously as the other certification programs (ex: ICMA), we need to be comparable."</li> </ul> <p>In summary, OAMR is in agreement with a majority of the Committee's recommendations. Those recommendations where we have differed, have been based on the vital need to maintain the professional integrity of the IIMC certification system. A balance must be maintained between providing education that is economically viable so that clerks can become certified and preventing education requirements from becoming so watered down that certification is meaningless. In addition, OAMR strongly recommends changes to the guidelines be implemented on January 1, 2010, to alleviate the confusion for those who fall within the "grandfathering" certification categories.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

III	SC	Dept. Clerk	Andrea DuBose	Education Guidelines in General	Agrees	From discussions with other South Carolina Clerks many of us hope the review results in a clearly defined educational path allowing for education in the many facets of the role of City Clerk. After reading the Program Review/Certification Committee recommendations I would like to express my support for approval of the Education Guideline Recommendations by the IIMC Board. I believe the recommendations would make the guidelines more clear, allow for more Clerk's to certify or obtain their MMC, allow for specialized education to help Clerks in their every day roles and responsibilities, and ensure IIMC retains members during trying economic times. Hartsville is one of the many municipalities whose budget constraints has and will continue to affect the ability of their Clerk's to certify, recertify, and/or work towards their MMC. Our City Clerk of 28 years is a perfect example of a CMC who did not recertify due to limited money for educational training. She is my mentor, a dedicated public servant, a forward planner, and a selfless person who chose not recertify so our department's limited educational dollars could be spent towards my CMC recertification and the future CMC certification of an assistant. We always do our best to be good stewards of taxpayers' dollars and extra care is taken to make sure only educational programs which count toward recertification are attended. The problem is exacerbated when our state association cannot get approval from IIMC before training is held. If a course is not approved by IIMC before it is held the expenditure will not be approved and if Clerk's do not have access to approved training they cannot certify or recertify. Although there are many benefits to IIMC membership the dues paid are justified in the budget because membership is required in order to keep the CMC certification but should the certification lapse so would justification to the Council and taxpayers for the membership expenditure. In these difficult times if members cannot adequately justify the membership cost to their Council then those funds can easily be allocated to other items of higher importance to the City leadership. IIMC is first and foremost an educational organization but it is also a business which must sustain itself and in order to do so members are needed. I'm sure there are many members who would be unable to continue their membership without the support of their Council. The committee obviously spent a great deal of time on this issue and made a recommendation that benefits all those involved. It is my sincere hope that the IIMC Board will approve the Education Guideline Recommendations of the Program Review/Certification Committee.
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## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

II	VA	State Chair	Donna Boone-Caldwell	Education Guidelines in General	Agrees	For some time I have heard numerous concerns and frustrations regarding complex criteria and confusing requirements related to the education guidelines. Without any hesitation, I want to offer my full support of the proposed changes. Simply put: The proposed changes provide more straightforward guidelines; make CMC and MMC attainable goals for ALL members; allow flexibility in meeting the needs of a VERY diverse membership; and continue to foster IIMC's professional image.
II	V/A	Clerk	Sandi Thompson	Education Guidelines in General	Agrees	I think you finally have it right in most regards. After so much confusion over the last few years, it is gratifying to see some of the "wrongs righted". I certainly support your committee's hard work and due diligence. Thank you on behalf of all of us! Would love to have one of the Athenian Dialogues during one of our Institute/Academies as an extra day. Sounds like a serious "book club".
IX	WA	Assoc. President	Bob Baker	Education Guidelines in General		Overall, we would like to emphasize that although the Education Guidelines need improvement in many areas, the changes we make must not threaten our state Institute programs. In addition, while we understand that times are difficult, we do not want to diminish the achievements of our members who have worked hard to achieve certification under high standards or to lower the bar of professionalism and accomplishment that should be applied to those who are certified under IIMC. These are the two primary concerns that we have incorporated in the following comments. In addition, we are aware that recruitment will begin soon for the new IIMC Education Director. We believe that it would make sense to have this person on board for the discussion of some of the more complicated and contentious issues.
VI	WI	Member	April Webb	Education Guidelines in General	Agrees	I hope they move forward with all of the suggested changes (especially the removal of the requirement for Recertification).

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

WI	WI	Clerk	Cindi Gamb	Education Guidelines in General	Agrees	<p>I think the changes being proposed are great. Coming from an office of two, we are not able to be out of the office at the same time. This makes it very hard for us to attend training. Also, we are both working on obtaining our MMC. I think it's important for our organization to remember that not all clerks are from large communities. Being a deputy clerk-treasurer we are required to attend training for our treasurer's part of the job. It's great to read that part of the proposal is to recognize training we are attending through other associations. Also, a list of recognized classes would be very beneficial. For example, I am attending a parliamentarian class next month. It would be helpful in completing my MMC application to know if this type of class qualifies for certification. Thank you to the committee members for their hard work reviewing the certification program!</p>
WI	WI	Clerk	Cindy Howard	Education Guidelines in General	Unsure	<p>I moved from Illinois last year to Wisconsin and I brought with me my CMC designation. I am in the process of getting my WI certification based on the grandfather clause. I took 3 years of institute coursework in IL and am a Registered Municipal Clerk (RMC) in IL. I am writing today in response to the IIMC program review and certification. Since my move from IL to WI, I have taken Year 1 of Treasurer's Institute training and attended the WMCA Annual Conference and New Clerk's Class. I would like to see these transitional classes count towards my MMC even though they are at a CMC level. I could have skipped these classes and went straight on to the MMC Academy Classes, but I felt that the Wisconsin Institute session would be most beneficial for me to do my job at this time. Eventually, I would like to enroll in the Academy. I feel that the it should be a clerk's choice on what classes offered would be most beneficial for them to do their job to their best of their ability. Therefore, I respectfully request that transitional clerks (state to state) be able to choose their education classes by importance and not have to skip state-offered training just to satisfy the MMC program. Additionally, I respectfully request that CMC clerks be automatically enrolled in the MMC program without having to make application for same.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

VI	WI	Clerk	Diane Hermann- Brown	Education Guidelines in General	Agrees	I think this is wonderful! It looks like the concerns of the members are being addressed which is especially important during these challenging economic times! The changes still provide for a professional standard for the membership to obtain, but it is an obtainable goal for more members. It's just too bad, we've had a period of waiting for this to happen, and have possibly lost members during that period. Thank you and the other IIMC representative for making our voices heard!
VI	WI	Clerk	Sherri Endres	Education Guidelines in General	Agrees	Wow it is right on the money. I just today sent off my certification application for my MMC. It took a lot of time and I'm still not certain what counts and what doesn't, so will keep my fingers crossed. I'm so glad to see the committee has taken into account that not all clerks are created equal in terms of funding, time and availability of classes, etc. I was so disheartened with IIMC when I attended the St. Paul conference I thought about quitting, but I'm so glad I didn't. My goal has always been to obtain my MMC and I hoped w/time that IIMC would change. Due to people like yourself it has come full circle. Thanks for the committee's hard work, I couldn't be happier with the results & hopefully it will mean increased membership & keep the current members in its fold. I can't speak much to the Athenian Leadership except that I hope to participate in one soon.
VI	WI	Clerk	Vicki Schneider	Education Guidelines in General	Agrees	I think the Program Review Certification Committee has done a good job in streamlining the process for MMC designation. I just want to indicate my support for the following recommendations: 1) State Association training points be equal to the points for the Academies (I think the education provided by UWGB and by the WMCA PEC should be awarded equal points) 2) Remove the requirements to earn a minimum number of points each year to remain in the Master's Academy (Budgets, time constraints, etc. some years better than other for the ability to attend educational sessions)
<b>TOTALS:</b>			Agrees*	13	Disagrees	0
			Unsure	1		

\* These responses are only for those in complete agreement with ALL of the recommendations.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Remove Pre-approval Process	Disagrees	Recognizing that the pre-approval process has not been followed by all state associations does not diminish IIMC's role to ensure quality training for certification purposes. Removal of this requirement removes IIMC's responsibility in the process and encourages lax observance of established rules. If the approval process "is much too subjective," the fix is not to eliminate the process entirely, rather it is to remove the subjective nature of the process.
IX	AK, OR,WA	ID	Dema Harris	Remove Pre-approval Process	Inst/Acad - Agrees; St Assoc - Disag	Yes for Institutes, No for State Conferences if awarded points for Education
IV	AR	Team Leader at Univ.	Kim Jones	Remove Pre-approval Process	Agrees	Agrees with the recommendation.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Remove Pre-approval Process	Agrees	The CCAC Board supports this recommendation.
IX	CA	ID	Maureen Kane	Remove Pre-approval Process	Agrees	Yes. IIMC could offer assistance to those institutes or states that are having difficulty meeting the educational needs of their clerks. In the past, if clerks felt that there was not a quality educational opportunity in their area they informed IIMC that review was indicated.
VIII	CO	Education Committee Members		Remove Pre-approval Process	Agrees	Often the decision to attend training is decided by a Town/City/Village Manager or Mayor. Also, the process is redundant because Institutes/Academies already have to include a minimum number of hours in areas that are at the core of what clerks do.
VIII	CO	ID	Deborah Cook	Remove Pre-approval Process	Inst/Acd - Agr; St Assoc. -depends	For Institutes and Academies - Yes. For State association training - it depends on points given for training.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	Assoc. President	Kathryn Young	Remove Pre-approval Process	Agrees w/Comment	I agree in part with the Committee's recommendation and also with Debbie Cook's comments. I also believe there should be some element of criteria established that everyone should be required to follow for Academy's and State Associations. Currently Institutes have a basic outline of required course content that must be followed by all Institute Director's (i.e. certain number of hours in Public Administration, Budgeting, Leadership, etc.); there are no such established guidelines or criteria by which to establish course content for Academy's. The same criteria should also be established for State Association training, to include conferences and/or workshops. These should be consistent to ensure that courses offered at Academy's and by State Associations are at the rigor that "advanced" Clerks need to perform their jobs. I further believe that the IIMC Staff and IIMC Education Committee should establish the guidelines/criteria and ID's and State Association/Education Committees should work together to determine and evaluate how to incorporate this criteria into the courses offered at the Academy's and by State Associations. (This partnership, which is what it should be, should help prevent the adversarial position ID's have about working with their Clerks).
VIII	CO	Education Committee Member	Lisa Cain	Remove Pre-approval Process	Agrees	Institute/Academy training is the standard that everyone agrees ought to be met. Why is that? I thought it was because, to be recognized as an Institute/Academy by IIMC, the Institute/Academy had to include a minimum number of hours of training in areas that are at the core of what Clerks do. If this is true, then the pre-approval process for Institutes and Academies is redundant and ought to be eliminated.
I	CT	ID and State Chair	Steven Klinger and Therese Pac	Remove Pre-approval Process	Agrees	Yes
VIII	ID		Stephanie Witt	Remove Pre-approval Process	Agrees	Yes
V	IN	ID	Gary Whorlow	Remove Pre-approval Process	Agrees	I am in very strong support of this recommendation. This is a very time-consuming and expensive process that is unnecessary.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
V	IN	Clerk	Janet Jaros	Remove Pre-approval Process	Agrees	Our struggle has been getting classes approved and the understanding that in Indiana we are not the norm due to our structure, being elected and performing the job that is more than just being a clerk.
VII	KS	ID	Gayle Martin	Remove Pre-approval Process	Agrees	Yes
VII	KS	State Chair	Marian Cook	Remove Pre-approval Process	Agrees	Yes, Institute Directors have the expertise in working with the Institute and Academy programs and following guidelines set for all and can assist the State Associations in developing their programs. However, do random audits to keep everyone honest.
V	KY	Education Comm Members	Crissy Upton	Remove Pre-approval Process	Agrees w/Comment	On the subject of pre-approval, we feel if course descriptions are in place and used correctly the clerks will receive training in the areas needed and pre-approval will not be necessary.
II	MD	State Chair	Kelly Allmond	Remove Pre-approval Process	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Remove Pre-approval Process	Agrees	We agree with this recommendation. In Michigan we administer elections at the local level. (1600 plus Election Officials) Elections are one task all of our members share, so we put great emphasis on this topic in our Institute and education sessions. IIMC in the past was not as receptive to classes on Elections. We were happy to hear that Election training will be allowed for CMC and MMC. Also we agree that our members and Education Committee know what our members need and are requesting.
IV	MS	ID	Janet Baird	Remove Pre-approval Process	Inst/Acad - Agrees; St Assoc - Disag	Yes for the Institute and Academy but not for State Association training. The ID already had review mechanisms built into their programs from both the university and IIMC. We should not have to go jump through another hoop for a course. However, we need to make sure that the "approved list of courses" discussed later will not be all inclusive and we offer a course that will later be denied.
II	NJ	ID	Pamela Morley-Chappelle	Remove Pre-approval Process	Agrees	Yes

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	NM	ID	Linda Alire-Naranjo	Remove Pre-approval Process	Agrees	Yes
VIII	NM	Member	Lisa Johnston	Remove Pre-approval Process	Agrees	Yes – the Institute Directors are capable of developing curriculum to meet our Clerks' needs.
I	NY	Clerk	Kathleen Newkirk	Remove Pre-approval Process	Agrees w/Comment	Why not have training session descriptions available at IIMC site for all to see/use as they apply? Improving and setting points for sessions. - Pre-approval process okay to be removed if all sessions are qualified (by whom?) for certification. - Training needs to encourage "growth" or knowledge to move forward.
V	OH	State Chair	Sharon Cassler	Remove Pre-approval Process	Agrees	We agree and support this recommendation.
IX	OR	Clerk	Julie Krueger	Remove Pre-approval Process	Disagrees	I would hate to see the only justification for removing the process be that it is time consuming, that is not a good reason to me. However if it is removed, I would ask that the criteria be revised to make it very clear what the expectation would be for the training. I do agree with the statement that clerks should be trusted to know that training they need.
IX	OR	Board President	Ruth Post	Remove Pre-approval Process	Agrees w/Comment	OAMR is generally in favor of removing the pre-approval process for Institutes and Academies. There are concerns about removing the pre-approval process for State Association training. If education points are awarded for State Association training (see next recommendation), there either needs to be a pre-approval process or the criteria must be revised to make it very clear what the expectation would be for the training.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Remove Pre-approval Process	Agrees	Yes
VIII	UT	ID	Anne O'Brien	Remove Pre-approval Process	Agrees	Agree

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	WA	Assoc. President	Bob Baker	Remove Pre-approval Process	Inst/Acad - Agrees; St Assoc - Disag	<p>We believe this recommendation should be considered as two parts.</p> <p>1) Pre-approval for Institutes and Academies is a huge issue for the majority of Institute Directors although our Northwest Clerks Institute has never had any issues with the process. This would not particularly affect us and since it is a hot button for others we determined that WMCA can support this change.</p> <p>2) Pre-approval for "state association training" is another thing altogether. This implies that state conferences may be considered as advanced education. In Washington, we have generally maintained that advanced education points are provided through our Academy sessions, while state conferences offer a more well-rounded program of basic and intermediate training sessions, networking, business meetings, and motivational speakers. We understand that some other states would prefer to incorporate advanced education into their state conferences. This has lead to a widespread perception among states that the approval process is unfair and capricious and that the "same" training in one state is not assigned an equivalent number of points in another state. We believe that "fairness" must be addressed at the staff level through even-handed application of the Education Guidelines and that changes to the Guidelines are not a guarantee that all approvals will be treated fairly. Another problem we see with eliminating pre-approval is that a training that IIMC determines does not meet the Education Guidelines after the fact could result in points being taken away. Although we understand that the intention is for staff to "warn" and "work with" associations in those situations, how fair is it to let those points stand when others are providing the appropriate type of education?</p> <p>Trying to solve one "fairness" issue may create another.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VI	WI	ID	Kassie Van Remortel	Remove Pre-approval Process	Agrees w/Comment	<p>As a university that is an Institution of learning, I develop education that has certain components of learning in which I was trained. Institutes and Academies are designed by academic people like myself with academic backgrounds and understand the elements of learning that need to go into the development of continuing education courses. My work doesn't need to be supervised by IIMC, because that review is done by my faculty and colleagues at the University. Our University's reputation demands high quality.</p>
						<p>I agree clerks know what training they need, but they aren't experts at delivery and course content. There is a huge difference. Also associations conferences do not always just deliver clerk topical classes. I have seen classes on Feng Shui, points granted for business meetings, and what they call networking lunches. For these reasons along with many others there needs to be some oversight over association conference point considerations and not by the Institute Director.</p>
						<p>I run other certificates and I see how people want points for every little thing and lose sight of what education is about. Quality education can't be sacrificed or jeopardized because of revenue. If you lower the standard on the education, you will be lowering the quality of the clerk in the position. Our entire county will suffer.</p>
						<p>In light of these reasons alone I would hope there would be some kind of accountability for State Associations. I would like to see a requirement of a submission an agenda of a brief description of the course plus a bio of who is teaching it to ensure quality.</p>
<b>TOTALS:</b>		Agrees	21	Unsure	0	<p>* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.</p>
Agrees w/ Comment*		5	Need Clarification	0		
Neutral		0	Disagrees	3		
Possibly		0	Disagrees w/ Alternative	0		

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
		Inst/Acad - Agrees; St Assoc -		Inst/Acd - Agr; St Assoc. -		
		Disag	3	depends	1	
		TOTAL RESPONSE		29		
Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	1 Point for Every 2 Hours	Disagrees	<p>Although AAMC appreciates the recommendation, we do not agree that state association conferences carry equal educational value as an Institute. Currently, experience (CMC) or professional/social contribution (MMC) points are given for state conferences. AAMC supports the continuation of this process and recommends one experience or professional/social contribution point be given for every six hours of training. IIMC has stated the award of eight blanket education points for an IIMC conference will never occur again and has proposed to institute scanning of attendee badges to ensure attendees only receive points for the sessions they have attended. While we appreciate these attempts, the fact still remains that the IIMC conference does not provide the same educational opportunities of an Institute. Therefore, the IIMC conference should not receive the same education points as an Institute.</p>
IX	AK, OR,WA	ID	Dema Harris	1 Point for Every 2 Hours	Disagrees	<p>No. Institutes and Academies offer a specific curriculum/education. State conferences offer state specific training which does not meet the established curriculum standards for MMC Education points.</p>
IV	AR	Team Leader at Univ.	Kim Jones	1 Point for Every 2 Hours	Disagrees	<p>The statement is made that state associations are not trying to compete with Institutes. However, that's the essence of what will happen if this recommendation is adopted. My institute was held this week. We are a small state, and I was very pleased to have 60 total participants (certification and academy combined). If the state association can offer points equal to those earned at Institute, it is likely that fewer people will attend my program – training/travel budgets are shrinking, so choices must be made. If that happens, I cannot afford to run the Institute.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	1 Point for Every 2 Hours	Disagrees	<p>The CCAC Board does not support this recommendation. We do agree that while it is important that clerks know what training they need and what is important for them to do their jobs, training offered at the State association level is not as in-depth and rich in content as the curriculum offered at the Institutes and Academies. In addition, it is much harder to apply learning concepts in a larger group setting than it is in a smaller group setting, which is typical of the type of setting at the Institute and Academy level. The CCAC Board offers a proposed compromise to this recommendation that 1 point for every 4 hours be awarded at the State association training level. If the IIMC Board were to approve the proposed compromise structure, the mandatory one-third or 20 points obtained through an Academy for clerks working on their MMC and mandatory two-thirds or 40 points obtained through the Institutes for clerks working on their CMC should be eliminated~ With this point structure, the cap would be removed making it simpler for the membership to understand how the point structure functions and at the same time preserving the integrity of the Institutes in noncompetitive manner.</p>
IX	CA	SDCCA State Chair	Marci Kilian	1 Point for Every 2 Hours	Agrees	<p>We also had several members express disappointment in the amount of mandatory institute/academy points, rather than having the option to obtain them elsewhere for comparable class work. In my case, by region, because the California Institute is so expensive, I've flown out of state for the past three years at half the cost (including flight, lodging, &amp; rental car) than our local academy in Santa Barbara charges and it's within driving distance (three hours) from my home! We ask that you reevaluate requiring so many academy points at such a heavy cost in these difficult economic times.</p> <p>The San Diego County City Clerks Association offers our approval of the points addressed, and extends its applause for the time and effort put into these new standards.</p>
IX	CA	ID	Maureen Kane	1 Point for Every 2 Hours	Disagrees	<p>No. Institutes and academies are conducted as a curriculum. There is significant energy devoted to ensuring that the sessions complement each other to produce a unified training for participants per IIMC guidelines. State association conferences and training are excellent programs that address content of interest to the clerks but are not a coordinated educational program. If IIMC wishes to offer the CMC and MMC credential as a standard of professional education, it should continue to have specific curriculum expectations.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	Education Committee Members		1 Point for Every 2 Hours	Agrees w/Comment	All of the members agree. However, one member commented that she agrees as long as State association training does have "the same depth of content and learning, effort, and rigor." She also asked who will decide if it meets this standard.
VIII	CO	ID	Deborah Cook	1 Point for Every 2 Hours	Need Clarification	I am wondering how this would be administered. If the states are not subject to the preapproval process, how do you determine which association classes have the adequate "depth of content and learning, effort and rigor" to qualify for the 1 point for every 2 hours and which would not. Who should determine this? IDs, IIMC? IDs have said they do not want to be the ones to do pre-approvals because it could put them in an adversarial position with their clerks if they don't agree with what they are proposing.
VIII	CO	Assoc. President	Kathryn Young	1 Point for Every 2 Hours	Agrees w/Comment	I agree with the Committee recommendation. I do question the status of the current assessment tools in place. Are these going away? Will there be any requirement to evaluate what a Clerk has or has not learned? If so, who will make that determination? IDs and/or State Association/Education Chairs nor their committee has that kind of time. Will the assessment tool be considered by the IIMC Education Committee?
VIII	CO	Clerk	Laura Bauer	1 Point for Every 2 Hours	Disagrees	After reviewing this document in its entirety my comments are focused on the points per hour system. My concern is that even with these recommendations, which are a move in the right direction, the points per hour system is still unbalanced. I feel that the points per hour for education and/or teaching should be equal across the board. Either it's 1 pt. for 6 hrs., or 1 pt. for 2 hrs., and personally I think it should be the latter. I strongly believe that training on any level benefits us as clerks personally and our communities who have entrusted us to be stewards of their community. To say that a training session hosted by the state association is worth more than a notary training, employment law class through CIRSA, or HAVA training is ludicrous. Further, I believe that Institutes and Academies exist because of the state associations, and IIMC exists because of the state associations, which in turn exist because of the individual clerks who make up their membership

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	Education Committee Member	Lisa Cain	1 Point for Every 2 Hours	Agrees	<p>State Association training points ought to be equal to Institute/Academy training points, so long as State Association training has “the same depth of content and learning, effort, and rigor” of Institute/Academy training. The problem is, who decides whether the State Association’s training meets this standard? Some objective body ought to decide. If the process for deciding is too subjective, then perhaps the process needs to be improved, not eliminated. Perhaps the process needs objective standards to be met, similar to the standards that I thought Institutes/Academies were required to meet.</p>
I	CT	ID and State Chair	Steven Kliger and Therese Pac	1 Point for Every 2 Hours	Disagrees	No
III	FL	ID	Jeff Hendry	1 Point for Every 2 Hours	Agrees	<p>We want to restate our position that state-specific content should receive the same level of consideration for points credit as nationally-based, generic subject matter programs. Our rationale for this position is that each and every state has unique regulatory and administrative requirements that are essential to understand and comply with and whether it is the State of Florida, North Carolina, Iowa, etc., the content and quality of the program can be insured through a thorough review and approval by the State Institute in cooperation with the IIMC.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
III	FL	Clerk	Pamela Smith	1 Point for Every 2 Hours	Agrees	<p>Hi All! Education and training are the most important things we offer our members and in uncertain economic times such as this, the value of education and training cannot be overemphasized. We need to let our elected/appointed officials know that every gathering of municipal clerks for educational and training purposes is of high value and provides a great return on their investment. I truly believe that we can and do provide quality education and training at the state level. While Institute/Academy training may use the college professor and staff as instructors, state association training is extremely valuable. In my opinion, there is no reason that both these educational opportunities cannot be considered of equal value. There is a built-in control over the state association training, which is IIMC approval in order to receive points toward certification. In Florida, we have successfully made our annual conferences an education and training experience. To obtain certification points for this training, badges are scanned following the classes and participants must complete an "Ideas to Action" form for each session not more than 1 week after the conference. Failure to give the same credit for state association education and training would leave only the institute where points toward certification may be obtained at the State level. We should embrace the idea of providing as many educational and training opportunities as possible to our members.</p>
III	FL	Clerk	Sheila Paul Shedd	1 Point for Every 2 Hours	Agrees	<p>I agree with Pamela's insight. This approach further emphasizes our commitment to not leave any Clerk behind. (See Pamela's response above)</p>
VIII	ID	ID	Stephanie Witt	1 Point for Every 2 Hours	Agrees w/Comment	<p>Yes. Determine on a case by case basis as this may vary in each jurisdiction. In NM, at least one Association training program (Election School) is considered of comparable caliber to an Academy therefore would want to obtain equal points.</p>
VII	KS	ID	Gayle Martin	1 Point for Every 2 Hours	Disagrees	No
VII	KS	State Chair	Marian Cook	1 Point for Every 2 Hours	Agrees w/Comment	<p>State Association training at Spring Conferences is generally more practical, on-the-job type training. It is valuable, but not the same academic level of training. Points for State Conferences should be counted under Professional and Social Contributions, not Education/Advanced Education, but attendance at a 2 1/2 day conference should be worth more than 1 point.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
V KY	ID (PR & C Member)	Barbara Combs	1 Point for Every 2 Hours	Disagrees	I would vote "NO" for the consideration of awarding equal points (1 for 2 hours) at both municipal-clerk sponsored programs (annual conferences) and the state Institute's Master Municipal Clerk Academy Program. It has now been suggested that the same award for points could apply to the Certification Programs. I would vote "NO" for that, too, if it surfaces. It is a concern of many of the IDs that the same amount of credibility will be given to a city clerks' program committee as a program offered by an accredited university. The association of many of our Institutes with an accredited University carries a lot of weight that is understood by the city mangers, mayors and the council members. This affiliation carries a lot of status for our Institutes and Academies of which we and IIMC continue to be proud. When Dr. E revamped the education guidelines, with the approval of the IIMC Board back in 2005-06, we, as Institute Directors were challenged by him in many cases because the courses being offered at the Academy level were not "rigorous" enough. He would say that were not "at an advanced" level. It was a challenge for many Institute Directors to make sure that what we offered would be "approved" by him, the Education Director. I have given this a lot of thought over the past months, and I believe we as a committee have let the pendulum swing back way too far. We've come from, just one year ago, having Dr. Eftekhari approve or disapprove Institute and Academy Programs, to having almost every "educational" opportunity which is offered to the clerks be "equal in every way". How will the quality of education, the "advanced" level, and the rigor be guaranteed? Our clerks usually have to pick and choose which training they attend during a fiscal year. Because of budget constriction many cannot always attend both (Clerks Conference and the Master Academy Programs), they must choose the one that has a lower registration cost. If both programs offer the same number of points, the decision will be an easy one. We are seriously concerned that if the points become equal this will discourage attendance at our Institutes' Academy programs. I believe that the points awarded should not be equal, nor should they be 1 vs. 6 points for two hours. I would like to see a compromise offered. Perhaps 1 point for every 3 hours of training offered at clerks annual conferences. Another consideration would be to increase the percentage of hours (more than 50%) needed from an Institute or Academy Program in order to fulfill the educational requirements for both the CMC and the MMC.	

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Rgn	ST	Title	Name	Category	Agr/Disagr	Response
V	KY	Education Comm Members	Crissy Upton	1 Point for Every 2 Hours	Agrees	The only matter I noticed some disagreement on was on points. Two members (one of whom is the Institute Director) disagreed that equal points should be given for MMCA and Spring Conference sessions. However, the vast majority agreed if the sessions were taught at the same level as those approved in the IIMC Course Descriptions that equal points should be given no matter the venue of the session. Due to the requirement of the number of points required from institutes on various certification levels we do not see this as a threat to the institutes.
II	MD	State Chair	Kelly Allmond	1 Point for Every 2 Hours	Agrees	Agree with all subsequent recommendations on this matter.
V	MI	State Chair	Joel Hondorp	1 Point for Every 2 Hours	Agrees	We also agree with this recommendation. We realize the importance of Institutes and Academies. Institutes and Academies are important for networking with and learning from fellow clerks. Information and knowledge can be gathered from several sources. Our association and regional groups have put together some sessions that are excellent and they received 1 point, but if it was submitted by the Institute or Academy director it would be 3 points.
IV	MS	ID	Janet Baird	1 Point for Every 2 Hours	Disagrees	This training should not be counted the same as Institute or Academy training. For CMC it should only be counted as experience points. If it is counted as education, it should only be counted as part of the distant learning and at a one for six hours of training.
III	NC	Assoc. President	Dee Hammond	1 Point for Every 2 Hours	Agrees	We are glad to see that the IIMC is recommending that educational program at Clerks' conferences receive the same amount of credit as courses sponsored directly by the UNC school of Government, our Institute and Academy sponsor. In North Carolina, these programs are jointly planned by the Association and the School and often involve the use of school faculty. Because of the close association, they are conducted with the same degree of rigor as are the school's programs

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Rgn	ST	Title	Name	Category	Agr/Disagr	Response
III	NC	ID	Fleming Bell	1 Point for Every 2 Hours	Agrees	<p>At the risk of sounding like a broken record, I strongly oppose any effort to reduce the amount of credit that clerks may obtain for attending events sponsored by their state associations. As I mentioned in my earlier e-mails, North Carolina is in the position that all programs offered by our two clerks' associations are vetted by me, and are of equal caliber with any programs that the UNC School of Government offers for clerks.</p> <p>Perhaps we are in a unique position in North Carolina, in that our clerks' associations have worked very closely with the School since each was founded, and they look to the School to provide or oversee the same high-quality level of training at both School events (certification institute, master academies) and at association gatherings. There is absolutely no competition between the associations and the School of Government--perhaps this is not the case in some other jurisdictions.</p> <p>To suggest that the training offered at our clerks' conferences is somehow less worthy of credit than that which bears the School's name directly is to demean the professionalism of N.C.'s clerks and their associations. I respect our clerks far too much to allow such a suggestion to go unanswered.</p>
III	NC	ID	Fleming Bell	1 Point for Every 2 Hours	Additional Comment	<p>Agrees with Christine Reed's suggestion to have a separate section devoted to the State association as a more active partner in education (See Christine Reed's response below)</p>
VIII	NE	Assoc. President	Beth Deck	1 Point for Every 2 Hours	Disagrees	<p>The availability of education points from what used to be experience points is generally a plus and gives clerks more flexibility. However, there is really no specific recommendation for how these guidelines would be implemented.</p> <p>There needs to be a process in place to guide State associations. Also wonders how IIMC staff would assume the additional responsibility.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	NE	ID	Christine Reed	1 Point for Every 2 Hours	Disagrees	<p>There seems to be a strong consensus that state association programs should follow the same rigorous standards for programming and assessment as the institutes. The new guidelines would thus create a parallel education structure. What I am afraid will happen is that a new set of frustrations with IIMC will begin to surface as state associations struggle to address and implement this more decentralized structure.</p> <p>We have spent the last three years trying to interpret the 2006 guidelines for our clerks. While the new guidelines are simpler and more direct on one sense (e.g. it is easier to understand what counts and doesn't count, etc.) the challenges of implementation both for the IIMC staff and for the state associations may only substitute one set of frustrations for another. I understand that in some states state associations already have an administrative infrastructure in place to make these new guidelines work, but I suspect most states do not.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	NE	ID	Christine Reed	1 Point for Every 2 Hours	Additional Comment	<p>I think many of the Institute Directors are addressing what to them is the major issue (education point equivalency for state association conferences) in conjunction with another request from the PR&amp;C for comments on the # of education points for attending the annual conference. Those comments are being exchanged through the directors list serve and I call your attention to this discussion. The issues do seem related to many of us. As a fairly new ID I find the "paradigm change" reflected in the draft guidelines to be of great concern to me. When I attended my first annual ID colloquium in 2007 the question was whether state associations would maintain their ties with IIMC, and by extension with university sponsors, but now the issue seems to be whether university partners will continue to play a role in the "triangular partnership" because of the more flexible approaches to accruing education points. This new paradigm may threaten the sustainability of the institutes. In the current fiscal environment university partners are also facing cut-backs and questions about how they are spending scarce public resources. Like several other Institute Directors who responded to the list serve, I am concerned about our University continuing to invest its scarce resources in the Institute/ Academy if we cannot attract a critical mass to at least break even with operating costs. And we may have to answer to our own administrative superiors why our schools/ departments are making in-kind contributions through our time devoted to planning and running Institute programs when demand for the Institute is declining. It would be ironic if the reason for declining demand were due not only to fiscal problems in municipalities but also a policy decision by the IIMC board that might have the unintended consequence of contributing to demand decline. I doubt if we could justify a role that entailed serving an intermediaries between state associations and IIMC regarding what qualifies for education points if programs are offered through a more decentralized model. All I ask is that if you decide to approve these draft guidelines that you take into account a new administrative structure that would need to be put in place at the state level. I doubt if IIMC staff have the time to manage this decentralized structure or else new log jams would emerge. At the same time, university outreach programs have to justify their existence as delivering training and professional education rather than serving as advisory groups for area associations. As the IDs have said in the past, it is ultimately a policy decision for the board. and your university partners will adjust as best they can; however there are limits to how far this new paradigm can be pushed without also prompting a restructuring of the triangular partnership itself.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	NE	ID	Christine Reed	1 Point for Every 2 Hours	Additional Comment	<p>We in Nebraska also have a positive relationship with our state clerks association, although they do not offer a separate education program. My concern is that our state clerk association realize if the guidelines are more flexible re: education points that its officers will have to answer to their members who may now ask for education opportunities outside of the Institute Academy structure.</p> <p>As an ID I can certainly advise the state association (as the state education committee advises us on the Institute program) but I cannot set up a structure for coordinating new venues for clerk education in our state. Our state association may not be interested or able to do so, but then who will meet the needs of clerks who want to take advantage of the more decentralized, flexible structure created by the new guidelines. These ideas will not be self-implementing, at least in Nebraska.</p> <p>So in an ideal world I would be happy to see the guidelines give the states more discretion, but the details of translating this ideal into reality are considerable and worth further discussion before these guidelines are approved.</p>
VIII	NE	ID	Christine Reed	1 Point for Every 2 Hours	Additional Comment	<p>From the responses of the various IDs it seems to be the case that many states have relied almost exclusively on their Institutes and Academies to deliver education to municipal clerks. If the new guidelines offer greater flexibility and options along the line of what your clerk associations do in North Carolina then maybe the guidelines need to have a separate section devoted to the state association as a more active partner in education.</p> <p>The current guidelines spell out the criteria and responsibilities of universities and IDs that could serve as a model for a new section for state clerk associations. Each state would be different of course, but in states where clerk associations have not been as active as in NC and may now be asked by their states' clerks to offer alternatives to the institute/Academy, an additional set of guidelines for how to coordinate education offerings would be very helpful. Also see Kay Dammas's response below.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
II	NJ	ID	Pamela Morley-Chappelle	1 Point for Every 2 Hours	Disagrees	No
VIII	NM	ID	Linda Alire-Naranjo	1 Point for Every 2 Hours	Agrees w/Comment	Yes. Determine on a case by case basis as this may vary in each jurisdiction. In NM, at least one Association training program (Election School) is considered of comparable caliber to an Academy therefore would want to obtain equal points.
VIII	NM	Member	Lisa Johnston	1 Point for Every 2 Hours	Agrees	Yes – for example, our Association sponsors our Election School – it is as rigorous as an Academy class, and should be counted as such.
I	NY	Clerk	Kathleen Newkirk	1 Point for Every 2 Hours	Disagrees w/ Alternative	Has criteria been established and approved? Removal of preapproval of sessions means there would be no one looking at criteria/appropriateness of sessions. - If no institute good to waive requirement, however, efforts should be made to attend Institute/Academy in another state.
V	OH	State Chair	Sharon Cassler	1 Point for Every 2 Hours	Disagrees	We disagree and can not support this recommendation. We feel that the Academies should receive more points as their sessions/classes are usually a lot more involved and go in to great detail. Plus, there is an assessment required for the Institutes and we feel that should be worth more.
IX	OR	Clerk	Julie Krueger	1 Point for Every 2 Hours	Disagrees	Philosophically, I disagree that association training should be equal to Institute and Academy training. It is my expectation that institute and academy trainings would be a higher level academically and in intensity, than association trainings. Allowing the same number of points could be a detriment to Institute attendance. I do agree with the mandatory number of points being obtained through institutes though because that will protect them. I favor the development of a points system for State association training that would be the same for all States.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX OR	Board President	Ruth Post	1 Point for Every 2 Hours	Disagrees		<p>OAMR agrees with the Committee recommendation to require mandatory point minimums be earned through Academies and Institutes. It is vital that the Institute partnerships be protected to ensure the availability of high-quality educational opportunities for our members. OAMR also favors the development of a points system for State association training that would be the same for all States. OAMR does not approve of a points system that awards State association training at the same level as Institutes and Academies. This objection is due to the nature of State association training in comparison to university based Institute education. State association training should not receive the same credit level as that of the more rigorous and structured Institute education. It is not reasonable to expect that locally based training in small session increments would provide the same educational outcome as the academically administered Institutes. This Committee recommendation is of particular concern should the pre-approval process be removed for state association training. Without oversight, this recommendation substantially diminishes the professional integrity of the CMC and MMC certifications.</p>
IV TX	State Chair and Admin. Admin. Director	Becky Garza and Peggy Burnside	1 Point for Every 2 Hours	Disagrees		<p>No, we do not support State association training receiving the same number of points as approved Institutes and Academies are currently receiving (1 point for every 2 hours).</p> <p>However, we would support a compromise of having a point system as shown below:</p> <p>1 point for 2 education hours for institute education; 1 point for 4 education hours for state association training; 1 point for 6 other training hours will be given for experience or professional and social contribution.</p>
IV TX	ID and Admin. Admin. Director	Joyce Snay and Peggy Burnside	1 Point for Every 2 Hours	Disagrees		<p>We (Peggy Burnside and Joyce Snay) have read Kassie and Christine's comments and we do not think we can improve on what they have said in their concise statements. We do whole heartedly agree with their comments and support the concept of NOT allowing points for conference sessions. We understand, value, and protect the idea that the educational programs of the Institutes should be the only providers of the certification process within each state.</p>
						<p>Thank you so much for the opportunity to express our thoughts to the committee and to the leadership of IIMC. This is a positive step in the right direction. We appreciate IIMC's efforts to provide and improve quality education for its membership.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	UT	ID	Anne O'Brien	1 Point for Every 2 Hours	Disagrees	<p>No. We struggle with this one because we're not sure of the role of the university if conferences get the same points. Universities must go through rigorous accreditation processes that conference organizers do not have to go through. In addition, we are under continuous academic oversight. It is also more costly for the universities to manage the academies and institutes vs. conferences because university staff members are not volunteer.</p> <p>This needs more discussion with IDs for this to change. An option to consider if this is approved is to require increase in the number of points required from an Academy and Institute. Requiring half the points come from an Academy and two-thirds from an Institute. We're open to other discussions on how this might work, but as proposed, we would have to say No.</p>
VIII	UT	ID	Anne O'Brien	1 Point for Every 2 Hours	Additional Comment	<p>Although we would like to support our state association's desire to see its conferences get the same number of points as an Academy and Institute, if this were to happen, I suspect the University of Utah would struggle to justify the program. The cost of accreditation and the standards (albeit inconsistent) posed by IIMC in addition to delivering the programs require a significant amount of resources. If the conferences receive the same number of points as Academy and Institutes delivered by higher education institutions shouldn't those entities also have to attain higher ed accreditation? I think the other question is—does the IIMC value the institutions and its work? I fear it does not if the PR&amp;C feels the "educational quality is equivalent." (although I have to say that I'm unsure who the PR&amp;C is.)</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	WA	Assoc. President	Bob Baker	1 Point for Every 2 Hours	Disagrees w/ Alternative	<p>Again, this recommendation does not specify the kind of points to be awarded. We believe that there is a difference between training and education and again, that our state conferences are not designed to meet advanced education standards. We felt that this would open a floodgate of requests to assign advanced education points to many sessions that don't meet the standards and would have an impact by leading state associations to gear their conferences to "advanced education" points instead of having a well rounded group of sessions that would benefit ALL clerks, not just those pursuing their MMC. Another major point of concern is that if state association sponsored education begins to compete with our Institute and Academy sessions, it may result in putting our Institute at risk because of declining enrollment. We do not want to blur the line between "training" and Institute level education. Removing education from the oversight of the Institute will probably result in more confusion and create even more fairness issues. We recommend that 1 experience or social/professional point per 6 hours of conference attendance be awarded. This is simple and fair and also allows MMC candidates to receive more than the 1 point per conference currently allowed.</p>
VI	WI	ID	Kassie Van Remortel	1 Point for Every 2 Hours	Disagrees	<p>I do not support giving associations conference points equivalent to Institutes. I have serious concerns about this and I hope associations that see IIMC doing this don't all press to do the same. I am alarmed at how many associations currently want and do offer conferences that receive the same points as Institutes and don't do the reporting, attendance, and without regard to rigor and critical thinking exercises. They aren't certified providers, but have the same privileges as myself. What is the point of having a certification process for providers when it doesn't mean anything? I can be put on probation, but an association can't. I think IIMC needs to think very seriously in regard to what education is considered for IIMC education points. One of the best examples of how creditable IIMC is their association with some of the top Universities in the county. This is a very stellar accomplishment that most National and International associations can't boast about. I hope IIMC will take a stand and stops this practice.</p>
VI	WI	ID	Kassie Van Remortel	1 Point for Every 2 Hours	Additional Comment	<p>My association last year asked me to approve equal points for their education. I wrote the following response which I feel expresses my position clearly. I have decided it is not possible to grant your request for extra points for WMCA's conference for many reasons. UW-Green Bay went through an extensive application process to become an accredited approved provider of IIMC's education. When I became the Institute</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
VI	WI	Clerk	Vicki Schneider	1 Point for Every 2 Hours	Agrees	<p>Director, I was told by Frank Ashead and Ray Garubo, IIMC's past education directors, that UW-Green Bay was the sole provider of IIMC's education. UW-Green Bay could not authorize or lend out our credential to another entity. I see this request as an example of such a practice. Although I am aware this is occurring in some places, I feel it is a violation of the agreement UW-Green Bay and universities have signed with IIMC. In the same vein of thought, I work very hard dispersing the message that our Institute and education is not a conference venue. Our Instructors know they are not to speak, but to teach. We purposefully build in group learning activities that promote critical thinking and exercises that will translate into new skill sets. I am not saying that the education WMCA delivers is not valuable, but it is different. Even IIMC does not award the same point value to their conference classes as they do their pre-conference Master Academy venue. It is not in the best interest of UW-Green Bay, IIMC, or WMCA to award the same value of points to Associations and other entities that have not gone through the process of accreditation as a provider. IIMC has intentionally partnered with universities as the providers of their education. Universities' missions and expertise is education. Our brand name adds status, prestige, and respect to IIMC and the certificates they award. IIMC's members enjoy many benefits from this partnership.</p> <ul style="list-style-type: none"> <li>• Communities rely on UW-Green Bay to train their clerks.</li> <li>• Communities put in their job descriptions that they want the clerk to become certified.</li> <li>• CMC and MMC initials have high regard, because the education has come from the university.</li> <li>• Clerks are able to get educational dollars to come to our programs because of our university brand name.</li> </ul> <p>The University also benefits from the established triangular partnership. However, when the accreditation process loses its value and meaning, and Institute Directors can approve at their own discretion classes for the CMC, MMC everyone will lose, not including the fact, state associations would be competing against the university. Lastly, it puts me in a very precarious position of authority in a partnership that is too important to jeopardize. By not approving or agreeing with WMCA on a class could cause hard feelings and depending on the leadership at the time could put UW-Green Bay in a very poor position.</p>
						State Association training points be equal to the points for the Academies (I think the education provided by UWGB and by the WMCA PEC should be awarded equal points)

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response

<b>TOTALS:</b>	Agrees	11	Unsure	1	
	Agrees w/ Comment*	5	Need Clarification	1	
	Neutral	0	Disagrees	21	
	Possibly	0	Disagrees w/ Alternative	2	
	<b>TOTAL RESPONSE</b>	<b>41</b>			

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	ID	Deborah Cook	Mandatory 1/3 for MMC and 2/3 for CMC	Disagrees	<p>Some thoughts to consider: Institute was designed as a package to train new clerks on what they need to do to function in a local government environment. Currently, 120 hours of instruction divided into public administration, social/interpersonal and elective categories. The idea was, what does a clerk need to know to be a well rounded professional. The completed package "certifies" that they have had exposure to all these areas. This proposed new model gives more options, which is not bad, but is not organized either. A clerk could take two years of Institute, have a degree and not have to go to a year of Institute and be done. I have had a couple of clerks use this option. It has not hindered our attendance. This new proposal opens the door for more clerks to exercise this option. We are guaranteed that they will attend for two years. Year 3 allows them to earn their remaining points through state association trainings. So how do you know that a clerk has had exposure to budgeting, finance, accounting, written and verbal communications, etc. over the course of time and certify this? How do you know that their remaining 20 points were not all related to elections, liquor, etc.? There seems to be no organization. So, perhaps a partnership could be developed where the remaining points could be offered through state meetings if the topics are coordinated with the CMC Institute program.</p> <p>If recertification lives, I would be for the 1 for 2 for state association trainings. I would also be for the 1 for 2 for some MMC classes. There is no set curriculum for MMC currently. To do this, someone would have to take a look at the MMC program and determine what "rigor" is, is "rigor" valid or is the MMC program a commitment for clerks to continue their education and learn even more than they did at Institute.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VII	KS	State Chair	Marian Cook	Mandatory 1/3 for MMC and 2/3 for CMC	Disagrees	<p>Most importantly, Clerks should have to complete the Certification Program. Distance education points should be allowed for the MMC level, but not for the CMC. The information being provided through the Institutes is too valuable and on-line classes do not offer a comparable substitute. This recommendation does just what the Committee says it was not intending to do—diminishes the importance of the Institute and Academy Programs. For the MMC level, there can be some acceptable level of points that can be allowed by distance learning, but 2/3 of the required points is too much. Anything worth attaining takes time and effort to achieve. We don't want it to be so difficult that it is not possible to accomplish and we certainly do not want a "moving target," but we also don't want it to be too easy either.</p> <p>Based on a membership survey we conducted during our Association strategic planning process in June 2009, our members are not interested in distance education/on-line classes. There is much to be obtained from fellow clerks who offer insight into the problems and issues affecting all clerks. That network and insight cannot be duplicated online.</p>
VII	KS	State Chair	Marian Cook	Mandatory 1/3 for MMC and 2/3 for CMC	Disagrees	<p>This diminishes the importance of the Institute and Academy programs. For the MMC level, there can be some acceptable level of points allowed by distance learning, but 2/3 of the required points is too much.</p>
VIII	NM	Member	Lisa Johnston	Mandatory 1/3 for MMC and 2/3 for CMC	Agrees	I also agree with the 2/3 / 1/3 minimum points for institute/academy.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VI	WI	ID	Kassie Van Remortel	Mandatory 1/3 for MMC and 2/3 for CMC	Unsure	If you don't protect your university based training you are going to find yourself without university providers some day and the value of your CMC and MMC may suffer.

TOTALS:		Agrees	1	Unsure	1	
Agrees w/ Commitment*		Need Clarification	0			* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.
Neutral	0	Disagrees	3			
Possibly	0	Disagrees w/ Alternative	0			
TOTAL RESPONSE			5			

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Remove Caps on Education Points	Agrees	AAMC supports this recommendation.
IX	AK, OR,WA	ID	Dema Harris	Remove Caps on Education Points	Neutral	Neutral
IV	AR	Team Leader at Univ.	Kim Jones	Remove Caps on Education Points	Neutral	Neutral
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Remove Caps on Education Points	Agrees	The CCAC Board supports this recommendation.
IX	CA	ID	Maureen Kane	Remove Caps on Education Points	Agrees	Yes. There should be flexibility for clerks as they choose areas of content they feel meet their individual needs. I caution that IIMC should also remind clerks that they have a core curriculum that is an expectation of basic clerk training.
VIII	CO	Education Committee Members		Remove Caps on Education Points	Agrees	All members agree. However, one member commented that they are not sure the Committee can or should try to "meet the needs of all IIMC members." Not every Municipal Clerk has what it takes to become CMC, nor does every CMC have what it takes to become MMC
VIII	CO	ID	Deborah Cook	Remove Caps on Education Points	Agrees	Agrees with the recommendation.
VIII	CO	Assoc. President	Kathryn Young	Remove Caps on Education Points	Agrees	I agree with the Committee recommendation.
I	CT	ID and State Chair	Steven Kiger and Therese Pac	Remove Caps on Education Points	Disagrees	No

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	ID	ID	Stephanie Witt	Remove Caps on Education Points	Agrees	Yes
VII	KS	ID	Gayle Martin	Remove Caps on Education Points	Disagrees	No
VII	KS	State Chair	Marian Cook	Remove Caps on Education Points	Disagrees	No, the Clerk needs a general education—not specialized in some select categories.
V	KY	Education Comm Members	Crissy Upton	Remove Caps on Education Points	Agrees	removing caps in categories allows the clerks to get training where it is most needed for their position.
II	MD	State Chair	Kelly Allmond	Remove Caps on Education Points	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Remove Caps on Education Points	Agrees	We like this recommendation. See comment about Elections under recommendation regarding removal of the pre-approval process.
IV	MS	ID	Janet Baird	Remove Caps on Education Points	Need Clarification	Need more clarification?
II	NJ	ID	Pamela Morley-Chappelle	Remove Caps on Education Points	Disagrees	No
VIII	NM	ID	Linda Alire-Naranjo	Remove Caps on Education Points	Agrees	Yes
VIII	NM	Member	Lisa Johnston	Remove Caps on Education Points	Agrees	Yes

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
I	NY	Clerk	Kathleen Newkirk	Remove Caps on Education Points	Agrees	Caps on education points – why have a cap? If someone needs points for certification and the subject is appropriate to their job, no cap should exist – depending on size of municipality time devoted to records varies greatly.
V	OH	State Chair	Sharon Cassler	Remove Caps on Education Points	Agrees	We agree and support this recommendation.
IX	OR	Clerk	Julie Krueger	Remove Caps on Education Points	Agrees w/Comment	I do like the concept of caps for the various types or styles of education because I think it helps the clerk get a more diverse education, not getting all of their points from one source. However, I understand the need to get the education where and when possible and I believe the IIMC conference sessions are very high quality education. I would support removal of caps as long as minimum number of points/hours are required for categories (such as Institutes).
IX	OR	Board President	Ruth Post	Remove Caps on Education Points	Agrees	OAMR is in agreement with this recommendation. Our membership recognizes that a clerk who receives points from various types and styles of education receive a more diverse education. However, removing of the caps allows clerks to choose the education that will most benefit them directly.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Remove Caps on Education Points	Neutral	Neutral
VIII	UT	ID	Anne O'Brien	Remove Caps on Education Points	Neutral	Neutral
VIII	UT	ID	Anne O'Brien	Remove Caps on Education Points	Disagrees	No. There is tremendous value in the networking component of the Academies/Institutes that distance learning does not provide. In addition, this hurts those of us who are in the west and servicing clerks from other less-populated states. Utah gets a consistent attendance from Wyoming and sometimes from other states. Enrollment is already dwindling. This hurts us more.
IX	WA	Assoc. President	Bob Baker	Remove Caps on Education Points	Agrees	WMCA supports this recommendation.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VI	WI	Clerk	Audrey Rue	Remove Caps on Education Points	Agrees	I agree with removing caps on education points. I believe a Clerk should receive credit for the training they obtain, regardless of how much training is obtained in one particular category. Good Idea!
VI	WI	ID	Kassie Van Remortel	Remove Caps on Education Points	Disagrees	<p>Because the responsibilities of clerks vary so widely it is even more important that clerks' educational experience is focused on a wide variety of experiences. In today's world change is rampant. In my job career I have been: an accountant, HR manager, Radio ad copy writer/and cut ads, Director of Distance Learning, Assistant Dean of Admissions, and Director of Government Affairs and Economic Development. If you really think you will always do the exact job in your community, for the same community for a life time, statistics will demonstrate "NO". A clerk deals with many different people and positions within their community. In that small world alone it is to a clerk's advantage to know more than what their job duties require. By having a vast knowledge base you have the tools to get promoted, move to another community, and have lots to offer beyond the world of your desk. I always tell my clerks that not every class or concept applies to them, but remember you never know when your community might change from a town to a village status, or you would like to move to the neighboring community and the job is all different. So many clerks have said I pull your books out all the time, because I need this information today, but yesterday it didn't matter. Don't change. It is short sited and doesn't take into consideration tomorrow's world. If a person is specialized than they need to go to programs offered just on the topic.</p>

<b>TOTALS:</b>	Agrees	20	Unsure	0		
Agrees w/ Comment*	1	Need Clarification	1			
Neutral	4	Disagrees	6			
Possibly	0	Disagrees w/ Alternative	0			
<b>TOTAL RESPONSE</b>		32				

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	ASSOC. President	Janette Bower	1 Point for 6 Hours of Related Field Training	Disagrees	AAMC supports the current process of one experience point for six hours of training.
IX	AK, OR, WA	ID	Dema Harris	1 Point for 6 Hours of Related Field Training	Disagrees	Retain current practice of 1 experience point for 6 hours of training
IV	AR	Team Leader at Univ.	Kim Jones	1 Point for 6 Hours of Related Field Training	Agrees w/Comment	It's not clear in the document which category these points would apply to – if they're for experience points, my answer is yes. If for education points, my answer is no.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	1 Point for 6 Hours of Related Field Training	Agrees	The CCAC Board supports this recommendation.
IX	CA	ID	Maureen Kane	1 Point for 6 Hours of Related Field Training	Agrees	Yes. This is another example of flexibility related to the local needs.
VIII	CO	Education Committee Members		1 Point for 6 Hours of Related Field Training	Agrees w/Comment	All of the members agree. However, one member thinks that MMC should be included as well. Maybe those points could be applied to the "flexible" points as either educational or professional/social.
VIII	CO	ID	Deborah Cook	1 Point for 6 Hours of Related Field Training	Agrees	Agrees with the recommendation.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	Assoc. President	Kathryn Young	1 Point for 6 Hours of Related Field Training	Agrees	I agree with the Committee recommendation.
I	CT	ID and State Chair	Steven Kliger and Therese Pac	1 Point for 6 Hours of Related Field Training	Agrees	Yes
VIII	ID	ID	Stephanie Witt	1 Point for 6 Hours of Related Field Training	Agrees	Yes
VII	KS	ID	Gayle Martin	1 Point for 6 Hours of Related Field Training	Agrees w/Comment	Yes if retain percentage for mandated State Institute/Academy training
VII	KS	State Chair	Marian Cook	1 Point for 6 Hours of Related Field Training	Disagrees	Credit for additional education programs that directly relate to the City Clerk position could be included, but in addition to the state Certification program, not in place of it.
II	MD	State Chair	Kelly Allmond	1 Point for 6 Hours of Related Field Training	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	1 Point for 6 Hours of Related Field Training	Agrees	We like this one as well. Questions have come up from our members about computer software courses and Fred Pryor type classes. Are there a certain number of these that could be allowed?
IV	MS	ID	Janet Baird	1 Point for 6 Hours of Related Field Training	Agrees w/Comment	This training should only be counted for additional points and should not replace the Institute training.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
III	NC	President	Dee Hammond	1 Point for 6 Hours of Related Field Training	Need Clarification	Is this 1 point for every 6 hours of training?
II	NJ	ID	Pamela Morley-Chappelle	1 Point for 6 Hours of Related Field Training	Disagrees	No
VIII	NM	ID	Linda Alire-Naranjo	1 Point for 6 Hours of Related Field Training	Agrees	Yes
VIII	NM	Member	Lisa Johnston	1 Point for 6 Hours of Related Field Training	Agrees	Yes
I	NY	Clerk	Kathleen Newkirk	1 Point for 6 Hours of Related Field Training	Agrees	1 point for 6 hours is a good thing.
V	OH	State Chair	Sharon Cassler	1 Point for 6 Hours of Related Field Training	Agrees	We agree and support this recommendation.
IX	OR	Board President	Ruth Post	1 Point for 6 Hours of Related Field Training	Agrees	OAMR is in agreement with this recommendation.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	1 Point for 6 Hours of Related Field Training	Agrees w/Comment	Yes, if it means "experience" points only.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
VIII	UT	ID	Anne O'Brien	1 Point for 6 Hours of Related Field Training	Agrees w/Comment	Yes, if it means "experience" points only.
IX	WA	Assoc. President	Bob Baker	1 Point for 6 Hours of Related Field Training	Agrees	WMCA supports this recommendation.
VI	WI	Clerk	Audrey Rue	1 Point for 6 Hours of Related Field Training	Agrees w/Comment	I agree with 1 point for 6 hours of training being awarded for training in a related field for CMC. However, I do believe the training should be looked at when one attempts to use it for certification points. The samples mentioned are good.
VI	WI	ID	Kassie Van Remortel	1 Point for 6 Hours of Related Field Training	Disagrees	Our Institutes do cover the main statute requirements. I think it is the state association that should provide unique trainings for their members at their conferences. That's what a conference is for. Many of these things such as passports laws, and notary public topics take an hour or less and that is what state associations should be providing. All of us go to workshops to supplement our skills. That is part of the way we stay up to date, but to give that training the same equivalent to a certified provider (university) isn't right. I see way too many people attending things and there is no accountability and even if there is learning for the sake of learning it good. You shouldn't have to get a brownie point for everything you do. Education is an investment into your future. It will have a high payoff for you tomorrow.

**TOTALS:**

Agrees 16

Unsure 0

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.

Agrees w/ Comment*	8
Neutral	0
Possibly	0
<b>TOTAL RESPONSE</b>	<b>30</b>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	ASSOC. President	Janette Bower	Education Hours Remain at 120	Agrees	AAMC supports this recommendation.
IX	AK, OR, WA	ID	Dema Harris	Education Hours Remain at 120	Agrees	Yes
IV	AR	Team Leader at Univ.	Kim Jones	Education Hours Remain at 120	Neutral	100 hours is plenty of time for the basic curriculum and consistent with other credible certification programs. However, we are now set up for 120 hours (although the clerks are not happy about it). So we would prefer 100 hours, but can live with 120.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Education Hours Remain at 120	Agrees	The CCAC Board supports this recommendation.
IX	CA	ID	Maureen Kane	Education Hours Remain at 120	Agrees	Yes. We have worked diligently to implement this educational expectation. It has enhanced the depth of knowledge of our participants and has been very well received in our state.
VIII	CO	Education Committee Members		Education Hours Remain at 120	Disagrees	A couple members disagreed. They would like 100 hours instead of the 120 for Institutes. Need to be able to give guidance to clerks in how to pursue the extra 20 outside of the classroom. One member said that if the hours were equal, then 120 might be ok.
VIII	CO	ID	Deborah Cook	Education Hours Remain at 120	Disagrees	I think it should go back to 100. I am not seeing any added value for having an extra 20 hours. The problem is, curriculum has been changed and now will need to be changed back again. Perhaps another option if it needs to stay at 120 hours would be to allow state associations to provide the last 20 hours, allow distance education to meet the last 20 hours or other options if the Institute wants to remain at 120 hours. In my opinion, the extra 20 hours is an unnecessary expense for clerks.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	Assoc. President	Kathryn Young	Education Hours	Unsure	I never did see the value in adding 20 more hours at Institute, but I know we are in the minority on this topic, so I will leave this alone.
VIII	CO	Clerk	Laura Bauer	Education Hours	Disagrees	Education hours should remain at 100. Is 20 hours going to make us more valuable to our communities? I don't think so. Now, if the points per hour system is equalized, I might be more inclined to agree with the 120 hours benchmark than the 100.
VIII	CO	Education Committee Member	Susan Phillips	Education Hours	Neutral	I don't believe the 120 vs. 100 should matter...I believe it is the quality of the education, not how long students are in class. My concern for rural or small municipalities being away from the office for another day would impact their services and budgets.
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Education Hours	Agrees	Yes
VIII	ID	ID	Stephanie Witt	Education Hours	Disagrees	No. Increasing the hours to 120 has created even more challenges for our Clerks especially those who work and live in rural, remote Towns or Villages which is the majority of our Clerks. For Clerks from very small municipalities, attending the three years of Institute is both a commitment and hardship. Adding the extra hours put a strain both on local resources and time, and budget. While we have developed opportunities for our Clerks to get the additional hours, we believe that the 3-year, 100 hour Institute program can and does prepare a clerk to be designated as a CMC.
V	IN	ID	Gary Whorlow	Education Hours	Disagrees	I am in mild disagreement with this. I believe that 100 hours is adequate for certification. I am not convinced that the extra 20 hours required puts an economic strain on our communities and is not worth the price.
V	IN	Clerk	Janet Jaros	Education Hours	Disagrees	Agrees with Gary Whorlow regarding Education hours. See Gary's response above.
VII	KS	ID	Gayle Martin	Education Hours	Agrees	Yes

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VII	KS	State Chair	Marian Cook	Education Hours	Agrees	Institutes have already been changed to incorporate the additional hours. It's too late to go backwards. Waffling back and forth is detrimental—pick one and stay with it!
II	MD	State Chair	Kelly Allmond	Education Hours	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Education Hours	Agrees w/Comment	With the economy the way it is, 40 hours gone from the office for an Institute is getting difficult for some clerks. Budgets are tight, but time is tight as some municipalities have fewer people in their offices. We can live with the 120 but would prefer the 100.
IV	MS	ID	Janet Baird	Education Hours	Neutral	Neutral on this item since we have already changed to 120. With the structure of the MS Institute it will not add or take away from our training. We were teaching ten (10) three and one-half hour courses a year so we changed it to four hour courses. Most of them were already going over the four hours anyway.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
III	NC	President	Dee Hammond	Education Hours Remain at 120	Disagrees	<p>On behalf of our Association, I must address the issue of the 120-hour educational requirement through Institutes in order to obtain a CMC designation. In North Carolina, the 100-hour educational requirement already involves fifteen full days of instruction. To continue adding the twenty hours to the already strenuous course will prevent some clerks from taking the certification school. Clerks from small municipalities/towns have difficulty getting approval to attend the school because of the length of the course. They are usually a one or two person office with no one to fill in when gone. The budget, of course, always plays a part in the scheme of things. With an approximate addition of two days, it will make it very difficult to have a small town clerk achieve their designation because of time restraints and monetary budget cuts. As I am sure you are aware, one of the first things cut from the budget is travel and schools. If a certification for anyone requires more time and money, it will be one of the cuts that governing boards will see as "not that important". We know it is important, but more times than not, the governing boards do not see the importance or the advantage of a Clerk spending additional time away from the office in order to achieve a designation.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
III	NC	ID	Fleming Bell	Education Hours	Disagrees	<p>There is no need to keep the 120 hour requirement. It was put in place accidentally, and it does not signify anything pedagogically that I can see. I have graduated classes over 25 years with a 100 hour course, and I think that these clerks are as well-educated as anyone who has had to endure the extra 20 hours.</p> <p>Indeed, the requirement reminds me of an old joke about a ham. A son observed that his mother cut off each end of a ham before baking it, and he asked his mother why she did so. She replied that she was just following the practice of her mother. The son next asked his grandmother why she cut off each end of a ham before baking. "Oh," she said. "That's because when your grandfather and I were first married we had a tiny apartment with a tiny stove. The ham had to be cut so that it would fit in the stove."</p> <p>In other words, don't impose a requirement just to be imposing it. It makes life harder for some jurisdictions. For example, in North Carolina our clerks' certification institute consists of three one-week sessions per year. Three complete 40-hour weeks is not a good use of my time or of my clerks' time, and I can't add an additional, fourth short week with travel restrictions being what they are.</p> <p>Besides, if N.C. clerks can travel, they will be going to our Annual City and County Clerks' School (three days), our clerks' regional meetings (one day each), our extra MMC's (generally two a year), and each clerks' association's annual conference (three days per year each). The School of Government and our two clerks' associations have far too many educational opportunities available (and well-attended) to worry about an artificially high number of hours for our certification institute.</p> <p>I understand that some folks feel like they have to have more hours, and that's just fine with me. However, in the spirit of diversity that used to exist among the directors, I ask that you please not try to regulate my courses to be just like the ones in your state.</p>
VIII	NE	State Chair	Kay Dammast	Education Hours	Disagrees	<p>The # hours for the C.M.C. should be brought back to the original 100 hours. The 120 hour rule has caused a great deal of consternation among clerks in Nebraska and soured many of them toward the program.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
II	NJ	ID	Pamela Morley-Chappelle	Education Hours Remain at 120	Disagrees	No
VIII	NM	ID	Linda Aire-Naranjo	Education Hours Remain at 120	Disagrees	No. Increasing the hours to 120 has created even more challenges for our Clerks especially those who work and live in rural, remote Towns or Villages which is the majority of our Clerks. For Clerks from very small municipalities, attending the three years of Institute is both a commitment and hardship. Adding the extra hours put a strain both on local resources and time, and budget. While we have developed opportunities for our Clerks to get the additional hours, we believe that the 3-year, 100 hour Institute program can and does prepare a clerk to be designated as a CMC.
VIII	NM	Member	Lisa Johnston	Education Hours Remain at 120	Disagrees	No – especially in this economic climate, the additional hours are a burden to small municipalities. The 100 hours (the three-year institute) has been acceptable in the past, and I believe is still a valid criteria for the award.
I	NY	Clerk	Kathleen Newkirk	Education Hours Remain at 120	Agrees w/Comment	120 hours okay but perhaps 200 would encourage more clerks to go on to MMC.
V	OH	State Chair	Sharon Cassler	Education Hours Remain at 120	Agrees	We agree and support this recommendation.
IX	OR	Board President	Ruth Post	Education Hours Remain at 120	Agrees	OAMR is generally in agreement with this recommendation.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Education Hours Remain at 120	Neutral	Neutral

**ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS**

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	UT	ID	Anne O'Brien	Education Hours	Agrees	Yes, if the IDs are truly given flexibility in the curriculum as recommended in Recommendation 1. We cannot fit more classroom time into a week, so other learning alternatives need to be acceptable to use, such as reading an academic book, discussing and reporting on it. Also, if recommendation 1 is not implemented, then we need consistency of what is approved (the way it is now is that some Inst/Acad have approval for the same approach and others do not.)
IX	WA	Assoc. President	Bob Baker	Education Hours	Agrees	WMCA supports this recommendation as our experience has shown that the extra hours give Institute attendees a better range of educational opportunities.
VI	WI	Clerk	Audrey Rue	Education Hours	Agrees	I agree that the number of education hours required through Institutes remain at 120 hours instead of returning to the previous requirement of 100 hours. I believe the education hours are important enough that 120 should be the requirement.
VI	WI	ID	Kassie Van Remortel	Education Hours	Disagrees	My only thought on the matter is many state certification programs require 100 hours. The extra 20 hours make the IIMC's program less attractive. WMCA's certification program in Wisconsin and other states mirror very closely the old IIMC program only with a little more rigor.

<b>TOTALS:</b>	Agrees	16	Unsure	1
Agrees w/ Comment*	2	Need Clarification	0	as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.
Neutral	4	Disagrees	13	
Possibly	0	Disagrees w/ Alternative	0	
<b>TOTAL RESPONSE</b>				36

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Remove Cap for IIMC Conferences	Agrees w/Comment	As previously stated, AAMC supports the award of experience points for IIMC conferences. Should this be instituted, AAMC supports removing the cap. However, if IIMC does not choose to take this approach, AAMC views the removal as a mechanism to further the economical viability of IIMC. The reference made to "major keynote speakers" is irrelevant. The keynote speakers, while "major," are expensive and do not necessarily provide real educational value directly related to the role of the clerk.
IX	AK, OR, WA	ID	Dema Harris	Remove Cap for IIMC Conferences	Agrees w/Comment	Yes, as long as the attendance is awarded in Professional and Social for MMIC and Experience for CMC
IV	AR	Team Leader at Univ.	Kim Jones	Remove Cap for IIMC Conferences	Disagrees	Again, it's not specified in the recommendations whether this refers to points for education or for experience. But I'm assuming it's for education. In the 11 conferences I have attended, there have been very few sessions that were equal in educational value to those offered at my institute. It's the nature of a conference session versus a systematic course of education. I believe that the overall credibility and quality of the certification program will suffer if this recommendation is adopted.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamsen	Remove Cap for IIMC Conferences	Agrees	The CCAC Board supports this recommendation.
IX	CA	ID	Maureen Kane	Remove Cap for IIMC Conferences	Agrees	Yes. I would just request that IIMC make every effort to ensure that this is not intended to replace institute hours.
VIII	CO	ID	Deborah Cook	Remove Cap for IIMC Conferences	Agrees w/Comment	Yes, if that is the only option some clerks have.
VIII	CO	Assoc. President	Kathryn Young	Remove Cap for IIMC Conferences	Agrees	I agree with the Committee recommendation.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Remove Cap for IIMC Conferences	Agrees	Yes
VIII	ID	ID	Stephanie Witt	Remove Cap for IIMC Conferences	Agrees	Yes
VIII	ID	ID	Stephanie Witt	Remove Cap for IIMC Conferences	Possibly	<p>Possibly -- A major concern in NM is that if recertification is eliminated and the only requirement to maintain certification is IIMC membership, Clerks' supervisors (mayor/manager) could have the attitude that after the clerk/deputy clerk is certified there would be no need for their continuing education at IIMC and State Association training programs. Due to the economic decline, this would be more of an issue not to send clerks for training. Consequently, recertification may be the impetus for clerks to continue their education as well as to obtain their supervisors' approval! It's quite possible that this would be an issue for many jurisdictions therefore we suggest that this concern be given consideration.</p>
VII	KS	ID	Gayle Martin	Remove Cap for IIMC Conferences	Agrees w/Comment	<p>Majority Yes with most saying apply to "professional &amp; social contribution" category only. Minority concerned about effect on state institute/academy</p>
VII	KS	State Chair	Marian Cook	Remove Cap for IIMC Conferences	Disagrees	<p>Absolutely "No!" keep the cap. And stop continuing to award arbitrary numbers of points—4 last year, 8 this year. It's obvious that you were only trying to get people to attend the Chicago conference. State associations are having the same issues in trying to attract attendees. Many times if someone attends the IIMC conference, they do not attend the State programs because of the financial situation. Now, they can get over double the points by attending the IIMC conference. If the conference is in their region, which would you attend? Be fair!</p>
II	MD	State Chair	Kelly Allmond	Remove Cap for IIMC Conferences	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Remove Cap for IIMC Conferences	Agrees	This recommendation certainly helps IIMC's bottom line and will help boost attendance at conferences.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IV	MS	ID	Janet Baird	Remove Cap for IIMC Conferences	Disagrees	The cap should be kept but increased if you change the # of points allowed each year. Already discussed this issue in item one.
II	NJ	ID	Pamela Morley-Chappelle	Remove Cap for IIMC Conferences	Disagrees	No
VIII	NM	ID	Linda Alire-Naranjo	Remove Cap for IIMC Conferences	Agrees	Yes
VIII	NM	ID	Linda Alire-Naranjo	Remove Cap for IIMC Conferences	Possibly	Possibly -- A major concern in NM is that if recertification is eliminated and the only requirement to maintain certification is IIMC membership, Clerks' supervisors (mayor/manager) could have the attitude that after the clerk/deputy clerk is certified there would be no need for their continuing education at IIMC and State Association training programs. Due to the economic decline, this would be more of an issue not to send clerks for training. Consequently, recertification may be the impetus for clerks to continue their education as well as to obtain their supervisors' approval! It's quite possible that this would be an issue for many jurisdictions therefore we suggest that this concern be given consideration.
VIII	NM	Member	Lisa Johnston	Remove Cap for IIMC Conferences	Agrees	Yes
I	NY	Clerk	Kathleen Newkirk	Remove Cap for IIMC Conferences	Unsure	Would this mean points allocated to each session at annual conference? I am not sure how that would be recognized – i.e. sign in/sign out sheets, sign up for session and have entrance tickets?
V	OH	State Chair	Sharon Cassler	Remove Cap for IIMC Conferences	Agrees	We agree and support this recommendation.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	OR	Clerk	Julie Krueger	Remove Cap for IIMC Conferences	Agrees w/Comment	I do like the concept of caps for the various types or styles of education because I think it helps the clerk get a more diverse education, not getting all of their points from one source. However, I understand the need to get the education where and when possible and I believe the IIMC conference sessions are very high quality education. I would support removal of caps as long as minimum number of points/hours are required for categories (such as Institutes).
IX	OR	Board President	Ruth Post	Remove Cap for IIMC Conferences	Agrees w/Comment	OAMR is in agreement with this recommendation as long as a minimum number of points/hours are required from Academies/Institutes.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Remove Cap for IIMC Conferences	Disagrees w/ Alternative	That the cap be increased to 32 points.
VIII	UT	ID	Anne O'Brien	Remove Cap for IIMC Conferences	Agrees	Ok
IX	WA	ASSOC. President	Bob Baker	Remove Cap for IIMC Conferences	Unsure	WMCA feels that the issue of awarding 8 point for each IIMC conference needs to be resolved first. The number and type of points as well as accountability measures will impact this.
VI	WI	Clerk	Audrey Rue	Remove Cap for IIMC Conferences	Need Clarification	The only way I would agree with this is if a clerk had some proof that they attended more sessions. Are completion certificates given? Is there proof that a person attended the session? If someone can say they attended multiple sessions, but there is no proof - then I believe the cap should remain. Is the cap removal so that one could obtain more points from one conference or so that one could obtain more points by attending multiple conferences?
VI	WI	ID	Kassie Van Remortel	Remove Cap for IIMC Conferences	Need Clarification	I don't understand..... If it means unlimited "Education" points leave at 20. If it means "Experience" points sounds ok.
<b>TOTALS:</b>		Agrees	12	Unsure	2	* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.
Agrees w/ Comment*		8	Need Clarification	2		

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
Neutral	0			Disagrees	4	
Possibly	2			Disagrees w/ Alternative	1	
		TOTAL RESPONSE	31			

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	ASSOC. President	Janette Bower	Remove Cap for Related Conference	Agrees	AAMC supports this recommendation.
IX	AK, OR, WA	ID	Dema Harris	Remove Cap for Related Conference	Agrees	Yes
IV	AR	Team Leader at Univ.	Kim Jones	Remove Cap for Related Conference	Agrees	Agrees with the recommendation.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Remove Cap for Related Conference	Agrees	The CCAC Board supports this recommendation.
IX	CA	ID	Maureen Kane	Remove Cap for Related Conference	Agrees	Yes. This further supports the ability of clerks to get training that is specific to their local job descriptions.
VIII	CO	ID	Deborah Cook	Remove Cap for Related Conference	Agrees	Agrees with the recommendation.
VIII	CO	ASSOC. President	Kathryn Young	Remove Cap for Related Conference	Agrees	I agree with the Committee recommendation.
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Remove Cap for Related Conference	Agrees	Yes
VIII	ID	Stephanie Witt	Remove Cap for Related Conference	Agrees	Yes	
VII	KS	ID	Gayle Martin	Remove Cap for Related Conference	Agrees	Yes but only as "experience" points

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VII	KS	State Chair	Marian Cook	Remove Cap for Related Conference	Disagrees	No, keep the cap.
II	MD	State Chair	Kelly Allmond	Remove Cap for Related Conference	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Remove Cap for Related Conference	Agrees	This will help our bottom line and help boost attendance at our conference. No fault to IIMC, but our members have said our conference fits their needs better and lifting the cap will encourage Clerk's to attend our conference.
IV	MS	ID	Janet Baird	Remove Cap for Related Conference	Agrees	No problem with this since many clerks are only able to attend their state meetings.
II	NJ	ID	Pamela Morley-Chappelle	Remove Cap for Related Conference	Disagrees	No
VIII	NM	ID	Linda Alire-Naranjo	Remove Cap for Related Conference	Agrees	Yes
VIII	NM	Member	Lisa Johnston	Remove Cap for Related Conference	Agrees	Yes
I	NY	Clerk	Kathleen Newkirk	Remove Cap for Related Conference	Unsure	Related conferences – possibly include recognition by points for participants in a pilot program between municipality and state departments/college programs.
V	OH	State Chair	Sharon Cassler	Remove Cap for Related Conference	Agrees	We agree and support this recommendation.

**ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS**

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	OR	Clerk	Julie Krueger	Remove Cap for Related Conference	Agrees w/Comment	I do like the concept of caps for the various types or styles of education because I think it helps the clerk get a more diverse education, not getting all of their points from one source. However, I understand the need to get the education where and when possible and I believe the IIMC conference sessions are very high quality education. I would support removal of caps as long as minimum number of points/hours are required for categories (such as Institutes).
IX	OR	Board President	Ruth Post	Remove Cap for Related Conference	Agrees	OAMR is in agreement with this recommendation.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Remove Cap for Related Conference	Agrees	Yes
VIII	UT	ID	Anne O'Brien	Remove Cap for Related Conference	Agrees	Ok
IX	WA	ASSOC. President	Bob Baker	Remove Cap for Related Conference	Agrees	WMCA supports this recommendation.

<b>TOTALS:</b>	Agrees	22	Unsure	1
Agrees w/ Comment*	1	Need Clarification	0	specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.
Neutral	0	Disagrees	2	
Possibly	0	Disagrees w/ Alternative	0	

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Eliminate Recertification	Need Clarification	This matter appears to be a much bigger issue which IIMC must thoroughly study and resolve. Does IIMC believe that once a clerk has obtained their CMC, it is a lifetime designation? If so, the need to maintain the recertification program is unnecessary. We recommend IIMC work with the new education director to develop an overall policy regarding the issue and ask that the new director bear in mind that the basis for elimination should not be driven by "the ability to monitor" or "take away certifications."
IX	AK, OR, WA	ID	Dema Harris	Eliminate Recertification	Disagrees	No – Recommend thorough review prior to a final decision on this issue. The Certifications are a professional credential and should require continuing education to maintain.
IV	AR	Team Leader at Univ.	Kim Jones	Eliminate Recertification	Agrees	Agrees with the recommendation.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Eliminate Recertification	Agrees w/Comment	The CCAC Board supports this recommendation; however, we strongly recommend that if the program is eliminated, the requirements for maintaining the CMC certification be very specific and shared with the membership to avoid any confusion.
IX	CA	SDCCA State Chair	Marci Kilian	Eliminate Recertification	Agrees	Eliminating the CMC Recertification Program received the most discussion. We are thankful for the recommended changes. The difficult part to accept, is for those who have worked so hard for points toward achieving their MMC and had to use them to recertify instead. When IIMC chose to eliminate points (three years ago), grant far fewer points for the money and time spent away from our cities, the last two CCAC conventions we attended, held in Palm Springs & Bakersfield, gave us only one point per event. That was criminal and made absolutely no sense. Why should our cities send us if our parent organization didn't give credit to what we were learning there? It really hurt IIMC and CCAC in one fell swoop ~ making most of us lose interest in IIMC completely. Our collective feeling was: if the parent organization isn't working for you ~ and actually seems to be working against you ~ what is it worth? Will IIMC respectfully consider adding a caveat for those who recently recertified and redirect those points from the past three years (and the cost paid for recertification) toward their MMC?

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	CA	ID	Maureen Kane	Eliminate Recertification	Disagrees	No. I would suggest that IIMC first explore whether it defines the CMC and MMC as an educational award or a professional credential. If they are considered awards after a specific educational criteria they are a lifelong accomplishment that requires no additional efforts. This is similar to obtaining a certificate of completion for a Bachelor degree from a university. If instead they are a professional credential there should be some continuing educational requirement to use the designation as an active member of the profession. This model is used by many professional organizations like those for physicians, nurses, attorneys, accountants etc. Even though these are lifelong educational designations, there is a provision to either be an active or inactive member of the profession. This assures the public that there has been some effort made to maintain professional skills and stay current.
VIII	CO	ID	Deborah Cook	Eliminate Recertification	Agrees	Agrees with the recommendation.
VIII	CO	Assoc. President	Kathryn Young	Eliminate Recertification	Agrees w/Comment	I agree with the Committee recommendation. What happens to those Clerk's that have gone through the Recertification Program each of the 4 years that it has been in existence since 2000? Will there be a grandfather clause to allow these Clerk's to "transfer" their certification hours/points toward an MMC? I think it is implied in the opening paragraph under this section but there is nothing concrete in the statement "courses completed for the Recertification program could easily be converted to points toward the MMC designation".
I	CT	ID and State Chair	Steven Klinger and Therese Pac	Eliminate Recertification	Agrees	Yes
VIII	ID	ID	Stephanie Witt	Eliminate Recertification	Agrees	Yes
VII	IL	Clerk	Lori Mitchell	Eliminate Recertification	Agrees	I would suggest that the re-entry requirement be something like an on-line test or requirement rather than just requesting to be reinstated. Perhaps if reinstatement was a little more stringent, there would be less inclination to let their membership lapse.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VII	KS	ID	Gayle Martin	Eliminate Recertification	Agrees	Yes
VII	KS	State Chair	Marian Cook	Eliminate Recertification	Agrees	Yes, once earned, the CMC should not be taken away. The effort has been made, the program fees paid. We need to encourage continuing education, not alienate clerks. Many clerks want to be a CMC, but are not interested in the MMC.
V	KY	Education Comm Members	Crissy Upton	Eliminate Recertification	Agrees	Members agreed that removing the recertification process was also best for the program. Alternate ideas were offered if recertification is required.
II	MD	State Chair	Kelly Allmond	Eliminate Recertification	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Eliminate Recertification	Agrees	We are very supportive. We also are supportive that you must be a member of the IIMC to use your status.
VI	MN	State Assoc. Pres.	Nancy Gehrk	Eliminate Recertification	Additional Comment	It would be nice if notices were given to Clerks about their recertification's being due or past due.
IV	MS	ID	Janet Baird	Eliminate Recertification	Agrees	Yes. I think that when this was incorporated was when you started losing membership with IIMC. It is too cumbersome for many clerks who are continuing their education through various means, but don't wish to have to keep up with it on a yearly basis.
II	NJ	ID	Pamela Morley-Chappelle	Eliminate Recertification	Agrees	Yes
VIII	NM	ID	Linda Alire-Naranjo	Eliminate Recertification	Agrees	Yes
VIII	NM	Member	Lisa Johnston	Eliminate Recertification	Possibly	Maybe – Previous to the introduction of this program, Clerks with CMCS did continue to advance their education, however, in this current economic climate, having a required recertification does give weight to travel requests.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
I	NY	Clerk	Kathleen Newkirk	Eliminate Recertification	Disagrees	Recertification not issue for most clerks -- education continues in order to "keep" the job and keep current on all issues.
V	OH	State Chair	Sharon Cassler	Eliminate Recertification	Disagrees	We disagree and can not support this recommendation in it's current form. We believe that if there is a measure in place to encourage "lifelong learning" similar to what is required of MMC's when filing their application, we might be more inclined to agree. At this point, we can not agree with this recommendation.
IX	OR	Clerk	Julie Krueger	Eliminate Recertification	Disagrees w/ Alternative	I support some type of program where CMC's continue their education, even if not pursuing MMC status. Perhaps it could be as simple as requiring a CMC to submit proof of continuing education on an annual basis, and include as part of their certification process something similar to the MMC, where they pledge to continue life-long learning.
IX	OR	Board President	Ruth Post	Eliminate Recertification	Disagrees	OAMR has concerns about outright elimination of the recertification program. We do believe that the CMC application process should, if it does not already, include a "Pledge of Commitment to Lifelong Learning." Other suggestions include development of a streamlined annual reporting process allowing credit for trainings, conferences, and service to state associations.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Eliminate Recertification	Disagrees	No
VIII	UT	ID	Anne O'Brien	Eliminate Recertification	Disagrees	In talking with our Clerks, they feel this devalues the profession. Most professions do require follow up professional development units/continuing education units to maintain a certification. Also, those who do not continue their education can put their organization and themselves at risk for legal errors and other issues. Perhaps flexibility in how they keep the certification current needs to be considered, not elimination.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	WA	Assoc. President	Bob Baker	Eliminate Recertification	Disagrees w/ Alternative	WMCA believes that the designation of Certified Municipal Clerk is not a "one time" award. However, it does not make sense for CMC recertification to be tied to advanced education courses. Like MMC candidates, CMC recertification candidates should be able to get credit for continuing training, service to their state and international associations, and state conferences. We support maintaining the recertification program with the provision that the current criteria for recertification be reviewed.
VI	WI	Member	April Webb	Eliminate Recertification	Agrees	<p>It is difficult enough to get your municipality to support your time off and efforts (as well as monetary support) to put the extra effort forth to obtain the CMC designation. It is even harder to garner and keep continued support for the recertification. As with any "degree" I think once you have gone through that process and put in the time and effort to achieve it, the individual shouldn't have to continually keep "proving" one's self over and over. I agree that life long learning should be something to strive for, but a requirement once you have achieved the original goal. It has been especially difficult for me to continue recertification because I am not in a "clerk" position at this time. I am in planning and development at a county level, so I am still involved in "government" and a lot of the recordkeeping, meeting notification, open records/meetings laws still apply to what I do. Still, it's difficult to keep the support of my supervisors for the CMC designation, when it is not my direct position. I see my CMC as my "degree" - I spent three years going to conferences, seminars, Academy, etc. to obtain that. That was time not spent with my young family at that point in my life; it means a great deal to me.</p>
VI	WI	Clerk	Audrey Rue	Eliminate Recertification	Agrees	<p>I guess I could agree with this. If someone continues to get recertified, I don't know why they wouldn't want their points to go toward the MMC program. Makes sense to me.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
VI	WI	ID	Kassie Van Remortel	Eliminate Recertification	Disagrees	What I think would work better is if someone doesn't want to become an MIMC make levels for the CMC. This would act as recertification without taking the CMC away. I agree with the staff "Good Luck" in collecting the CMC out of someone's office, but if you had levels that were simple you could give that clerk a reason to continue to get educated and a program they could present to their board justifying continuing education.

<b>TOTALS:</b>	Agrees	17	Unsure	1	
Agrees w/ Comment*	0	Need Clarification	1		* Items marked "Agrees w/Comment" may mean the person agrees as long as specific
Neutral	0	Disagrees	8		stipulations are met, the person has hesitations, or the person would like something added to the recommendation.
Possibly	1	Disagrees w/ Alternative	2		
	<b>TOTAL RESPONSE</b>		<b>30</b>		

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Remove Min Pts to Remain in MMC	Unsure	The opening recommendation statement in the committee's memo, "The recommendation is, in part, because of the economy..." minimizes the value of the certification. Certification should never be dependent on the economy. That being said, AAMC questions the need to "enter into" the MMC academy. Previously, it was necessary to obtain different levels within the MMC academy. Since this is no longer necessary and the MMC designation is gained by obtaining 100 points, not different levels, clerks should not be required to "enter into" and should be allowed to submit their application when they have gained the points (similar to the CMC program). We also believe that clerks should have the opportunity to pursue the MMC designation as a life-long learning goal and should not be rushed into finishing the program within a certain timeframe.
IX	AK, OR, WA		Dema Harris	Remove Min Pts to Remain in MMC	Disagrees	No
IV	AR	Team Leader at Univ.	Kim Jones	Remove Min Pts to Remain in MMC	Agrees	Agrees with the recommendation.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Remove Min Pts to Remain in MMC	Agrees	The CCAC Board supports this recommendation.
IX	CA		Maureen Kane	Remove Min Pts to Remain in MMC	Agrees	Yes. This is a very small window which may be too cumbersome for some members. If a clerk wishes to plan their professional training to take advantage of conferences, they may need to budget in a multi year manner.
VIII	CO	Education Committee Members		Remove Min Pts to Remain in MMC	Agrees	All of the members agree. It is difficult in one clerk or two person offices where practically everything is handled in the clerk's office. It can be difficult to be out of the office for extended times.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	ID	Deborah Cook	Remove Min Pts to Remain in MMC	Agrees	Agrees with the recommendation.
VIII	CO	Assoc. President	Kathryn Young	Remove Min Pts to Remain in MMC	Agrees	I agree with the Committee recommendation.
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Remove Min Pts to Remain in MMC	Agrees	Yes
VIII	ID	ID	Stephanie Witt	Remove Min Pts to Remain in MMC	Agrees	Yes
VII	KS	ID	Gayle Martin	Remove Min Pts to Remain in MMC	Agrees	Yes
VII	KS	State Chair	Marian Cook	Remove Min Pts to Remain in MMC	Agrees	Agrees with the recommendation.
VII	KS	State Chair	Marian Cook	Remove Min Pts to Remain in MMC	Disagrees	No because it hurts the State programs.
II	MD	State Chair	Kelly Allmond	Remove Min Pts to Remain in MMC	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Remove Min Pts to Remain in	Agrees	We agree with this.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disagr	Response
				MMC		
IV	MS	ID	Janet Baird	Remove Min Pts to Remain in MMC	Agrees	Yes. In small municipalities it is hard to attend the MMC on a yearly basis when you have employees that need the basic education. A clerk should be allowed to work at their own pace.
II	NJ	ID	Pamela Morley-Chappelle	Remove Min Pts to Remain in MMC	Agrees	Yes
VIII	NM	ID	Linda Allire-Naranjo	Remove Min Pts to Remain in MMC	Agrees	Yes
VIII	NM	Member	Lisa Johnston	Remove Min Pts to Remain in MMC	Agrees	Yes
I	NY	Clerk	Kathleen Newkirk	Remove Min Pts to Remain in MMC	Unsure	Again, dedicated, responsible clerks continue education. Points not necessary.
V	OH	State Chair	Sharon Cassler	Remove Min Pts to Remain in MMC	Agrees	We agree and support this recommendation. This is an issue that has been discussed at length with many of our members. The argument that you present in your report defends this recommendation and could not be more on target with the feelings of the members. It shouldn't matter how long it takes a Clerk to obtain his/her MMC. A more accurate statement could not be made!

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	OR	Board President	Ruth Post	Remove Min Pts to Remain in MMC	Disagrees w/ Alternative	OAMR generally recommends retention of the current minimum. The current minimum, as a combination of education and professional/social contribution, is attainable for those members actively engaged in completion of the MMC designation. However, it is important that, if retained, the current minimum remain a combination of education and professional/social contribution. This formula makes it fairly easy through service to state association, attendance at an annual conference, and at least one educational opportunity per year to attain the minimum.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Remove Min Pts to Remain in MMC	Agrees	Yes
VIII	UT	ID	Anne O'Brien	Remove Min Pts to Remain in MMC	Agrees	Ok
IX	WA	Assoc. President	Bob Baker	Remove Min Pts to Remain in MMC	Disagrees w/ Alternative	The six point combination of advanced education/social & professional points per year can be difficult to attain, although there are opportunities such as service on a state committee that do not require much financial commitment. We suggest a compromise, either reducing the requirement to three points per year or structuring the program so that a certain number of points within a longer timeframe be adopted (X points within X years) or that a certain number of years of inactivity would mean disqualification from the program.
VI	WI	Clerk	Audrey Rue	Remove Min Pts to Remain in MMC	Disagrees	I disagree that this should be changed. I am from a small community and I am able to do this. I don't believe IIMC should lower any requirements "due to the economy." The economy situation is a short term thing. We should not be lowering our standards because of it. It is not fair to the people who have already obtained their MMC. So much can change over 20 years - why would we want to allow someone 20 years to obtain an MMC? And that could happen.
VI	WI	ID	Kassie Van Remortel	Remove Min Pts to Remain in MMC	Disagrees	What might make more sense is to give a total number of points that must be earned within a window of time. In other words when you begin the Master Academy you have so many years to complete it. If it isn't done by than you don't earn it.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VI	WI	Clerk	Sherri Endres	Remove Min Pts to Remain in MMC	Agrees	I'm so glad to see the committee has taken into account that not all clerks are created equal in terms of funding, time and availability of classes, etc. I was so disheartened with IIMC when I attended the St. Paul conference I thought about quitting, but I'm so glad I didn't. My goal has always been to obtain my MMC and I hoped w/time that IIMC would change.
VI	WI	Clerk	Vicki Schneider	Remove Min Pts to Remain in MMC	Agrees	Remove the requirements to earn a minimum number of points each year to remain in the Master's Academy (Budgets, time constraints, etc. some years better than other for the ability to attend educational sessions)

<b>TOTALS:</b>	Agrees	23	Unsure	3
Agrees w/ Comment*	0	Need Clarification	0	specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.
Neutral	0	Disagrees	4	
Possibly	0	Disagrees w/ Alternative	2	
TOTAL RESPONSE		32		

\* Items marked "Agrees w/Comment" may mean the person agrees as long as

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	MMC Points be Set at 100	Agrees	AAMC supports this recommendation.
IX	AK, OR, WA	ID	Dema Harris	MMC Points be Set at 100	Agrees	Yes
IV	AR	Team Leader at Univ.	Kim Jones	MMC Points be Set at 100	Agrees	Agrees with the recommendation.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamsen	MMC Points be Set at 100	Agrees	The CCAC Board supports this recommendation.
IX	CA	ID	Maureen Kane	MMC Points be Set at 100	Agrees	Yes. This appears to be a housekeeping change.
VIII	CO	ID	Deborah Cook	MMC Points be Set at 100	Agrees	Agrees with the recommendation.
VIII	CO	Assoc. President	Kathryn Young	MMC Points be Set at 100	Agrees	I agree with the Committee recommendation.
I	CT	ID and State Chair	Steven Kliger and Therese Pac	MMC Points be Set at 100	Agrees	Yes
VIII	ID		Stephanie Witt	MMC Points be Set at 100	Agrees w/Comment	Yes with the addition of the 20 flexible points.
VII	KS	ID	Gayle Martin	MMC Points be Set at 100	Agrees	Yes
VII	KS	State Chair	Marian Cook	MMC Points be Set at 100	Neutral	Set a number and stay with it.
II	MD	State Chair	Kelly Allmond	MMC Points be Set at 100	Agrees	Agrees without comment.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
V	MI	State Chair	Joel Hondorp	MMC Points be Set at 100	Agrees	We agree with this. We believe it should not be a breeze to become a MMC. We are trying to offer several masters' classes each year to assist our members reach that level. We are at 15 points possible a year.
IV	MS	ID	Janet Baird	MMC Points be Set at 100	Neutral	Neutral - Just stick to one or the other.
II	NU	ID	Pamela Morley-Chappelle	MMC Points be Set at 100	Agrees	Yes
VIII	NM	ID	Linda Alire-Narango	MMC Points be Set at 100	Agrees w/Comment	Yes with the addition of the 20 flexible points.
VIII	NM	Member	Lisa Johnston	MMC Points be Set at 100	Agrees	Yes, I especially like the 20 points that are flexible – this allows a clerk to tailor the MMC program to best fit his/her needs.
I	NY	Clerk	Kathleen Newkirk	MMC Points be Set at 100	Agrees	Good to go to 100 for MMC.
V	OH	State Chair	Sharon Cassler	MMC Points be Set at 100	Agrees	We agree and support this recommendation.
IX	OR	Board President	Ruth Post	MMC Points be Set at 100	Agrees	OAMR is in agreement with this recommendation.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	MMC Points be Set at 100	Agrees	Yes
VIII	UT	ID	Anne O'Brien	MMC Points be Set at 100	Agrees	Ok
IX	WA	ASSOC. President	Bob Baker	MMC Points be Set at 100	Agrees	WMCA supports this recommendation; and support the ration of 60 points education, 20 points social/professional development and 20 flex points.
VI	WI	Clerk	Audrey Rue	MMC Points be Set at 100	Agrees	I like this change. Same number of points, but 20 is flexible.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disagr	Response
<b>TOTALS:</b>						
				Unsure	0	
				Need Clarification	0	
				Disagrees	0	
				Disagrees w/ Alternative	0	
				<b>TOTAL RESPONSE</b>	<b>27</b>	

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Develop Approved List	Disagrees	AAMC views the list as subjective and does not support the development of a list until an education director is in place.
IX	AK, OR, WA	ID	Dema Harris	Develop Approved List	Disagrees	No – A sample list of subjects would be helpful, however each State and Institute should be given latitude to develop courses identified and needed by their membership
IV	AR	Team Leader at Univ.	Kim Jones	Develop Approved List	Neutral	If this recommendation is adopted, institute directors should be an integral part of this process. Topics should be reviewed/revised on an ongoing basis.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Develop Approved List	Agrees w/Comment	The CCAC Board supports this recommendation. It is our hope that the "approved" list could be expanded upon.
IX	CA	ID	Maureen Kane	Develop Approved List	Agrees	Yes. This would help to alleviate some of the uncertainty in choosing educational program.
VIII	CO	Education Committee Members		Develop Approved List	Agrees w/Comment	All of the member agree. One member stated that she disagrees with it counting as both education and professional/social. It should be for one or the other. It was also noted that a list is needed and should be updated on an on-going basis.
VIII	CO	ID	Deborah Cook	Develop Approved List	Agrees	Agrees with the recommendation.
VIII	CO	Assoc. President	Kathryn Young	Develop Approved List	Agrees	I agree with the Committee recommendation.
VIII	CO	Education Committee Member	Kerry Bush	Develop Approved List		Attachment A shows additions and comments to the <i>What is Education - Draft 090409</i> document.
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Develop Approved List	Agrees	Yes
VIII	ID	Stephanie Witt		Develop Approved List	Agrees	Yes

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
V	IN	ID	Gary Whorlow	Develop Approved List	Agrees w/Comment	I think this is a very helpful move on the part of the IIMC. My only comment is to ensure that there still would be room for approval for classes not on the list.
VII	KS	ID	Gayle Martin	Develop Approved List	Agrees w/Comment	Yes with consistent periodic review
VII	KS	State Chair	Marian Cook	Develop Approved List	Disagrees	No, education and professional/social are two different categories.
II	MD	State Chair	Kelly Allmond	Develop Approved List	Agrees w/Comment	Please consider integrating requirements for basic college courses like English 101, Grammar, College Writing, Marketing/Management, and a math course.
V	MI	State Chair	Joel Hondorp	Develop Approved List	Agrees	We agree with this as well.
IV	MS	ID	Janet Baird	Develop Approved List	Agrees w/Comment	The only problem with this is that there are state-specific courses that would need to be on the list. If preapproval is removed then the IDs and the clerks would need to make sure that the course is on the approved list.
III	NC	President	Dee Hammond	Develop Approved List	Unsure	There will always be questions about whether a topic is approved because of the variety of "hats" that clerks wear; therefore, the approved list could constantly change.
II	NJ	ID	Pamela Morley-Chappelle	Develop Approved List	Agrees	Yes
VIII	NM	ID	Linda Alire-Naranjo	Develop Approved List	Agrees	Yes
VIII	NM	Member	Lisa Johnston	Develop Approved List	Agrees	Yes
I	NY	Clerk	Kathleen Newkirk	Develop Approved List	Agrees	Agree this goes back to sharing session topics and subjects for all states to be able to use/review.
V	OH	State Chair	Sharon Cassler	Develop Approved List	Agrees	We agree and support this recommendation. This has been talked about in several Colloquiums and will be a huge benefit to our members, as well as our Institutes.
IX	OR	Board President	Ruth Post	Develop Approved List	Agrees w/Comment	OAMR is in agreement with this recommendation on the condition that the approved list is a fluid document and is not considered all-inclusive. We do have concerns that 100-level FEMA courses are insufficiently advanced to qualify for MMC education points.

**ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS**

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Develop Approved List	Agrees	Yes
VIII	UT	ID	Anne O'Brien	Develop Approved List	Agrees w/Comment	Ok, if just pre-approved list; however, we need flexibility to change depending on current issues relevant to a state or region.
IX	WA	Assoc. President	Bob Baker	Develop Approved List	Agrees w/Comment	WMC believes it would be helpful to staff and to members to have more specific guidelines about appropriate subjects for each category (education and social/professional). The attached list appears to be too inclusive and we have concerns about some of the topics.
VI	WI	Clerk	Audrey Rue	Develop Approved List	Agrees	This is a great idea!! Any advance lists that could be created to assist clerks and IIMC staff, is a good thing.
VI	WI	ID	Kassie Van Remortel	Develop Approved List	Disagrees	I don't support that idea. Every area of the country is different. What might be a critical need in one state may be a mute point in another. A good example of that is "elections." I believe a big future concern will be the shortage of water. It doesn't concern us in Wisconsin, but California and Arizona are sure worried about this.
<b>TOTALS:</b>		Agrees	15	Unsure	1	* Items marked "Agrees w/Comment" may mean the person agrees as long as specific stipulations are met, the person has hesitations, or the person would like something added to the recommendation.
Agrees w/ Comment*		Need Clarification	0			
Neutral		Disagrees	4			
Possibly		Disagrees w/ Alternative	0			
<b>TOTAL RESPONSE</b>			31			

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Remove Caps on Distance Education	Agrees	AAMC supports this recommendation.
IX	AK, OR, WA	ID	Dema Harris	Remove Caps on Distance Education	Agrees	Yes
IV	AR	Team Leader at Univ.	Kim Jones	Remove Caps on Distance Education	Need Clarification	Page 3, sentence 2 of the recommendation document includes caps on distance education. But there's no mention of removing the cap in that section. So it's confusing as to whether the intent is to remove all caps, or whether the two recommendations are in conflict. I am in favor of removing caps on distance education for those in the Master Academy, but not for CMC. (Keeping the current exceptions.)
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Remove Caps on Distance Education	Agrees	The CCAC Board strongly supports this recommendation.
IX	CA	ID	Maureen Kane	Remove Caps on Distance Education	Agrees	Yes. If an educational offering meets the curriculum criteria it should not make a difference.
VIII	CO	ID	Deborah Cook	Remove Caps on Distance Education	Agrees	Agrees with the recommendation.
VIII	CO	Assoc. President	Kathryn Young	Remove Caps on Distance Education	Agrees	I agree with the Committee recommendation.
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Remove Caps on Distance Education	Disagrees	No
VIII	ID	ID	Stephanie Witt	Remove Caps on Distance Education	Agrees w/Comment	Yes with the addition of the 20 flexible points.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VII	KS	ID	Gayle Martin	Remove Caps on Distance Education	Disagrees	No
VII	KS	State Chair	Marian Cook	Remove Caps on Distance Education	Disagrees	No, hurts State Programs.
II	MD	State Chair	Kelly Allmond	Remove Caps on Distance Education	Agrees	Agrees without comment.
IV	MS	ID	Janet Baird	Remove Caps on Distance Education	Disagrees	No, it will continue to dilute the Institute and Academy.
II	NJ	ID	Pamela Morley-Chappelle	Remove Caps on Distance Education	Disagrees	No
VIII	NM	ID	Linda Alire-Naranjo	Remove Caps on Distance Education	Agrees w/Comment	Yes with the addition of the 20 flexible points.
VIII	NM	Member	Lisa Johnston	Remove Caps on Distance Education	Agrees w/Comment	Determine on a case by case basis i.e. clerks in states or jurisdictions where there is no recognized Institute.
I	NY	Clerk	Kathleen Newkirk	Remove Caps on Distance Education	Agrees	Why caps on distance learning? If someone chooses to spend time doing this why limit the number of points they can earn. Also addresses those clerks in states where no institute/academy program exists.
V	OH	State Chair	Sharon Cassler	Remove Caps on Distance Education	Agrees	We agree and support this recommendation.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	OR	Clerk	Julie Krueger	Remove Caps on Distance Education		I do like the concept of caps for the various types or styles of education because I think it helps the clerk get a more diverse education, not getting all of their points from one source. However, I understand the need to get the education where and when possible and I believe the IIMC conference sessions are very high quality education. I would support removal of caps as long as minimum number of points/hours are required for categories (such as Institutes).
IX	OR	Board President	Ruth Post	Remove Caps on Distance Education	Agrees	OAMR is in agreement with this recommendation. This would be very beneficial to clerks from small offices.
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	Remove Caps on Distance Education	Agrees w/Comment	Only for clerks in States or Provinces where there is not an established Institute.
IX	WA	ASSOC. President	Bob Baker	Remove Caps on Distance Education	Agrees	WMCA supports this recommendation.
VI	WI	Clerk	Audrey Rue	Remove Caps on Distance Education	Agrees	This seems to bring education methods into the 21st century. I like this change.
VI	WI	ID	Kassie Van Remortel	Remove Caps on Distance Education	Neutral	I am neutral.

**TOTALS:**      **Agrees**      15      **Unsure**      0

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific

Agrees w/  
Comment\*      4

Need  
Clarification      1

something added to the recommendation.

Disagrees      4

Disagrees w/  
Alternative      0

**TOTAL RESPONSE**      25

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	Assoc. President	Janette Bower	Award Points for Teaching	Need Clarification	AAMC supports a review of the concept by a qualified education director, but finds the recommendation to be confusing. We anticipate the issue will be clarified and desire to comment on the issue at that time.
IX	AK, OR,WA	ID	Dema Harris	Award Points for Teaching	Disagrees	No. The Northwest Clerks Institute utilizes Clerks to teach some courses. The Clerks who are asked to teach have their CMC and are given credit in the social and professional category for the time they spend teaching for the Institute.
IV	AR	Team Leader at Univ.	Kim Jones	Award Points for Teaching	Agrees	Our clerks who share their expertise deserve credit for doing so. It is the Institute Director's responsibility to insure that the quality of instruction and content provided by clerks at our programs is adequate.
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Award Points for Teaching	Agrees w/Comment	The CCAC Board generally supports the proposed recommended new category for Advanced Education points. However, we do believe that points should be flexible on either the education or social/contribution side for those members working on their MMC, particularly when designing new curriculum. We propose that higher point value be given to those members who are designing new curriculum vs. those that are using an existing curriculum and only updating the content.
IX	CA	ID	Maureen Kane	Award Points for Teaching	Agrees	Yes. Institute directors rely on clerk trainers for particular content. These trainers should be given great weight as contributing to their profession.
VIII	CO	Education Committee Members		Award Points for Teaching	Agrees w/Comment	All of the members agree. One member added that this recommendation should include Academies.
VIII	CO	ID	Deborah Cook	Award Points for Teaching	Agrees	Agrees with the recommendation.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	CO	Assoc. President	Kathryn Young	Award Points for Teaching	Disagrees	<p>I do not agree with the Committee recommendation. I believe a Clerk in the role of "instructor" – no matter the venue – should receive extra points for preparation and teaching. The CMCA puts a lot of time and effort into its "Train the Trainer Program". Prospective participants are required to participant in a 4 hour course on Presentation skills whereby they are required to prepare and present a presentation on a subject. This presentation is recorded and constructive feedback is provided. After receiving the feedback the participant performs the same presentation again, this time, adhering to the suggested criticisms and accolades. When the course is completed the prospect is certified and goes on the road to teach with an experienced Clerk Instructor. The CMCA On-the-Road (OTR) Workshops are only taught by these "Certified Instructors". The preparation time to update the OTR curriculum, prepare slides, and teach is worth a lot more than 1 point for every 6 hours of teaching. There is no equity in the instructor receiving the same amount of points that a participant would receive just because the course is not taught at an Institute or Conference and when an instructor is expected to have more knowledge than the students they are teaching. The CMCA OTR program is only one area, I am sure the same applies to Clerk instructor's teaching other topic areas that are directly related to a Clerk's job.</p> <p>I hope the Committee will re-consider the points attributed to Clerk Instructors especially if the course being taught is directly related to the Clerk profession. The Committee may want to establish guidelines/criteria by which Instructor qualifications are determined. In doing so, the Committee should distinguish between an academic instructor (one from an educational institution) and a seasoned Clerk that wants to share the knowledge they have acquired with others.</p>
I	CT	ID and State Chair	Steven Kliger and Therese Pac	Award Points for Teaching	Agrees	Yes

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	ID	ID	Stephanie Witt	Award Points for Teaching	Agrees	Yes -- NM greatly supports for this concept to be reinstated. Any CMC and MMC who agrees to teach will learn as much, if not more from teaching than they would from sitting in a class. NM Clerks are included in an instructor pool for many of the topics covered in Institute/Academy sessions, as well as state training.
						Offering points for teaching is often the incentive for Clerks to become instructors. Many of our best Clerk instructors began this way. In addition to becoming "experts" on Clerk topics, the act of teaching increases confidence and public speaking ability. Some of our shyest Clerks have become instructors and later, leaders of our State Association, all because they were encouraged to teach.
						In NM, we feel strongly that all Clerks have something to offer to fellow Clerks, and especially CMCs. We like to tell our Clerks that once they receive their CMC, it's now "give back time" either by mentoring new clerks and/or becoming instructors and speakers.
V	IN	ID	Gary Whorlow	Award Points for Teaching	Agrees	Another major benefit to include Clerks as instructors is it helps to keep our speaker costs down which is extremely crucial during this economic downturn. This takes into consideration the amount of time and effort that the Clerks put into the presentation; I believe this is an excellent recommendation.
VII	KS	ID	Gayle Martin	Award Points for Teaching	Agrees	Yes
VII	KS	State Chair	Marian Cook	Award Points for Teaching	Disagrees	No, not as Education points—only Professional/Social.
II	MD	State Chair	Kelly Allmond	Award Points for Teaching	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	Award Points for Teaching	Agrees	This would encourage Clerk's to participate and lead classes. Clerks teaching Clerks is a great model. We have been in each other's shoes and know very finite situations that are relevant to the subject matter.
IV	MS	ID	Janet Baird	Award Points for Teaching	Need Clarification	Need more clarification? If a clerk is taking the time to prepare a curriculum, handouts, testing, etc., then they should receive MMC education points for teaching at an institute.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
II	NJ	ID	Pamela Morley-Chappelle	Award Points for Teaching	Agrees	Yes
VIII	NM	ID	Linda Alire-Naranjo	Award Points for Teaching	Agrees	<p>Yes -- NM greatly supports for this concept to be reinstated. Any CMC and MMC who agrees to teach will learn as much, if not more from teaching than they would from sitting in a class. NM Clerks are included in an instructor pool for many of the topics covered in Institute/Academy sessions, as well as state training.</p> <p>Offering points for teaching is often the incentive for Clerks to become instructors. Many of our best Clerk instructors began this way. In addition to becoming "experts" on Clerk topics, the act of teaching increases confidence and public speaking ability. Some of our shyest Clerks have become instructors and later, leaders of our State Association, all because they were encouraged to teach.</p> <p>In NM, we feel strongly that all Clerks have something to offer to fellow Clerks, and especially CMCs. We like to tell our Clerks that once they receive their CMC, it's now "give back time" either by mentoring new clerks and/or becoming instructors and speakers.</p> <p>Another major benefit to include Clerks as instructors is it helps to keep our speaker costs down which is extremely crucial during this economic downturn.</p>
VIII	NM	Member	Lisa Johnston	Award Points for Teaching	Agrees	<p>Yes! – I am a strong advocate for using CMCs and MMCs as instructors, as appropriate. As a trainer myself, I know that I learn more when I am teaching, plus, it builds presentation skills for the trainer.</p>
I	NY	Clerk	Kathleen Newkirk	Award Points for Teaching	Unsure	<p>Clerk teaching – points for class time, prep time could be too easily extended for more points. Put a point value to prep time for all classes taught. If a clerk had a training session it could be used multiple times and there would be no prep time needed.</p>
IX	OR	Clerk	Julie Krueger	Award Points for Teaching	Need Clarification	<p>I question the justification for awarding double points for Clerks who do training. My personal experience is that when I conduct training, I am "giving back" the knowledge I have gained through my career. I agree the points should be awarded for professional and social contributions, but without additional information on why this is being recommended, I do not support awarding double points.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	OR	Board President	Ruth Post	Award Points for Teaching	Need Clarification	OAMR respectfully requests clarification of this recommendation. It is unclear what the basis for the awarding of double points is. We do acknowledge that it can be time consuming to prepare a course for conferences; but, as one clerk stated, this is an opportunity to "give back" knowledge gained throughout her career. Further information about why this is being recommended might be helpful.
IV	TX	State Chair and Admin. Director	Becky Garza and Peggy Burnside	Award Points for Teaching	Agrees	Yes
VIII	UT	ID	Anne O'Brien	Award Points for Teaching	Agrees	Ok
IX	WA	Assoc. President	Bob Baker	Award Points for Teaching	Disagrees	Because clerks now teaching at institutes and conferences receive points for attending and for their time preparing, this seems like "double-dipping" and we do not support this unless there is some further clarification of the rationale.
VI	WI	Clerk	Audrey Rue	Award Points for Teaching	Agrees	This is a good idea. I believe a trainer should get the double credit when teaching a class.
VI	WI	ID	Kassie Van Remortel	Award Points for Teaching	Agrees w/Comment	If this occurs there needs to be a limit on the number of points awarded in that category.

**TOTALS:**

Agrees	17	Unsure	1
Agrees w/ Comment*	4	Need Clarification	4
Neutral	0	Disagrees	4
Possibly	0	Disagrees w/ Alternative	0

**TOTAL RESPONSE**

30

\* Items marked "Agrees w/Comment" may mean the person agrees as long as specific

stipulations are met, the person has hesitations, or the person would like something added to the recommendation.

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disagr	Response
IX AK, OR, WA	ID	Dema Harris	Annual Conference Points	Disagrees		<p>The Northwest Clerks Annual Academy program is in serious jeopardy for 2010. We were barely able to conduct the program this year. With the Annual conference next year being held in Reno, with a point value of 8 Education points, it is likely that Clerks in our Region will opt to attend the Annual IIMC Conference rather than our Institute Academy program. We plan to survey our members later this fall to determine if we could have adequate attendance to offer our program. If a decision is made to allow the same point value for attendance at the State Conferences as our Institute Academy there is no question in my mind that our summer Academy is doomed. Why would Clerks travel from Alaska to attend the program in Seattle when they can attend the Alaska annual conference for the same points?</p> <p>I have attended the Annual conferences in our three states for the past six years. While the State Conferences are very valuable, from an Education standpoint, they do not compare with the Advanced Education offered at our Academy program. We truly care about the Certification program for the Clerks we work with; however getting those points the easy and cheapest way does not equate to assuring the on-going integrity of the Certification programs.</p>
IV	AR	ID	Kim Jones	Annual Conference Points	Agrees w/Stip	<p>As long as the quality of education provided at conferences is equal to that provided at Institutes, I agree that points should be awarded. It is my hope that the committee will be vigilant in assuring that sessions are relevant, well-presented and based on sound educational Principles. Attendance standards must maintained at a level equal to that of the Institutes. The argument that "we are all adults" and therefore we are all trustworthy does not hold up in reality. If a person does not attend a session, no credit should be awarded, and we must be able to track it accurately.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	Annual Conference Points	Disagrees	<p>The CCAC board strongly disagrees with the Committee's recommendation that the IIMC Annual Conference continue to receive eight points for attending the entire annual conference. We clearly recall that this year's increase in point value was to be granted on a one-time basis, particularly in an effort to increase the attendance. CCAC has always and continues to focus on bringing quality advanced education programs to its members and we believe that our conferences are equal or exceed the content offered at the IIMC Annual Conference. We strongly feel that IIMC should be held to the same standards as the remainder of the State Association conferences and receive the same equal number of points. In addition, the required tracking of attendance at the State Association level must also be adhered to at the international level. To match our proposed recommendation for point value at the State Association conference level, we propose that IIMC Annual Conferences receive 1 point for every 4 hours.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	CA	ID	Maureen Kane	Annual Conference Points	Disagrees	<p>I am sensitive to the fact that there are some states and provinces that do not have the advantage of an active institute. It was my understanding that this is why there was such a strong effort to provide "distance education" from IIMC for these individuals. I would also suggest these clerks to consider attending an institute in a convenient location. I have had individuals from other states attend my institute. While institute directors do not solicit attendance from other areas, many of us are happy to serve clerks who do not have a local institute.</p>
						<p>I was concerned when for financial reasons the points were doubled "for one time" to encourage attendance in Chicago. The discussion was that this conference needed the incentive because of the economic environment. While many sessions were well planned and diverse, the format did not meet the same criteria that we are asked to provide for our sessions. There were some sessions that were given educational merit that seemed inflated.</p>
						<p>There appears to still be no assessment criteria for this coming conference. Once again, the rationale includes the "financial health" of IIMC as a reason to provide incentive to attend.</p>
						<p>I have experienced a dramatic decrease in attendance at my sessions this past year. Despite excellent evaluations from my participants, the grim financial environment has prohibited some individuals from attending. I do not expect, nor ask, IIMC to allow me to double the educational points of my offerings to entice attendance. This is a difficult economic environment but should not be used as a rationale to compromise excellence in educational requirements.</p>
						<p>Summary: I cannot support the proposal to award 8 points for the upcoming IIMC conference. I would suggest that if IIMC chooses to award 8 points for this conference all attendance and assessment requirements be the same as asked of state and institute offerings.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
III	FL	ID	Jeff Hendry	Annual Conference Points	Agrees w/Stip	<p>First, we always encourage strongly our Florida Clerks to attend the IIMC Annual Conference and the issuing of valuable points serves as a credible incentive. However, we want to express in the strongest terms that we believe that the value and credibility of the education courses must remain the primary focus and purpose of the IIMC Conference. If such a significant amount of credits are indeed going to be offered, we feel that enforcement and accountability of Clerks actually attending and learning is paramount. For example, we require in Florida (as a means to satisfy IIMC criteria) that proof of attendance be verified through scanning prior to and after each and every education session at both Institute Academies and our Conference. Moreover, as required by IIMC, we employ a thorough completion of "Ideas to Action" forms to ascertain that relevant and targeted learning was received by those attending the sessions. We see no reason why this level of accountability should not be the same at IIMC as it is at the State level. Also, we would hope that identical point credits would be able to be secured for state conferences as are credited at the IIMC conference (provided the in-class education hours are consistent with IIMC offerings).</p>
VII	IL	ID	John Browar	Annual Conference Points	Agrees	<p>I am the Institute Director for Illinois. I have attended 4 IIMC Conferences. The educational offerings in Atlanta and Chicago were, in my opinion, considerably better than the first two of my conferences. I am comfortable with offering 8 points for attending the entire annual conference. I would hope that such a move would both encourage high level educational sessions, and encourage more clerks to register for conferences with the intent to spend a few days immersed in productive educational pursuits in a large community of learners.</p>
V	IN	State Co-Chair	Kay Brown	Annual Conference Points	Agrees w/Stip	<p>I believe that IIMC set a precedence when they offered the 8 points for attending the IIMC conference in Chicago. Whether this was offered because of low registration numbers or for whatever, I feel wherever the conference location is in the future the same hours should be offered. However, I also feel that the full 8 points should only be offered and awarded if the FULL conference is attended and proof of attendance is provided.</p>
VII	KS	State Chair	Marian Cook	Annual Conference Points	Agrees	<p>We certainly have no problem with IIMC's Conference Program being worth 8 points. There is a lot of education wrapped up in the week. CCMFOA of Kansas would like for the IIMC Program Review/Certification Committee to consider granting more than 1 point for attendance at the annual State conferences. The educational sessions presented in one day are certainly worth more than 1 point and the Conference is from Wednesday through Friday (noon).</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disagr	Response
V	KY	ID	Barbara Combs	Annual Conference Points	Agrees	I understand the need to award more points in order to increase attendance at the IIMC. I agree with the basic premise. (I do remember when just two points were awarded, which were doubled a few years ago, and now the request is to double them again).
IV	LA	State Chair	Carolus Riley	Annual Conference Points	Agrees	Thank you for recognizing that continuing education and certification is a priority for our profession and my input on the matter is that I think it is great that we continue to receive the 8 points for attending the entire annual conference.
VI	MN	State Assoc. Pres.	Nancy Gehrke	Annual Conference Points	Agrees	I agree with the 8 education points.
VII	MO	State Chair	Becky Dolby	Annual Conference Points	Agrees	<p>It would be a great incentive for the clerks of the host state and/or clerks who live nearby to receive the 8 education points for attendance. The IIMC conference is too expensive for many of us but if there was "more bang for the buck", it should help attendance. With the increased points required for certification, I think it would be great for all concerned.</p> <p>In the email from Chris Shalby, there was an indication that attendance at state/provincial association conferences would also receive increased points. I strongly support that as well.</p> <p>This recommendation will affect the greatest number of clerks. As chair of Missouri's Education Committee, I'm concerned about Missouri clerks being able to attend our MoCCFOA trainings. Besides the poor economy, we have a lot of clerks from small towns. Quite a few work in one or two women offices and it is hard for them to afford the cost in both time and money. Many times, these are the clerks with the greatest need for training. I applaud their efforts to attend and increasing points earned should go a long way to help them.</p>
IV	MS	ID	Janet Baird	Annual Conference Points	Agrees	Agrees with up to 8 points if scanners are used and points are based on the courses attended. However, she does not agree with education points for CMC in lieu of land based institutes.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
VIII	NE	ID	Christine Reed	Annual Conference Points	Agrees w/Stip	<p>I am concerned about the recommendation for a couple of reasons. First, we supported this idea reluctantly last year based on the understanding that it was a one-time exception. Second is a more general worry that the newest (2010) guidelines will allow clerks to accumulate yet more education points outside of the Institute framework. Since we have discussed this more general worry at previous colloquia I won't belabor the point. As a relatively new ID I was faced with the daunting challenge of selling the 2007 guidelines to a very frustrated group of Nebraska clerks. That challenge pales in comparison to yet another set of new guidelines that could make it more complicated for the ID's to perform their role in the triangular partnership. I ask that the newest set of guidelines STOP with this recommendation for education points at the annual conference and NOT go on to permit points (education) for state/area association programs. PLEASE.</p>
VIII	NE	ID	Christine Reed	Annual Conference Points	Disagrees	<p>I am concerned about the recommendation for a couple of reasons. First, we supported this idea reluctantly last year based on the understanding that it was a one-time exception. Second is a more general worry that the newest (2010) guidelines will allow clerks to accumulate yet more education points outside of the Institute framework. Since we have discussed this more general worry at previous colloquia I won't belabor the point. As a relatively new ID I was faced with the daunting challenge of selling the 2006 guidelines to a very frustrated group of Nebraska clerks. That challenge pales in comparison to yet another set of new guidelines that could make it more complicated for the ID's to perform their role in the triangular partnership. I ask that the newest set of guidelines STOP with this recommendation for education points at the annual conference and NOT go on to permit points (education) for state/area association programs. PLEASE.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
II	NJ	ID	Pamela Chappelle	Annual Conference Points	Agrees w/Stip	<p>Recommends UP TO eight points with scanning of attendance. A one-hour seminar does not compare to my rigorous six-hour workshops and classes...My classes are highly interactive and there are many written and group assignments because of the depth of the topic being covered- you just don't come in, sit down, and listen for an hour. By default, full conference points leads to state conferences obtaining full points, or vice versa- that's the logic. My enrollments are down, too....new IIMC membership has also gone down, as has designation awards...The argument that the availability of educational opportunities (university, IIMC and state) will create interest has not panned out...</p>
IX	OR	State Chair	Tracy Davis	Annual Conference Points	Disagrees	<p>The report did not specify, but I am assuming the points would be awarded under the education component of the certification program. (CMC Certification – Continuing Education and MMC Certification – Advanced Education.)</p> <p>I acknowledge the increased point value of offering eight (8) educational points may provide an incentive for Clerks of the host state and nearby states to attend the annual conference; however I cannot support sacrificing the integrity of the educational program for financial benefit. Educational points should be earned as set forth in the current IIMC Education Guidelines.</p> <p>I believe attending an IIMC conference offers Recorders/Clerks exceptional educational opportunities and credit should be given for attendance at the sessions. Using the current guidelines, IIMC could determine a point structure for attendance at each of the conference sessions. Session can be given an educational point value based upon beginning, intermediate, or advanced session content. Attendees working on their MMC should not be given advanced education points for attending a beginning session. Additionally, I do not feel motivational general sessions are worthy of advanced education points.</p> <p>I understand IIMC will be purchasing a scanning system to track session attendance. This component is essential to the awarding of points and should be in place for the 2010 IIMC conference in Reno, if education points are to be granted. Without a tracking system, delegates may choose to attend less than the number of required sessions and still be granted the full eight (8) points. This is simply not fair.</p> <p>Education is the backbone of the IIMC certification programs and Recorders/Clerks should be awarded the appropriate number of points for confirmed attendance at the IIMC annual conference sessions. I look forward to the final outcome on this issue. See you in Reno!</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
V	TN	ID	Kurt Frederick	Annual Conference Points	Agrees	I have read the recommendation and endorse that the points remain at 8 for the IIMC annual conference.
IV	TX	ID	Joyce Snay	Annual Conference Points	Agrees w/Stip	We are in agreement with and support the 8 hours credit for an IIMC conference if the scanners are used to provide attendance control.
IV	TX	Admin Director	Peggy Burnside	Annual Conference Points	Agrees w/Stip	We are in agreement with and support the 8 hours credit for an IIMC conference if the scanners are used to provide attendance control.
VIII	UT	ID	Anne O'Brien	Annual Conference Points	Disagrees	No. We struggle with this one because we're not sure of the role of the university if conferences get the same points. Universities must go through rigorous accreditation processes that conference organizers do not have to go through. In addition, we are under continuous academic oversight. It is also more costly for the universities to manage the academies and institutes vs. conferences because university staff members are not volunteer.
						This needs more discussion with IDs for this to change. An option to consider if this is approved is to require increase in the number of points required from an Academy and Institute. Requiring half the points come from an Academy and two-thirds from an Institute. We're open to other discussions on how this might work, but as proposed, we would have to say No.
II	VA	State Chair	Donna Boone-Caldwell	Annual Conference Points	Agrees	<p>It goes without saying that continuing education and certification should be a priority in our profession. I concur with offering positive incentives that encourage participation in IIMC's annual conferences and I support the recommended increase in point value for full conference attendance.</p> <p>I have been fortunate over the years to attend many IIMC annual conferences (20+) and I truly believe that the networking opportunities benefited me professionally as much as the education sessions. Because IIMC conferences offer a multitude of educational experiences over the course of several days – including general and concurrent sessions, cultural programs, social events, travel knowledge, and networking connections - it seems very reasonable to award 8 points for full conference attendance.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	WA	Assoc. President	Bob Baker	Annual Conference Points	Unsure	<p>We believe this recommendation cannot be considered on a stand alone basis, but must be reviewed in conjunction with other changes proposed to the Education Guidelines. IIMC educational classes should have the same standards and regulations as other educational offerings under the Education Guidelines and not be considered as a special category. The recommendation does not specify the type of points to be received, but we assume that it would be consistent with last year's award which was 8 points to be used for either advanced education or social/professional credit. We understand that accountability will be addressed by installing a scanning system for the 2010 conference and allowing points without scanning for all general sessions. WMCA strongly believes that there should be no correlation between assessment of education quality and incentives for the financial health of the conference. Putting it bluntly, IIMC should not provide a perception that education points are being provided to make the conference financially viable. We do not believe awarding points for general sessions is appropriate; those who have attended IIMC conferences pointed out that these sessions are primarily motivational and usually do not have much true education value even though they are very costly to IIMC. We are concerned that if advanced education points are granted at each IIMC conference, there will be an impact on state Institutes and state conferences. In addition, this may affect attendance at IIMC's Advanced Academy sessions which are held prior to the conference. Additional point awards must be contingent on accountability through the scanning system; however our recommendation is that the points awarded at an IIMC conference should be consistent with those awarded at state conferences (1 CMC experience or MMC social/professional point per six hours of attendance).</p>
IX	WA	ID	Dema Harris	Annual Conference Points	Disagrees	<p>Does not agree with 8 points. Expressed concerns last year with the PR&amp;C and was out-voted.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
VI	WI	ID	Kassie Van Remortel	Annual Conference Points	Agrees w/Stip	I was happy to see Mary Lynn's e-mail stating scanners would be used this year for attendance. This will ensure a person would not receive credit if they didn't show up. I hope however that IIMC does what GFOA does and referees the doors for people coming in last minute, attending only part of a session, or scanning friend's cards so they can get points. If scanners are used and credit is given to attendees for only sessions they attend, I am fully supportive of the eight points if there is 16 hours of education. Of course IIMC can do whatever they please, for IIMC is chief overseer of their education and therefore it is their privilege.

<b>TOTALS:</b>	Agrees 10	Unsure 1
Agrees w/Stip	8	Disagrees 7
<b>TOTAL RESPONSE</b>	26	

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Agr/Disagr	Response
IX	AK	State Chair	Janette Bower	ALS Policy	Agrees w/Stip	<p>AAMC recognizes the amount of work which goes into participating in the Athenian Leadership Dialogue and can support the increase in education points for participation. However, we do not agree with all of the chosen books. We ask that the books be challenging and have some correlation to our profession for example with these such as political science, leadership, sociology, or psychology. The number of pages of the book should not be a factor. It is the material contained within those pages that matter, not the count.</p>
						<p>AAMC also asks that there be some measure of accountability concerning the attendee. It has not gone unnoticed that some attendees have arrived to participate in the Dialogue without having read the book. We ask that the requirement of an after session paper not be eliminated and points only be given once this requirement has been met.</p>
						<p>AAMC furthers supports the original intent concerning facilitation of the Dialogue. The original intent was for the program to have university affiliation and facilitation. This affiliation and facilitation will lessen the chance that the Dialogue would be reduced to a simple book club.</p>
IX	AK, OR, WA	ID	Dema Harris	ALS Policy	Agrees w/Stip	<p>Leave points in Social/Professional or experience as per Guidelines for other training. Consideration should be given to a written policy for the Dialogues.</p>
IV	AR	Team Leader at Univ.	Kim Jones	ALS Policy	Agrees	<p>I agree with the rationale and recommendations laid out in Attachments B and C of the recommendation document.</p>
IX	CA	CCAC President and State Chair	Lisa Pope and Dawn Abrahamson	ALS Policy	Agrees w/Stip	<p>The CCAC Board appreciates the value of this unique learning leadership opportunity. We agree with the majority of the proposed recommendations with the exception of the proposed Education value, which if approved by the IIMC Board would allow participating members to earn four points towards CMC or MMC status. We further disagree with the statement that no preparation time is needed for Academy attendance. It is typical for California Academy students to be given an assignment prior to attending the Academy in anticipation of making a formal presentation to the class and based on this premise, we believe the proposed point value is too high and recommend a compromise of 3 points towards CMC or MMC status.</p>
IX	CA	ID	Maureen Kane	ALS Policy	Agrees	<p>Yes. This is an official offering of IIMC and should be formalized to establish a uniformity for the organization.</p>

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUTE DIRECTORS

Rgn	ST	Title	Name	Category	Agree/Disagree	Response
VIII	CO	Dept. Clerk	Brenda (Castle) Madison	ALS Policy	Agrees	<p>On page 3 of attachment B, in the Attendance paragraph, it states that in the event of sudden illness during the Dialogue a person attending can earn a minimum of 2 points. Under the Learning Assessment committee recommendation, it says if the learning assessment is not completed then no points will be awarded. Does that mean the person who leaves because of illness will not have to fill out the assessment, or maybe just a portion of it? I don't know what the assessment looks like, but I am assuming if you did not attend the entire program you would not have complete opinions.</p>
VIII	CO	ID	Deborah Cook	ALS Policy	Agrees	<p>Yes</p> <p>Agrees with all of the recommendations.</p>
VIII	CO	Clerk	Judy Egbert	ALS Policy	Agrees	<p>I do not agree with the Committee recommendation. Is this change to encourage more participation? Since there is no meaningful definition of what "advanced" courses are in order to acquire an MMC, what is the justification for allowing more points for the Athenian Dialogue? As I understand it, more points are being requested to compensate for the hours spent reading the course material. I find this very hypocritical when compared to the point structure I just commented on above regarding "Instructor's". I have heard a lot of glowing comments about the books reviewed in these courses and some have received pertinent insight into enhancing their leadership skills but I do not understand why the point structure for these courses have been evaluated at such a high level and there is no comparison of its value to that of working toward a CMC or MMC.</p> <p>I do not believe that someone should receive 2 points for 3 hours of attendance when compared to an Institute where a person must attend all required days and times or repeat the year – no credit is given for the time that a participant attended should that person have to leave.</p> <p>Is the learning assessment required after each session or after all 10 sessions have been completed? This should be clarified.</p> <p>Why is a non-member only allowed to attend 2 sessions? Why can't they take all ten? I do not believe the points proposed for the Dialogue equates to the programs value. I also believe the Dialogue should not be perceived as having more value than an Institute, Masters or State Association education program.</p>

ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disagr	Response
VIII	CO	Dept. Clerk	Kerry Bush	ALS Policy	Agrees w/Stip	Does not agree with giving points if a member is not there for the full session. Asked why Colorado has to pay more than the standard (\$25 not \$20 and 125 not \$100).
VIII	CO	Education Committee Members		ALS Policy	Agrees	Most of the members agree with all of the recommendations and believe they are a great step forward.
I	CT	ID and State Chair	Steven Kliger and State Chair	ALS Policy	Agrees	Yes
VIII	ID	ID	Stephanie Witt	ALS Policy	Agrees	Yes
VII	IL	Clerk	Emily Consolazio	ALS Policy	Agrees	I have read the proposed changes to the IIMC Certification process for CMC & MMC as proposed by the Program Review and Certification Committee and I agree with all of the recommendations contained in Chair Nancy Vincent's September 11, 2009 report.
VII	IL	ID	John Browar	ALS Policy	Agrees	I am comfortable with the other recommendations contained in the report dated 09/11/09. The recommendations are, I believe, comprehensive. Their implementation should offer a measure of reason to what has been a complicated few years. It is my hope that the consistent rationale contained in the recommendations will stand as a foundation from which future deliberations may measure the never-ending attempts for further refinements and improvements.
VII	IL	Clerk	Lori Mitchell	ALS Policy	Agrees	I did a quick review of the Program Review and Certification Committee Recommendation and it looks pretty all inclusive to me.
V	IN	ID	Gary Whorlow	ALS Policy	Agrees	I believe it returns us to a common sense approach to the certification process. I am in agreement with many of the recommendations.
VII	KS	ID	Gayle Martin	ALS Policy	Agrees	Yes
VII	KS	State Chair	Marian Cook	ALS Policy	Disagrees	This program does not fit into most Clerks' training needs. Would like to see something else.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disag	Response
V	KY	Education Comm Members	Crissy Upton	ALS Policy	Agrees	No one on our committee has indicated they participated in an Athenian dialogue and have no suggestions to offer
II	MD	State Chair	Kelly Allmond	ALS Policy	Agrees	Agrees without comment.
V	MI	State Chair	Joel Hondorp	ALS Policy	Agrees	The MAMC Board did not have much input on this issue. We have not had an Athenian Dialogue connected to any our programs. I think what is proposed is fine and gives another way for members to earn points.
IV	MS	ID	Janet Baird	ALS Policy	Agrees w/Stip	Only allow education points for MMC. From a practical standpoint I feel that a clerk working on their CMC should obtain those points from the Institute.
III	NC	Board President	Dee Hammond	ALS Policy	Agrees	Yes
III	NC	ID	Fleming Bell	ALS Policy	Agrees	In general, I agree with the education committee's recommendations. I have two specific concerns, however, both of which I have shared with my IIMC Board representative.
II	NJ	ID	Pamela Morley-Chappelle	ALS Policy	Agrees	Yes
VIII	NM	ID	Linda Alire-Naranjo	ALS Policy	Agrees	Yes
VIII	NM	Member	Lisa Johnston	ALS Policy	Agrees	Yes
I	NY	Clerk	Kathleen Newkirk	ALS Policy	Unsure	Is there a need to appoint a structure for the Athenian? Set number of points per dialogue. Time has to be spent to purchase and read the book which would be accounted for in the assigned points for the session. The discussion at the dialogue could be additional points or simply set combined points for each book read and dialogue attended.
V	OH	State Chair	Sharon Cassler	ALS Policy	Agrees	We support a 6 hour dialogue being awarded 2 points, with an assessment tool.

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disag	Response
IX	OR	Clerk	Julie Krueger	ALS Policy	Agrees w/Stip	<p>I have not personally participated in this program. I believe it is a great program, but my opinion is that any points awarded for participation should be professional or social, not education. It seems like a highly subjective, though intellectual exercise, and could not be compared to "nuts and bolts" necessary learning for our jobs.</p> <p>As I understand, the registration cost is implemented to pay for a discussion facilitator. I believe there would be many people qualified to facilitate such a discussion and disagree with the stringent criteria proposed that only an MMC having attended 10 dialogues be a facilitator. I believe criteria should be relaxed so more people can serve as a facilitator, which should also reduce the costs of participation. Having more people facilitate would allow for some to volunteer and maybe they could also earn points rather than being paid for their work. The Facilitator certification seems to have been developed to be an "exclusive club" of people in my opinion. I disagree that it should be developed as a paid position...this just brings back bad memories of past IIMC folks who seemed to be trying to create jobs for themselves on the back of IIMC. Hopefully most members won't have the same memories as I do.</p>
IX	OR	Board President	Ruth Post	ALS Policy	Disagrees	<p>OAMR recommends that Athenian Leadership Dialogues are not appropriate for inclusion within the CMC or MMC education points structure. While participants may experience personal and professional growth, they do not enhance the integrity of the CMC or MMC educational component of certification. Athenian Leadership Dialogues seem like a highly subjective, though intellectual exercise, and could not be compared to the "nuts and bolts" necessary learning for our jobs. OAMR would have no objection to awarding Athenian Leadership Dialogues social/professional contribution points for MMC or experience points for CMC on the same basis as other trainings (1 point for 6 hours).</p>
IV	TX	State Chair	Becky Garza	ALS Policy	Agrees	Yes
IV	TX	State Chair and ID	Becky Garza and Peggy Burnside	ALS Policy	Agrees	Yes

## ATTACHMENT E - COMMENTS FROM ASSOCIATION PRESIDENTS, EDUCATION CHAIRS/INSTITUE DIRECTORS

Rgn	ST	Title	Name	Category	Ag/Disagr	Response
II	VA	State Chair	Donna Boone-Caldwell	ALS Policy	Agrees	The proposed changes provide more straightforward guidelines; make CMC and IIMC attainable goals for ALL members; allow flexibility in meeting the needs of a VERY diverse membership; and continue to foster IIMC's professional image.
IX	WA	Assoc. President	Bob Baker	ALS Policy	Unsure	We are supportive of the Athenian dialogues; however, they were never designed to be Institute level education and we see no rationale for that now. We are supportive of awarding social/professional contribution points for CMC or experience points for CMC on the same basis as other trainings (1 point for 6 hours of the session). We do not support establishing a paid position on the IIMC staff to oversee the Athenian Dialogue program.
VI	WI	Clerk	Audrey Rue	ALS Policy	Unsure	I have a difficult time understanding where this fits in the "Clerk world". I have never participated in these sessions and do not feel qualified to comment to them.
VI	WI	Clerk	Sherri Endres	ALS Policy	Agrees	Wow it is right on the money.
<b>TOTALS:</b>			Agrees	27	Unsure	3
Agrees w/Stip				6	Disagrees	4
<b>TOTAL RESPONSE</b>				40		



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Institute Directors and State and Provincial Education Chairs

**From:** Nancy Vincent, MMC  
Chair, Program Review and Certification Committee

**Date:** September 11, 2009

**Subject:** Program Review and Certification Committee Recommendations

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Please take the time to review and provide your input on these recommendations. The Committee and IIMC need your feedback by Monday, September 28, 2009 so that your input can be summarized and forwarded to the IIMC Board of Directors for the mid-year meeting.

**Goal 1 – Address the remaining issues with program certification guidelines and submit recommendations to the Board by the mid-year meeting, including suggestions and methodologies for streamlining processes and procedures as much as possible.**

### **Background:**

Before the Program Review and Certification Committee (Committee) began its discussions, Committee members reviewed several documents including the IIMC Membership Survey, 2009 IIMC Education Colloquium notes, Vision and Philosophy notes compiled by Colleen Nicol, and the 2009 Institute Directors Survey to ensure that they were aware of the issues with the 2006 Education Guidelines. The recommendations of the Committee are a result of numerous hours spent discussing and debating education issues via teleconferences and exchanging countless emails to determine what changes to the 2006 Education Guidelines would be most beneficial to the majority of the IIMC membership.

The following recommendations are based on the need to eliminate frustration and confusion, and to simplify the Education Guidelines so that it is easy for clerks to know how many points they will receive for training and whether those points can be used for education, experience and/or professional and social contribution. The Committee's main focus in developing these recommendations was to meet the needs of all IIMC members and to ensure that any clerk, regardless of the size of their community, can obtain their CMC or MMC if so desired. The true objective is to find opportunities for providing education that is economically viable so that clerks can become certified. If that is not provided, then IIMC will continue to lose members. Part of the Committee's recommendation is that these changes be implemented January 1, 2010.

**Recommendations:**

- **Remove the pre-approval process for the Institutes, Academies, and State Association training.** The approval process is very time-consuming for both the Institute Directors and State Education Committees. State and Provincial Associations have continually been frustrated with this process because the approval process is much too subjective. For example, two states could hold the same training; however, if State "A" didn't do as good of a job writing session descriptions and justifications as State "B" did, State "B" received more points for the training session.

Input was solicited from the Institute Directors at the time the Committee discussed this issue. The Institute Directors overwhelmingly approved eliminating the preapproval process for the Institute and Academy programs. Of those responding to the survey at that time a majority, although the margin was slim, were in favor of eliminating the preapproval process for state association training as well.

In addition, clerks must be trusted to know what training they need and what is important for them to do their jobs. With limited training funds, clerks want training that is meaningful and most pertinent to further their professionalism. With revenues continuing to dwindle, municipalities are holding clerks more accountable than ever for quality education so it is essential that education at both the State and IIMC level be quality, job-related training.

- **That points for State association training be equal to the points awarded for Institute and Academies, 1 point for every 2 hours.** Points for State-associated training would need to meet the same criteria and after-conference reporting requirements as the Institutes and Academies. Courses offered at State/Provincial Conferences or District/Regional meetings, that meet the same depth of content and learning, effort, and rigor of courses taught at the Institutes and Academies, should receive the same number of points as those awarded at the Institutes and Academies. It is not fair to say that just because the session being taught is not in a classroom on campus that a clerk should only get half the points. State associations are not trying to compete with the Institutes and Academies but are trying to complement what the Universities offer and many Universities are currently working with their State associations to create classes. Often, if a deputy goes to the Institute then there is not enough money for the clerk to go to the Academy or the deputies and clerks cannot be gone at the same time. It is important to remember that providing education within the Countries, Regions, States and Providences is not a one size fits all solution.

The Committee also recommends, if the Board approves this point structure, that a **mandatory** one-third or **20** points be obtained through an Academy for clerks working on their MMC and that a **mandatory** two-thirds or **40** points be obtained through the Institutes for clerks working on their CMC to protect and continue the partnership between IIMC and the Institutes/Academies/Universities. The Committee

also recognizes that classroom contact in both the Institute and Academy setting is invaluable. The current Education Guidelines for MMC allow a clerk to obtain two-thirds of their points through distance education and a clerk working towards their CMC to earn one-third of their education points through distance education which means this recommendation is consistent with the existing Guidelines.

If no Institute or Academy program is available in a Member's State, Province or Country, the one-third or 20-point requirement through an Institute or Academy is waived. This affords a member the opportunity to obtain their education points through on-line learning, distance education, Institute or Academy programs in nearby States, Regional Meetings, attendance at an IIMC Conference, or any other IIMC-approved educational offerings that meet the criteria and cover the core subject material required for their certification. However, if no other option is viable, the Committee recommends that IIMC send a trainer to the State, Province or Country that has no institute.

It is not the intent or desire of the Committee to diminish the importance of the Institute and Academy Programs or the relationship IIMC has with the Universities or the Institute Directors and recognizes that the partnership between the Universities and IIMC is an important one which must continue. However, it is extremely important that clerks perceive the education points received are fair and equitable when they sign up for a class whether or not it is held at an Academy or a conference. This is especially important when the class has the same professor/instructor and the title of the session is the same. The needs of clerks must be balanced with the needs of Institute Directors.

- **Remove caps on education points.** Because responsibilities of clerks vary based on the size of the community, requirements of the State or the specific municipality, the Committee recommends removing all caps on education points. For example, if someone is a Records Manager and needs more courses than the caps allow, those caps should be removed so clerks can get the training needed to do their jobs. Clerks should not be penalized for needing additional education in specific areas where the number of points a clerk can receive are capped.
- **That 1 point for 6 hours of training be awarded for training in a related field for CMC.** This would include classes such as notary public, passport, and other training that clerks need in order to perform unique or state-required components of their jobs that is not offered as part of State-associated training. Clerks need to be trusted to know what training they need and what is important for them to do their jobs.
- **That the number of education hours required through Institutes remain at 120 hours instead of returning to the previous requirement of 100 hours.** The Committee recommends that the number of education hours required through the Institutes remain at the existing requirement in the Education Guidelines of 120 hours.

- **That the current cap of 20 points obtained for attending IIMC conferences be removed.** Removing the caps would allow clerks more flexibility in obtaining points towards certification. Again, it is important to remember that providing education within the Countries, Regions, States, and Provinces is not a one size fits all solution and that not all States and Provinces have Institutes to attend. IIMC conference brings in major keynote speakers and offers 40 concurrent sessions which gives clerks a wide variety of education topics to choose from. Removing the current caps would provide clerks with the ability to obtain education when and where they can and recognizing that often times a deputy and city clerk cannot be out of the office at the same time. Removing these caps provides another option for obtaining certification points.
- **Remove the current cap of 10 points for attending related conferences for the experience component of CMC.** This would allow flexibility in obtaining points that would go towards the experience component of their CMC certification. The current Education Guidelines specify "Attendance at municipal clerk related conferences. Example: IIMC regional, municipal associations, state associations and municipal league conference." Clerks must be allowed this flexibility so that they can attend state-mandated training and unique requirements that can only be met through attending these conferences.
- **Eliminate the Recertification Program.** This suggestion came from IIMC staff as they are concerned with their ability to monitor the program and to "take away" a clerk's CMC designation if they failed to recertify. Coursework currently required for Recertification is already required to be at the MMC level; therefore, courses completed for the Recertification program could easily be converted to points towards the MMC designation.

If the Recertification Program is eliminated, staff will need a policy that addresses issues such as:

- A Clerk must be an active member for IIMC to recognize the CMC or MMC designation;
- That IIMC will not recognize a clerk's CMC or MMC if the clerk does not maintain their yearly membership dues;
- If a CMC was dropped due to a lapse or break in membership, the inactive member can renew and maintain their membership with IIMC to reinstate the CMC designation;
- If the CMC was rescinded (due to not recertifying on time, or not submitting materials towards the MMC while enrolled) the member could be active and need only to request a new certificate.
- Once membership as well as CMC has been reinstated, the applicant may enter into the MMC program;
- Clerks will be notified of this change if they have already recertified;
- The \$50 entry fee can be transferred towards the MMC program if someone has already submitted an Application for Admission into the Recertification program;

- Since the criteria for Recertification requires an “Advanced” level of coursework, all Recertification points earned can and should be placed towards MMC certification; and
- If the applicant does not wish to enter into the MMC program, the applicant will need to request a new CMC certificate and maintain IIMC membership.

The Policy will be developed by the Program Review and Certification Committee in conjunction with IIMC staff to address such issues and will be forwarded to the Board for consideration at the mid-year meeting.

- **Remove the requirement to earn a minimum number of points each year to remain in the Masters Academy.** The recommendation is, in part, because of the economy; however, the Committee believes it shouldn’t matter how long it takes a clerk to obtain his/her MMC. In smaller municipalities, it may take a number of years for the clerk to have enough training dollars to obtain enough points for certification. In addition, the current minimum point per year requirement prevents some clerks from even pursuing MMC certification, knowing that they do not have sufficient funding to ever obtain those points each year. A Clerk and a Deputy in a small municipality may have to share meager training dollars and alternate attendance between Academy programs.
- **That the number of points for an MMC be set at 100.** Of the 100 points, 60 points will be required for education, 20 required for professional and social, and 20 flexible points that could be counted as either education or professional and social depending on where the points are needed. This would give clerks flexibility and would address the MMC candidate who has to take required training every year per State law but is not receiving any points for it. Changing the number of points for MMC to 100 would also take the number of points back to the previous Education Guideline requirement. IIMC staff also recommends that the MMC points revert back to 100 points as contained in the previous Education Guidelines. This change alone could solve a great deal of the frustration and allow clerks to take much-needed training specific to their needs.
- **Develop “approved” list of appropriate education subjects that should be counted as MMC points for both education and professional/social.** Because the determination of which courses, classes, or training can be used for MMC points is subjective, the Committee recommends that a list be developed (Attachment A) as part of the Education Guidelines for staff to use when reviewing MMC applications. It assists both IIMC staff and clerks in knowing what will be accepted for MMC points. If a dispute occurs, the Committee suggests that it be reviewed by either the Program Review and Certification Committee or the Education Committee for resolution.
- **Remove caps on Distance Education.** This recommendation is to address the different learning styles of new clerks coming into the profession as well as

recognizing and addressing the needs of clerks from small communities or one-clerk offices who are not or may not be able to leave their offices to attend training.

***Goal 9 – Review concept of awarding points for teaching at clerk institutes and conferences.***

The Program Review and Certification Committee recommends that a new category for Advanced Education points be created. Training at clerk institutes and State association conferences will earn the trainer (clerk) double the points awarded to the participant for the session. All other clerk training will fall under the Professional and Social Contribution section of the MMC application, earning the trainer (clerk) one point per six hours of preparation and training time.

***Goal 2 - Develop a written policy regarding the conduct of the Athenian Leadership Dialogue Series and Goal 4 - Review point structure (type and amount) for participation in Athenian Leadership Dialogues.***

The Program Review and Certification Committee's recommendations concerning goals 2 and 4 are attached as a separate recommendation. The proposed Athenian Leadership Society Dialogue Policy and the list of books previously used and approved for use at future Dialogues have also been included for your review and comment. This list of books is not intended to be all inclusive.

***Summary:***

The Committee has not yet begun to rewrite the Education Guidelines because we would be anticipating what recommendations the Board wishes to change and implement. It makes more sense to rewrite the Guidelines following the Board's actions to determine what changes need to be made to the Education Guidelines in order to accommodate the numerous requests, concerns and issues expressed by IIMC members over the last 3-4 years.

The Committee believes that once these changes are adopted and implemented most of the frustrating issues surrounding the Guidelines will no longer exist. The changes are based on the Committee's directive to address the members' concerns and problems, to eliminate frustration and confusion, and to simplify the Education Guidelines so that members can determine what training is appropriate and required; how many points will be awarded; and where and what the points may be used for. The recommendations of the Committee better assist in meeting the needs of all IIMC members.

Program Review and Certification Committee Recommendation

September 11, 2009

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I would like to thank the Committee members who have spent countless hours discussing and developing the recommendations they believe are best for IIMC, its members and the Institute and Academies.

Respectfully submitted,

Nancy A. Vincent, MMC  
Research Committee Chair

Encl: List of approved subjects for MMC points  
Athenian Leadership Society Policy recommendations  
Athenian Leadership Policy  
List of used and approved books for ALS



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Program Review and Certification Committee  
**Date:** Monday, September 6, 2009  
**Subject:** IIMC Annual Conference Point Recommendation

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### Background

One of the goals and objectives given to the Program Review and Certification Committee was to **“Review point structure for attendance at IIMC annual conferences and make recommendations to the Board of Directors.”**

The Committee was also asked to review the point structure earlier this year prior to the 2009 Conference in Chicago, Illinois. The Committee recommendation at that time was to grant eight (8) points for attendance at the Chicago Conference as a one-time incentive until studied further.

### Discussion

In May of this year, a Subcommittee was formed to study, discuss and make a recommendation to the Program Review and Certification Committee concerning the number of points that should be awarded for attending the IIMC Conference. The Subcommittee then forwarded its recommendation to the Committee.

The Committee recognizes that continuing education and certification is a priority for the profession. Clerks must search for an education venue that provides quality education with the highest return of education points for the lowest or most economical cost. IIMC has focused on bringing quality advanced education programs to the annual conference and it is the Subcommittee and Committee's recommendation that the IIMC Annual Conference continue to maintain the eight (8) points for attendance at the full annual conference. The increased point value provides an incentive for Clerks of the host state and nearby states to attend the annual conference, which is critical to IIMC's financial health.

### Recommendation

The Program Review and Certification Committee recommends that the IIMC Annual Conference continue to receive eight (8) points for attending the entire annual conference.

The Committee would like to thank the IIMC Board of Directors for allowing them to participate in this decision.

Nancy Vincent, Thornton City Clerk and  
Chair of the Program Review and Certification Committee  
City of Thornton  
303-538-7223  
[Nancy.Vincent@cityofthornton.net](mailto:Nancy.Vincent@cityofthornton.net)



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors  
From: Robert Pritchard  
Chair, Budget and Planning  
Date: September 25, 2009  
Subject: 2009 Mid Year Report

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### **Recommendations:**

1. Review current budget and approve recommended changes thereto.
2. Undertake aggressive repayment of MCEF loan to the greatest extent that is fiscally responsible.
3. All future IIMC conferences should budget for a minimum 10% profit.
4. Adopt 2010 budget as presented.
5. Refer Policy relative to Budget & Planning Committee composition and appointment process back to Policy Review Committee for further review in conjunction with input from the Budget & Planning Committee.
6. Incorporate policy changes to encourage strong membership growth.

### **Background**

On August 14 and 15, the Budget and Planning Committee met at headquarters to review, discuss and work on the 2009 and 2010 budgets.

### **2009 Financials**

The 2009 Year To Date Projected Budget is anticipating ending with a profit of \$193,932 excluding the \$250,000 litigation fees. IIMC's net profit after litigation will be (\$56,068) in the negative. Although there was much concern regarding the 2009 Conference in Chicago, those concerns were alleviated as attendance, eliminating two lunches and two refreshment breaks, and the addition of eight education points and strong promotions were instrumental in turning an unexpected profit of approximately \$86,000.

A prudent travel schedule by the Executive Committee, no vice presidential elections, reduced expenses in the education department, rental of the vacant space at headquarters and producing an on-line magazine will all play a major role in helping shape the 2009 budget. For complete information, please refer to the 2009 Year End Notes as part of the financials.

The Committee asked staff to develop a five-year capital expenditure plan, a three-year financial forecast, and review the cost efficiency of Board meetings and Board travel. The five-year capital plan and three-year financial forecast cannot be fully developed until the Strategic Plan has been approved by the Board. At that time, the two plans will be tied into the Strategic Plan and will become an integral part of each year's budget process.

The Committee discussed paying off a portion of the balance on the MCEF Line of Credit, upgrades to the web site, and new software to facilitate staff workflow. The Committee also felt that future IIMC Conferences should always net a profit of at least 10% and has requested the Policy Review Committee to create such a policy for Board consideration.

### **2010 Financials**

The 2010 annual budget is projected to realize a profit of \$60,775. Many of the oversight that applied to the 2009 budget continue in 2010. The 2010 Reno Conference is expected to meet the

10% net revenue. The Committee also felt that the economic conditions did not warrant a COLA increase in 2010; however, the Committee recommended to provide each staff member (excluding the Executive Director) with a one-time bonus of \$1,000.

A salary equity and fairness issue relative to the Executive Director's position was addressed and modifications have been incorporated into the recommended 2010 budget.

Membership has been eroding for a number of reasons including the current recession and further slippage will have an even greater impact on IIMC's future revenues and programs. The Board is strongly encouraged to address policies to reverse this unhealthy trend.

#### **Auditor's Management Letter & Report dated April 24, 2009**

The only outstanding issues following the May Board meeting are being addressed.

Finding 06-1 Financial Condition - Staff already monitoring cost and budget as recommended.

Finding 07-2 Personnel Files – Staff have taken steps to ensure there is a semblance of order in each file and that personnel files have been separated from medical files.

#### **Future Budget & Planning Committee Appointments**

The committee is aware of the Board's May decision to change the process by which it will effect appointments to future Budget and Planning Committees. While the committee understands the background leading to this policy change, it wishes to express concern that the remedy may create more problems than it solves in the long term. We submit that the future selection process itself and the length of the proposed term of office could lead to a less informed and qualified Budget and Planning Committee membership. Strong and consistent budget planning is a major component of any well-run and growing organization. Accordingly, we are respectfully asking the Board to reconsider its May, 2009 decision and to refer the matter back to its Policy Review Committee for further review in conjunction with input from the Budget and Planning Committee.

#### **Summary**

The Committee realizes that up until February 2009, the Board was not privy to monthly financials due to IIMC's involvement with litigation. Since litigation ceased in February 2009, IIMC staff has been directed to submit monthly budget reports to the Budget Committee Chair prior to disseminating to the Board. This process will confirm that IIMC's finances continue to be reported in a timely manner to Budget and Planning and the Board, ensuring complete oversight, communication and management regarding IIMC's fiscal responsibility.

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

Management agrees with the Committee's recommendations: We will take strong steps to ensure an aggressive repayment of the MCEF loan, and will begin prior to year-end 2009. We agree with the creation of a new policy regarding future conferences realizing a 10% profit and have allowed for that beginning with the 2010 Conference in Reno, NV.

Management also believes that the last two years the budget and planning process has been outstanding, with plenty of insight and first-rate discourse toward every decision. While this executive director agrees that several years ago the process has been unbalanced and a change was necessary, the past two years have seen significant improvement. With strong input from staff and by having the B&P Chair provide the annual budget report to the board and membership, these adjustments have produced a much improved and coordinated budget committee. Therefore, we agree that the Policy Review Committee in conjunction with input from the Budget & Planning Committee further review the Budget & Planning Committee's composition and appointment process. The initial process by the Policy Review Committee inadvertently did not include input from the Budget Committee.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **Board of Directors**  
**From:** **Elisa D. Olson, MMC**  
**Conference Committee Chair**  
**Date:** **October 1, 2009**  
**Subject:** **Mid Year Board Meeting Report**

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Allen Susen was appointed Chair of this Committee in May 2010. Unfortunately, he had to resign due to a promotion. I took over as Chair in late July and due to an injury, I have not been able to be as involved with this Committee as I would like. The following is my mid-year report of the information I know of to date.

## Background

The Conference Committee was assigned six (6) goals by our President and they were:

1. Evaluate and review the content and suitability of the educational components of the annual conference to ensure that the varying levels of education, experience and job responsibilities of all IIMC members are being met. Make recommendations for improvements to the Director of Education and the Host Committee, and provide a report on educational quality following the conference to the Education and Professional Development Committee.
2. Recommend annual conference educational sessions that would be beneficial to Region X, Region XI and retired members.
3. Develop a flow chart for conference education program development (steps in the process: Host Committee, Director of Education and Conference Committee).
4. Develop a plan for a four-day annual conference without decreasing number of educational opportunities while maintaining as many current social/networking events as possible.
5. Update and revise the conference manual, combining conference education and conference policy committees' policies into one manual and submit to Policy Review Committee for review and submission to the Board of Directors.
6. Develop or update the policy to host and bid on a future Region XI conference and provide input to the Budget Committee on development of a financing strategy and a conference reserve fund.

## **Current Status of Goals**

1. The Committee reviewed and commented on the Conference Education and Proposals for the 2010 annual conference.
2. Discussions have been held. In talking with the chair of this subcommittee, arrangements have been discussed of having Region X and XI members attend City Council Meetings and other projects that would be of interest to them. More information will be provided at a later date.
3. Flow Chart completed by staff and attached to this document.
4. The Sub Committee reports they have done some research to arrive at alternatives to the current six-day conference. No recommendations at this time, although one member of the sub committee suggests that two short conferences be held each year for two different regions. A final report will be complete in April 2010.
5. Nothing to report on this goal currently – will have a report in April.
6. A proposal has been discussed and will be submitted dedicating a 10% profit for IIMC after all expenses are paid.

### **Discussion**

N/A

### **Financial**

A Budget Request form was submitted to approve purchasing scanners in the amount of \$15,000.

### **Summary**

Many of these goals are an ongoing process and we will continue to work on the above goals and have a final report at the Boards May meeting.

### **Recommendation**

Committee needs direction on a policy for the 10% conference profit for IIMC.

### **MANAGEMENT'S RECOMMENDATIONS**

We realize Allan Susen's departure left a hole in this Committee and appreciate Lisa Olson stepping up. A sub committee led by former Region II Director Phil Campbell did an excellent job working with the Education Staff in reviewing and recommending the components to the education program for the 2010 IIMC Conference in Reno.

Management also supports the revised conference education program guidelines. All future host committees and their education sub committees will receive a copy of these program guidelines once the Board approves them. The guidelines will supplement information provided in IIMC's Conference Planning Manual (revised August 2008). They are meant to assist the Host Education Committee in proposing conference education programs jointly to the IIMC Education Department. They include conference education programming, key steps involved in the planning and implementation process and tips and cautions for those involved in this activity.

Lastly, we look forward to future discussions regarding reducing the conference from a 5-day to a 4-day program.

# International Institute of Municipal Clerks



## Annual Conference Education Program Guidelines

Revised September 30, 2009

## **Preface**

The following guidelines supplement information provided in IIMC's Conference Planning Manual (revised August 2008). They are meant to assist the Host Education Committee in proposing conference education programs jointly to the IIMC Education Department. They include conference education programming, key steps involved in the planning and implementation process and tips and cautions for those involved in this activity.

## **Specifics**

There are several specifics that underlie the Conference Education Program planning, development, administration and delivery processes:

1. As an IIMC-sponsored activity, IIMC is ultimately responsible to its members for developing, administering, and delivering the final Conference Education Program. This includes, but is not limited to contract negotiations, the selection of speakers and speaker fees.
2. Planning successful Conference Education Programs requires collaboration among the following groups:
  - IIMC Education Department
  - IIMC Conference Committee
  - Host Education Committee
  - Host State Institute Director
3. Prudent budgeting of education resources is a central concern regarding the theme of the conference , the format of the sessions, the distribution and level of subject matters, speaker recruitment, audio visual rental and the budgeting of space and materials. IIMC is ultimately responsible for all contracts and education expenses.
4. The IIMC Education Department is responsible for the final selection of all education sessions.
5. This is a highly collaborative team approach to conferences. Once the sessions have been scheduled, "afterthought" sessions and presenters are impossible to consider. It is therefore imperative that suggestions are e-mailed to IIMC by the deadline date of July 1<sup>st</sup> on the year before your conference. For example, if your conference is in May 2010, your suggestions are due by July 1<sup>st</sup>, 2009.

## **Steps In The Process**

The following are some general tasks undertaken during the education program development and implementation process. They are outlined below under the headings Pre-Conference Planning and Implementation.

### **Pre-Conference Education Planning**

1. Host Committee to provide the IIMC Education Department with the name and contact information for the Host Committee Education Chair.
2. Telephonic and e-mail communication with the Director of Education and Education Analyst are sometimes held with the Host Education Committee to review basic design issues involved in the education program. Typical questions raised during telephonic meetings or e-mails include:

### **Program**

- What is the education program theme or emphasis?
- What particular topics, sessions or educational activities would the host committee like to include in the program?
- Will final decisions consider input from other sources and will they also be reviewed by the Conference Education Committee?
- Must the subjects and venues have educational value and justify awarding educational points?
- Who will initially contact local speakers, find out their areas of expertise, probable fees and transmit this information to the IIMC Education Department?
- Once the proposed list of speakers and topics is submitted to the IIMC Education Department and is reviewed collaboratively with the Conference Education Committee, will IIMC will contract and take care of all logistics with the selected speakers?

### **Deadlines**

1. IIMC posts its Call for Presentations Form on its website after the conference site has been selected by the Board of Directors at their Mid-Year Meeting. The deadline for submission for this form is July 1<sup>st</sup> on the year before your conference. After the Host Education Committee proposals are received at IIMC by the deadline date, the Host Education Committee's job is complete. However, the IIMC Education Department may refer to them for their guidance to local speakers.
2. It is imperative that the Host Education Committee e-mail the session proposals to IIMC by the deadline date of July 1<sup>st</sup> on the year before the conference. For example, if your conference is in May 2010, your suggestions are due by July 1<sup>st</sup>, 2009.

### **Process For List of Proposed Topics and Speakers**

1. The IIMC Education Department will schedule approximately 1-4 (1.0 hour) General Sessions, 42 (2.0 hour) Concurrent Education Sessions and 12 (4.0 hour) Advanced Academy sessions. Please make sure to include enough suggestions for each of these program components.
2. When looking for speakers, the IIMC Education Department strongly suggest that the Host Education Committee utilize the resources offered by their Institute Director, local colleges and universities and/or Municipal League. Please keep in mind that the sessions will need to be at the intermediate to advanced level. When sending the list of proposals to the IIMC Education Department, please make sure to categorize the topics and speakers by General Session, Advanced Academy or Concurrent Education and include any costs (if known). This will assist the IIMC Education Department in the planning process.
3. Once the suggested topics and speakers list is received by the IIMC Education Department, they will combine the list with suggestions that have been received from the membership, facilitators, committees, consultants and other organizations. They will then send the combined list to the IIMC Conference Education Committee for their recommendations. After the recommendations have been received from the IIMC Conference Education Committee the IIMC Education Department begins to contract and schedule speakers.
4. The following is a list of **suggested** Conference Education topics:
  - Records Management
  - Human Resources
  - Leadership and Management
  - Finance and Budgeting
  - Communication
  - Public Administration
  - Project Management
  - Technology
  - Strategic Planning
  - Organizational Change
  - Ethics
  - Elections

### **On-Site Implementation**

1. Prior to the start of each education session, the IIMC Education Department will “make the rounds” checking on room set-ups, audio visual equipment, greet presenters, deliver handouts, make sure signage is posted, etc.

2. During the education sessions, the IIMC Education Department will visit each room to determine if any problems exist, such as the need for additional materials or handouts and trouble-shoot any problems.
3. After each education session, the IIMC Education Department will return to each room and collect any unused handouts and make sure that the rooms are ready for the next set of education sessions.
4. The IIMC Education Department is entirely responsible for the on-site implementation of the conference education program including, but not limited to:
  - Room assignments
  - Audio Visual equipment requirements
  - Presentation handouts and materials
  - Scheduling of sessions
  - Trouble shooting and problem solving

If you have any questions regarding these processes, please contact Education Analyst, Jennifer Ward at [jward@iimc.com](mailto:jward@iimc.com) or by phone at (909) 944-4162.

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### Synopsis

Step 1 – Host Education Committee submits their suggested proposal list to the IIMC Education Department by July 1st on the year before the conference.

After the Host Education Committee proposals are received at IIMC by the deadline date, the Host Education Committee's job is complete. However, the IIMC Education Department may refer to them for their guidance to local speakers.

Step 2 - The IIMC Education Department will combine the list with suggestions that have been received from the membership, facilitators, committees, consultants and other organizations. They will then send the combined list to the IIMC Conference Education Committee for their recommendations. After the recommendations have been received from the IIMC Conference Education Committee the IIMC Education Department begins to contract and schedule speakers.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Kathy Dornan, Chair  
Education and Professional Development Committee

**Date:** October 1, 2009

**Subject:** Committee Report – Mid Year (November, 2009)



## **Background:**

This Committee (terminated and combined with the Program Review and Certification Committee several years ago) was re-established this year by President Stratta in an effort to better ensure that IIMC continues to provide excellence in professional education and development programs. Since IIMC's main purpose is Education and Professional Development, this Committee was reinstated to insure that our education program was assessed each year and operating at the highest standards possible.

The Goals assigned were:

- (1) Ensure that IIMC acts as a facilitator in meeting the educational needs of its members.
- (2) Review overall Education Guidelines in conjunction with the Education Department staff, Institute directors and State/Provincial/National Education Chairs, to ensure that IIMC's educational guidelines address the specific needs of all members of IIMC, while streamlining processes and procedures as much as possible.
- (3) Study the possibility of on-line web based programs as a means for Clerks to obtain additional distance education.
- (4) Review the report of the Conference Committee regarding the quality of the educational program offered at the Annual conference.

## **Discussion:**

In an effort to address the many issues, comments and concerns expressed by IIMC members over the last couple of years in regards to education and, more specifically, the certification programs, the Committee began its discussions with the purpose and intent of reviewing the educational guidelines and making recommendations for changes. After thoughtful review, discussion and counsel from Executive Director Shalby, it was determined this particular undertaking belonged to the Professional Review and Certification Committee, and that our function was to re-evaluate the general "mission" and "educational philosophy" of IIMC and determine if we were living up to our mission and educational goals and standards . Out of respect for the PR/C

Committee, it was agreed that our Committee needed to remain focused on the role of IIMC regarding education, the general philosophy of education as an organization and IIMC's mission to provide education and professional development opportunities to its members. Through discussion, we questioned the basic purpose of IIMC; if the organization was on the right track and more specifically, what was the right track? From this discussion, a mission statement, educational philosophy, professional certification and educational partnership statement were drafted. Several telecoms were held to review these draft documents, with many changes being made during each telecom. The Committee members were diligent in sharing their ideas about the philosophy of the organization, what our focus should be and the purpose of IIMC.

It was felt that once these statements were finalized, presented for consideration to the Board and hopefully adopted, the Committee could then move forward and review the various aspects of IIMC's educational offerings, including the educational guidelines, to ensure that what we do corresponds to the mission statement and philosophy of IIMC.

Also noted during our very first discussion was the fact that we understood the PR/C Committee had been charged with reviewing the education guidelines in detail and were going to be making substantial suggestions for revisions to the Board at the mid year meeting. We felt it did not make sense for our Committee to review the actual guidelines until any PR/C Committee recommendations were discussed by the Board at mid-year and final determinations were made.

It has been an honor and privilege to work with the dedicated and professional members of the Education and Professional Development Committee. Each and every member, including IIMC staff who were invaluable, brought something to the table that was helpful and important. All discussion was constructive and the work before you is the effort of everyone involved. I truly appreciate the opportunity to Chair this Committee and wish more could have been accomplished over the last four months. We look forward to completing our work after your mid year meeting.

**Financial:** No financial request was made by this Committee.

**Summary:**

After consideration and approval of these statements by the Board, we hope to resume our work by:

- 1) Reviewing the overall education guidelines to ensure they meet with our mission statement and educational philosophy, and
- 2) Study the possibility of on-line web based education programs with a full recommendation by the annual board meeting.

We also hope to be able to review the report of the Conference Committee regarding the educational program offered at the annual conference in the next few weeks. We will need to report on that under separate cover as this report is due October 1<sup>st</sup>.

## **Recommendation:**

The Education and Professional Development Committee hereby requests the Board's Consideration and Adoption of the following statements (IIMC Mission Statement, IIMC Educational Philosophy Statement, IIMC Professional Certification Statement and IIMC Educational Partnership Statement):

### **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS MISSION STATEMENT**

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

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

The past nine years, IIMC has lacked a true mission statement. Operating under "Professionalism in Local Government Through Education" was not a clear statement of IIMC's function and purpose. The Education/Professional Development Committee did an excellent job involving its members and IIMC staff in developing a statement that clearly defines the – Who, What, How and Whom – four ingredients that are necessary to produce a lucid and cogent mission for the Organization.

We believe this statement, if adopted, will keep IIMC focused when developing and formulating specific program strategies, guides growth and sets the arena in which the Organization will compete.

Management believes the statement above is a clear and true reflection of IIMC and recommends that the Board, along with the KRA teams, seriously consider adopting this as IIMC's mission statement.

### **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS 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 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. IIMC provides 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 life-long 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.

## **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

### **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.

## **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

### **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 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 and institute levels to achieve greater efficiency, effectiveness, and relevance for its members.

### **MANAGEMENT'S RECOMMENDATIONS**

Management appreciates and believes the Educational Philosophy, Professional Certification and Educational Partnership Statements are much needed to keep IIMC on track when making future decisions regarding its education program. We highly recommend that the Board adopt these statements.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Brenda M. Cirtin, Chair  
Elections Committee  
**Date:** September 29, 2009  
**Subject:** Mid-Year Report

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## Background:

The Elections Committee has been asked to look at two specific items, in addition to the four Goals & Objectives given at the start of this Committee year. We have done our communication via e-mail and the Committee has done a great job of responding to questions and weighing in on the issues put before them.

## Discussion:

The first item we were asked to review was the appointment process for filling the Director's position for Region X. The Committee was sent a copy of the Constitution that outlines the process, a copy of the letter that was sent to all of the Provincial Association Presidents, and a copy of the nomination letter that was received from the candidate. This information was forwarded to our Committee and the decision was that the process as outlined in the Constitution was followed and that the Board may proceed with the appointment of Bernie White to fill the vacant position.

The next item we were asked to review was a proposed language change to Article XIII (B) of the IIMC Constitution. The Policy Review Committee had asked that we consider the following language change:

**2. Ensure all proposed constitutional amendments are properly presented to the IIMC membership as stated in Article XIII (B) of the IIMC Constitution.**

After contacting a number of our members, it was believed that the proposed language did not go far enough and that Article XIII (C) needed to be referenced as well. The following language was offered by one of our members and remanded back to the Policy & Review Committee for consideration:

- 1. The Election Committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the Election Policy Manual.**
- 2. 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 when such has been accomplished.**

**3. 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 XIII(C) of the IIMC Constitution, and shall advise the Executive Director and the President of the results.**

**4. Terms of the Election Committee shall commence at the end of the annual conference.**

The Elections Committee strongly recommends this language as it is believed that it will clarify the duties of the Elections Committee as it relates to conducting the election, ratification by the membership, and notification to the Executive Director and the President.

**Financial:**

None

**Summary:**

The Elections Committee is off to a good start and is working to ensure the goals and responsibilities are accomplished for the coming year.

**Recommendation:**

The Elections Committee recommends that the Board of Directors accepts this mid-year report and respectfully requests that the proposed language for Article XIII (B) be forwarded to the Policy Review Committee for consideration.

**Management's Recommendation:**

We agree that the Committee's recommendations should be forwarded to the Policy Review Committee. We believe the Elections Manual is in dire need of an update, especially in light of how Vice Presidential elections are now held and to reflect the new policies regarding candidates, email usage, etc. We appreciate having the Elections Committee vet all recommended changes regarding the Constitution prior to publication and dissemination to the membership. We know this will prevent inaccuracies and ensure proper procedures have been followed per the Constitution. There will be a number of Constitution ratifications that will be sent to this Committee prior to publication in the March News Digest.

# International Institute of Municipal Clerks

**To:** The Board of IIMC  
**From:** Tom van der Hoven  
**Date:** 3<sup>rd</sup> October 09  
**Subject:** Mid year report – International Relations Committee

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This Committee met during the Conference in Chicago. Since then, there have been e-mail discussions to work on the Goals & Objectives set out by the President.

## **Background - Goal 1**

Develop a business plan for Regions X and XI to maintain, strengthen and develop new affiliate relationships; identify and provide needed/desired services; and increase membership in those regions. A proposed budget must accompany this plan.

## **Discussion**

The draft Business Plan has been circulated and committee members are working on the various strands. We have identified the challenges ahead and the Key Results areas we have to concentrate on are:

- Identify and provide needed/desired services.
- Maintain, strengthen and develop new affiliate relationships.
- Increase membership – which will follow if the product is right and attractive.

Actions under way:

- A further survey of international members and associations are to be undertaken to try and identify the products that would attract them. Attached is a copy of a survey we did of those International members that attended the Chicago conference and off site tour.
- Developing a relevant website with easy access to bulletin boards, e-fora, publications, educational downloads and creating a cyber professional community. The IRC believes that the single-most essential device to create a global organization is our Website. This is the one "benefit" to membership that can be utilized by every member and bring the world closer together. A subcommittee of cross-committee members has been formed to collaborate on the needs, but at the very least there needs to be: ability to e-mail members (from one to all); an on-line library; a bulletin board; a fresh new look. Verbal estimates have been received from website designers. This proposal is to replace List Serve with a product such as iMis. We'll be able to create separate group Blogs (such as committees). Allow constituents to tap into the collective wisdom through Groups, Forums, Wikis, and Libraries and will give us much more functionality.
- Investigating the feasibility of an internationally recognised qualification
- Creating a network for sharing information – members are working on options how to facilitate this. The success of networking is not solely due to having the functionality. We need to give careful consideration as to how we structure and monitor it, how we facilitate the networking, etc.

- Arrange for a presentation to this Committee and the Board on new technologies for creating online communities for the membership. There are many options available. Not all of us are equally aware with all of them. A presentation of this nature will ensure that Board members are aware of the options and possibilities – we cannot lead if we ourselves are ignorant!
- Explore regional meetings – starting with Europe
- Develop future Study Abroad programs.
- Work with PR & Marketing Committee to market exchange program.
- Develop further exchange opportunities with IMASA and other organisations similar to SLCC sponsorship.
- Investigate structure of scholarship to IIMC annual conference for Regions X and XI. The way it is structured at the moment is not as attractive to Region XI members as it may be for others. The biggest factor is still the high costs of flights and accommodation.
- Explore the need for members to experience best practice at the conference. Coordinate site tours to experience best practices in cities where conferences are held.
- Liaise with host clerk in Reno to see if there are any best practices that members can see and ask questions about.
- Introducing a sister cities program – further detail to be submitted in our final report.

#### **Financial**

- Website – replacement software/development \$ 17,0000

#### **Recommendation**

1. That the progress with developing a Business Plan be noted.
2. That the replacement of ListServe be agreed in principle subject to budget approval.

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

This Committee's work will continue; however, there are some points that IIMC is currently tackling. First and foremost, IIMC has a report in this Agenda requesting funding for a new web site which should meet not only this committee, but everyone's objectives regarding an interactive, aesthetically pleasing, efficient web site. IIMC Management agrees with the Committee's direction regarding a better approach to marketing the exchange program, exploring regional meetings in Europe (costs and time commitment issues), and future study abroad programs. IIMC has mechanisms in place regarding IIMC Conferences and exploring best practices and off site programs. We are working on enhancing our current affiliations through possible involvement with a new Institute in South Africa and tie-in with SLCC's current Institute.

We look forward to further development regarding the Region XI business plan that was created a year ago by Region XI Director, Nick Randle.

## **Background - Goal 2**

Oversee and promote the Study Abroad Tour to be held in October 2009.

### **Discussion**

The tour will take place from 17<sup>th</sup> October and finish on 25<sup>th</sup> October 09.

The Program will look at Government and Local Government in Wales. Although Wales is part of the United Kingdom it does have considerable autonomy and some significant differences in approach to England including a major focus on the Welsh Language, which is having a renaissance at present.

All 2009 IIMC Study Abroad Program participants will receive FOUR (4) POINTS for CMC Experience - Continuing Education, CMC Recertification Education and MMC Advanced Education. The IIMC Board of Directors with input from the Program Review/Certification Committee and IIMC's Education Department awarded the points on a one-time basis. To receive the FOUR (4) POINTS, all participants will be required to write a practicum essay.

IMASA in South Africa has confirmed that they have moved their conference for 2011 to Cape Town, South Africa, which should prove to be a major attraction for that tour.

Tami Kelly, Nick Randle and SLCC have been the driving force behind the success of the tours.

### **Financial**

Contribution to the cost of the coordinator - \$800. The success of the tour very much depends upon this person's participation.

### **Recommendation**

That \$800 be contributed towards the cost of the coordinator of the 2011 tour.

Approval has already been given for this year's contribution.

## **MANAGEMENT'S RECOMMENDATIONS:**

By the time the mid-year meeting takes place, we will have three board members, President Stratta, Region Directors Kelly and Burns, who can provide us with a first-hand overview of the Program's success. Region XI Director Nick Randle can also present his views on overseeing the program. Management believes the 2011 Study Abroad Program slated for South Africa needs to be promoted beginning with the 2010 Conference. Now that we have agreed to assign education points to these programs, our biggest work is in marketing the program early and often. We look forward to working with Region XI Director Francois Allers from South Africa on making the third consecutive Study Program as successful as the first two in the UK.

### **Background – Goal 3**

Promote the use of the ListServe to Region X and XI members.

#### **Discussion**

See Goal 1 above. The Committee has recommended that the current software be replaced. The proposal is to replace List Serve with a product such as iMis.

#### **Financial**

A bid of \$17,000 has been submitted.

#### **Recommendation**

No recommendation required at this stage.

### **Background Goal – 4**

Work with Public Relations/Marketing Committee to promote the Exchange Program.

#### **Discussion**

Suggestions have been put to PR & Marketing and their response is awaited.

We really need to do more to promote this initiative. The response has been very slow so far with only one application being submitted. It is suggested that a leaflet be produced to go into the delegate conference bags at the next conference.

SLCC and IMASA have indicated that they will soon launch their own exchange programs and it would be advisable to package the 3 initiatives as one so as not to confuse our members.

#### **Financial**

\$300 is required to produce a leaflet and a bid has been submitted.

#### **Recommendation**

1. That a leaflet be produced to go into the delegate conference bags at the next conference to promote the international exchange program.
2. That the international exchange program be re-packaged as a single initiative once SLCC and IMASA are ready to launch their programs.
3. That further consideration be given to promoting the programs once the recommendations of PR & Marketing Committee is received.

### **MANAGEMENT'S RECOMMENDATION**

Staff would be happy to help write and design the brochure and promote the Exchange Program in the News Digest and in E-Briefings. We feel the 2009 Exchange Program went well, but we're disappointed in that only one or two IIMC members were interested in participation. We introduced both participants prior to a Genera Session during the 2009 Conference in Chicago and published an article in the August News Digest from one of the participants, Pamela Smith of Florida. Effective and early promotions and marketing will help, especially with IIMC providing \$1,500 for each member to help offset expenses.

### **Background Goal – 5**

Submit a minimum of three IIMC News Digest articles of importance and value as related to global/international issues and the promotion of the Study Abroad program.

#### **Discussion**

Discussions are being held with international associations and members for articles.

It has been suggested that articles on international members who attend our conference are published in the News Digest.

#### **Recommendation**

1. That articles on international members who attend our conference be published in the News Digest.
2. Include in the News Digest articles a first person story of one of the exchange members about their experience in Wales this year. This could be helpful in generating more interest for this program.

### **MANAGEMENT'S RECOMMENDATION**

Yes, a first-person article from one of the 2009 Study Abroad Program participants would be of interest to IIMC members and could spur further interest in the 2011 program. Other articles on global matters are always welcome. Since the Digest became an on-line publication and there is no limit to the number of pages we can produce each month, we've published several, extremely lengthy articles: February's magazine ran an article on Singapore and *Sustainable Water Management Practices* and April's issue included *A Conceptual Framework for Urban Environmental Planning and Management in Africa*.

### **Background -Goal 6**

Identify and recommend to the Conference Committee topics and speakers of global relevance.

#### **Discussion**

Committee members are working with the host committee. A further survey is being undertaken to identify areas of interest.

**Recommendation** That progress be noted.

### **Background Goal - 7**

Study the feasibility of extending the IIMC/SLCC membership model to other Region XI associations

#### **Discussion**

The Committee is giving this further consideration and will report at the next meeting.

**Recommendation** To note progress.

### **MANAGEMENT'S RECOMMENDATIONS**

We currently have extended a similar agreement with IMASA (President Stratta will report), and have approached the newly formed Associations: ADSO and VvG in the United Kingdom and the Netherlands, respectively.





## 2009 Region X & XI Off-Site Tour Survey

We thank you for your participation in the City Hall Off-site tour in Chicago this past May. If you could help us by answering the few questions below, we can continue to provide quality programs. Your time is greatly appreciated. Please **return** your completed Survey to Denice Cox via email at **Denice@iimc.com** or fax to 909-944-8545.

**Was the offsite tour of interest to you?**

Yes       No

**Comments:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Did it cover the issues/topics you were interested in?**

Yes       No

**Comments:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Did you have enough time to explore the issues you wanted to?**

Yes       No

**If not, how much time should be allotted for future tours?**

**Comments:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Was it held on the most appropriate day of the conference?**

Yes       No

**Comments:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Should another format be considered?**

Yes       No

**Suggestions:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Should it be held the day before or after the conference?**

Yes       No

**Suggestions:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Is an afternoon enough time or should it be a 1 or 2 day event?**

Yes       No

**Comments:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Your Name \_\_\_\_\_ Municipality \_\_\_\_\_

(Please Print)

(Please Print)



## 2009 Region X & XI Off-Site Survey Results

<b>Was the offsite tour of interest to you?</b>		
	Yes	No
South Africa	1	
United Kingdom	1	
United Kingdom	1	
South Africa	1	
South Africa	1	
Netherlands	1	
Canada	1	
Canada	1	
Canada	1	
United Kingdom	1	
	<hr/>	
<b>Did it cover the issues/topics you were interested in?</b>	Yes	No
South Africa	1	
	<hr/>	
<b>Comments:</b>	Yes	No
United Kingdom	1	
United Kingdom	1	
South Africa	1	
South Africa	1	
Netherlands	1	
Canada	1	
Canada	1	
	<hr/>	
1 For the most part. It's always interesting to see how another municipality works. I was disappointed that we didn't get to tour the Clerk's office and see the office/administrative area for the Mayor. The green roof was very interesting!	15	2
1 It would have been nice to have been able to visit the Clerks office as well as the Council chamber.	9	1

**Did you have enough time to explore the issues you wanted to? If not, how much time should be allotted for future tours?**

South Africa	1	The program content of future tours will dictate the time to be allotted.
United Kingdom	1	
United Kingdom	1	
South Africa	1	
South Africa	1	
Netherlands	1	
Canada	1	
Canada	1	
Canada	1	
United Kingdom	1	
	10	
		If one was prepared for the visit the time allocated should have been sufficient. In hind site however, pre submission of topics of interest may assist you and the office being visited.
		It would have been good to have had time to visit the Clerks office.

Was it held on the most appropriate day of the conference?

## Should another format be considered?

	Yes	No	Comments:
South Africa	1		Apart from a visit to City Hall a short orientation/tour of the city could be considered.
United Kingdom	N/A		Perhaps a little later in the day, as many of us did not have time for lunch. We rushed from the morning session to catch the coach to City Hall.
United Kingdom	1		Apart from my earlier comment that topics for discussion should be requested and circulated in advance to be better prepared
South Africa	1		Perhaps to attend a Council meeting.
Netherlands	1		
Canada	1		
Canada	1		
Canada	N/A		
United Kingdom	1		
	<hr/>	<hr/>	<b>Should it be held the day before or after the conference?</b>
South Africa	1		
United Kingdom	1		
United Kingdom	1		
South Africa	1		
Netherlands	1		
Canada	1		
Canada	N/A		I have no preference. I find it very interesting and would attend wherever it was scheduled.

Tour Participants:36 Survey Responses: 10

THE END

## International Institute of Municipal Clerks

**To:** MADAME PRESIDENT AND MEMBERS OF THE  
IIMC BOARD OF DIRECTORS

**From:** MARY L. HAYNES, MMC, MENTORING  
COMMITTEE CHAIR

**Date:** OCTOBER 1, 2009

**Subject:** MID-YEAR MENTORING COMMITTEE REPORT



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Background	The Mentoring Committee is charged with pairing experienced Clerks (Mentors) with those new to the profession (Mentees). In addition, we are charged with providing educational opportunities and other opportunities for connection at the Annual Conference for our Knowledge Knights who wish to attend. Our goals this year are to promote the Committee to increase the mentoring activity and to provide at least two educational sessions of interest to retirees at the 2010 Reno Conference. Currently we have 33 Mentors and 34 Mentees. We are also working with the State Presidents to increase our numbers and working with PR&M Committee to market the Mentor Committee. We do have a professional brochure to introduce clerks to the mentoring experience and to encourage experienced clerks to sign up and share their knowledge. In Chicago, Mentors had ribbons identifying them as Mentors. We are also working on a Digest article to showcase how the mentoring experience works "in action." In addition, we have suggested three sessions for the Reno Conference for retired Clerks.
Discussion	At Atlanta and at Chicago, the Mentoring Committee operated a Welcome Table, greeting all first-timers and helping them to network into the Conference. Many of our retirees manned our booth when the active clerks had to be in session, and for that we are grateful. Approximately 16 clerks manned the table and greeted approximately 240 first timers. Due to Fire Codes, our table in Chicago was not placed near the registration and this confused many of our arrivals. People did not know the purpose of our table. To that end, we are recommending that the Welcome Table be placed in line with registration and have an identifying banner.
Financial	A budget request in the amount of \$162.00 for the welcoming banner identifying the Mentor Table and incidentals has been submitted.
Summary	The personal touch provided by the Mentor Committee to new clerks and first-time attendees is invaluable. IIMC has always been known for providing many mentoring experiences of various kinds. We urge you to continue this important function.
Recommendation	Provide the banner and incidentals for the Welcome Table in the amount of \$162.00 and provide an introduction of Mentors by the IIMC President at the first-timers meeting in Reno.

### Management's Recommendation:

The budget and planning committee has approved the \$162.00 for promotion purposes and it is included in the 2010 budget. We will accommodate the committee in terms of tables and logistics to the best that we can regarding hotel requirements and fire safety issues. Having IIMC's President introduce the mentors at the first-timers meeting in Reno is a good suggestion and definitely doable.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS

**From:** POLICY REVIEW COMMITTEE  
FRANCES KERSEY, CHAIR

**Date:** OCTOBER 1, 2009

**Subject:** MID-YEAR REPORT 2009-10

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## **Background**

The Policy Review Committee is charged with monitoring and providing policy guidance to ensure purpose, consistency, accuracy and fair applications to IIMC policies and procedures. The Policy Review Committee will review current policy manuals and recommend revisions to ensure policies reflect current Board practices, submit proposals for new policies to the Board of Directors, and review policies submitted by other IIMC committees when requested.

## **Discussion**

The Policy Review Committee members were divided into three groups to assist the formulation of 25 recommendations presented to the committee at the IIMC conference in May. Subsequent requests have also been considered by the Policy Review Committee. Policy Review Committee meetings were held monthly beginning in June and sub-committees met on an as needed basis. The sub-committee recommendations were subsequently approved by the entire committee and submitted to the IIMC Board of Directors for consideration or referred to an IIMC committee for their input on July 30, 2009. The recommendations are being resubmitted for inclusion in the mid-year report.

## **Financial**

The Policy Review Committee utilizes the IIMC teleconference line for their meetings.

## **Summary**

The Committee has formulated recommendations regarding various IIMC policies and in some cases amendments to the IIMC Constitution.

## **Recommendation**

The recommendations, policy documents and outstanding assignments are attached. I will be available if the Board has any questions.

**TO:** IIMC Board of Directors  
**FROM:** Policy Review Committee  
**SUBJECT:** RECOMMENDATIONS

**DATE:** July 30, 2009

## **IIMC CONSTITUTION AMENDMENTS 2009-10**

### **1. Define “regular meeting” in attendance policy.**

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

##### **B. MEETINGS**

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

Moved by Vicky Miel, seconded by Norma Rodriguez. Motion was approved.

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

Board participation in all meeting is imperative for an Organization's health. However, management remains neutral regarding the Committee's recommendation.

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## **POLICY AMENDMENTS**

### **1. Designate the official posting board for constitutional amendments at the annual conference.**

The official IIMC posting board will be located by the IIMC registration booths and clearly designated as the ‘OFFICIAL IIMC POSTING BOARD’ (no personal messages allowed) from the opening of conference registration until the closing of the business meeting. The Executive Director will be responsible for posting the materials on the board.

Moved by Norma Rodriguez, seconded by Vicky Miel. Motion was approved.

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

We will start the posting board beginning with the 2010 Conference in Reno, NV.

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### **2. Consider reducing conference registration fee for Board members.**

The Policy and Review Committee does not recommend reducing the conference registration fee for board members. The reduction of the fee would have a negative impact on the annual conference revenues. If necessary, individual states and/or regions need to support the region director's attendance to the annual conference.

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

Management agrees that this would have a severe impact on the budget.

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### **3. Consider regional rotations to select the next Vice President.**

The Policy and Review Committee does not recommend changing the election process for Vice President.

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

The Vice President selection was changed in 2006 to include a membership wide election process if there is more than one candidate. The 2008 election involved two members with approximately 50 percent of the membership partaking in the election. The 2009 Vice President position was not contested. We believe membership involvement in this process provides the members with the opportunity to become engaged in their Association.

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### **4. Develop recommendations regarding succession of the President Elect to President depending upon the amount of time remaining on the Presidents' term.**

The Policy and Review Committee recommended no change in the current procedure: Article IV.D. Vacancies 1. "In the event of a vacancy in the Office of President, or President Elect, the next officer in line shall advance to the appropriate office. The advancing officer may remain in office for a subsequent one year term".

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

We will adhere to the Committee's recommendation.

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### **5. Develop an application for the at-large members of the Budget and Planning Committee.**

The Policy and Review Committee recommended the current Volunteer Committee Application be used. The committee feels it is adequate to provide financial and budgetary experience.

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

There is a request to the IIMC Board by Budget and Planning Committee Chair Bob Pritchard to reopen this process, allowing for B&P Committee's input into the composition of the new Committee. We support Chair Pritchard's request. Budget and Planning, in conjunction with some of the Board's changes regarding the budget process, now has a good grasp on how IIMC's financial structure operates. There is more transparency in the budget process and with the B&P Chair responsible for delivering the annual budget to the Board and membership, we believe the status quo is more than sufficient and allows for good examination regarding the budget.

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### **6. Require proof annually that IIMC is covered by errors and omissions insurance.**

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

This is now in the budget as an established line item and it is the Executive Director's responsibility to inform the Board about Directors and Officers insurance at the mid year and annual meetings.

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### **7. Policy #: B-9 President and Executive Director Activity Reports**

1. The IIMC President will forward Activity Reports to the Board of Directors on a quarterly basis.
2. The Executive Director will forward Activity Reports to the Board of Directors on a monthly basis at a minimum.
3. The Executive Director will report the status of the errors and omissions insurance coverage to the Board of Directors at the mid-year meeting.

Moved by Sheri Pierce, seconded by Shari Moore. Motion approved.

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

The Executive Director currently produces a Friday Letter regarding HQ Activities. The Executive Director will make it a point to report the status of the D&O coverage.

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

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

Budget and Planning Committee

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

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

**MANAGEMENT'S RECOMMENDATION**

We believe this process needs to be reviewed with input from the Budget and Planning Committee.

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**9. Discuss the criteria for the mid-year board meeting to be held at headquarters every three years. (Need an RFP process – cheapest location)**

The Mid-Year board meeting will be held at a location near IIMC Headquarters every three (3) years.

*(This policy will allow all board members to visit the office while on the board. The Committee felt it is beneficial to physically view the staff's work environment and the facility. Cost issues can be negated by not having to pay the travel expenses for staff and working with local clerks to reduce meeting expenses. Also noted was the ability to meet with the entire staff).*

Moved by Tom Roberts, seconded by Vicky Miel. Motion approved. One no vote.

**MANAGEMENT'S RECOMMENDATION**

Allowing staff the freedom to choose a site conveniently located near headquarters every three years is a good policy for the following reasons: allows board members to visit HQ once during their term; saves on staff travel (airfare only) and saves on overall costs of the mid year. Management also believes it is imperative that staff and the President work together each year on a mid year site to determine the best and most cost effective location for the mid year Board meeting.

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## **10. Codification of Policy Manual.**

The Committee requested Chris Shalby contact a current vendor for codification of the IIMC policies. The Policy Manual will be updated by October 2009 for distribution to the Board at the Mid-Year Board Meeting.

### **MANAGEMENT'S RECOMMENDATION**

We have contacted Code Publishing in Seattle, WA to handle codifying the new Policy Manual. We will work out an agreement to trade advertising and exhibit booth space for considerably reducing costs. Once the Policy Manual is codified, it will be easier to keep current.

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## **11. Policy on maintaining the Executive Director's personnel file.**

The IIMC President shall keep the Executive Director's personnel file within his/her possession and shall transfer same to the incoming President 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.

Moved by Tom Roberts, seconded by Vicky Miel. Motion approved. One no vote.

### **MANAGEMENT'S RECOMMENDATION**

From the Executive Director's perspective, this is an excellent idea. It will provide the Executive Committee continuity with the ED's status, files, contracts, etc.

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## **12. Revise policy regarding automatic honorary membership.**

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

1. 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.
2. 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.
3. Honorary memberships shall be conferred by the IIMC Board of Directors by a ~~majority~~ two-thirds vote of board members.
4. Recognition of new honorary members shall occur at the first Annual meeting after the Board of Directors confers such honorary membership status.
5. Honorary Memberships may be terminated by recommendation of the Ethical Standards Committee and approval by the Board. If a membership is terminated, past record will be stricken.
6. Honorary members are exempt from paying membership dues.

### **MANAGEMENT'S RECOMMENDATION**

Management agrees with the recommendation.

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

**Policy # B1 Committees – Creation and Appointment**

**Standing Committees**

1. IIMC shall maintain the following standing Committees:
  - a. Executive Committee
  - b. Budget and Planning Committee
  - c. Conference Education Committee
  - d. ~~Conference Policy Committee~~ Education and Professional Development Committee
  - e. Election Committee
  - f. Ethical Standards Committee
  - g. International Relations Committee
  - h. Membership Committee
  - i. Mentoring Committee
  - j. Program Review and Certification Committee
  - k. Public Relations and Marketing Committee
  - l. Records Management Committee
  - m. Research and Resource Committee
- n. Reformatting of Standing Committees shall be based upon the recommendation of the President and require a vote of the Board of Directors.
- o. Each committee shall have a chair, vice-chair and an appropriate number of members as needed to accomplish its particular goals and objectives (see Budget and Planning Committee for the exception.)
- p. There shall be one or more members of the Board of Directors appointed to each committee who shall:
  - a. Be voting members of the Committee and act as liaison between the Committee and the Board.
  - b. Monitor the activities of the Committee and if required, advise the Chair of any concerns.
  - c. Keep the President, Executive Committee and Board of Directors apprised of the Committee's activities and progress and recommend any action if necessary.
- q. There shall be at least one staff member appointed to each committee to serve as Staff Liaison who shall:
  - a. Be a non-voting member of the Committee and provide administrative support to the Committee.
  - b. Provide technical expertise where appropriate and requested.
  - c. Keep the Executive Director informed of the Committee's activities and recommend action if necessary.

**Appointment Process (All Committees except the Executive Committee and Budget and Planning)**

1. Unless otherwise specified, appointments to Committees shall be made by the Incoming President Elect and Vice President, prior to the end of their term, for the following year. *Appointments to Committees shall be ratified by the Board of Directors.*
2. The Committee Chairs shall be selected by Incoming President Elect and the Committee Vice Chairs shall be selected by the Vice President. Unless due to extenuating circumstances, the Vice Chair shall move to the position of Chair the following year.
3. Unless otherwise specified, appointments to Committees shall be for a period of one year commencing on the first day of the annual conference (see Election Committee for the exception.)
4. A Committee member whose term is expiring may be reappointed to the same committee at the discretion of the Incoming President and *President Elect*; however no person shall be appointed to the same committee for a period to exceed 6 consecutive years.
5. 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.
6. 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.
7. 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.
8. The President may, at his/her discretion, remove a Committee member, Chair or Vice Chair.
9. The Incoming President Elect shall appoint all Board Liaisons to Standing Committees.
10. The President shall appoint all Board Liaisons to Ad hoc Committees.
11. The Executive Director shall appoint all Staff Liaisons.

## Executive Committee

The composition and duties of the Executive Committee are set out in Article V of the Constitution.

### Budget and Planning Committee

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

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

*\*(Italics – changes approved the board last year)*

### Conference ~~Education~~ Committee

1. The Conference ~~Education~~ Committee shall work to ensure the IIMC Annual Conference is the premier local government educational experience for all conference delegates.
2. Recommend conference education topics, speakers, sessions and general speakers.
3. Work with IIMC staff to ensure the conference process is efficient, cost effective and beneficial to all attendees.

### ~~Conference Policy Committee~~

1. ~~The Conference Policy Committee shall review and recommend policy with respect to conference bidding and the selection process and shall act as a forum to discuss ways and means of improving the non-educational aspects of the conference experience.~~
2. ~~The Committee shall consist of not more than nine (9) members and two (2) Board Liaisons. As much as possible this committee should be composed of members who have either hosted or shall host an annual conference.~~

### Education and Professional Development Committee

The Education and Professional Development Committee shall work to ensure that IIMC provides excellence in professional education and development programs. The committee will work with the Education Department and IIMC to suggest program and outreach areas of education for Clerks.

#### Election Committee

1. The Election Committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the Election Policy Manual.
2. 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 when such has been accomplished.
- 2-3. 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.
4. Terms of the Election Committee shall commence at the end of the annual conference.

*(The proposed language above was submitted and approved by the Election Committee, Brenda M. Cirtin, Chair on September 14, 2009)*

#### Ethical Standards Committee

The composition and duties of the Ethical Standards Committee are set out in Article X of the Constitution.

#### International Relations Committee

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.

#### Membership Committee

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.

#### Mentoring Committee

The Mentoring Committee shall build relationships between experienced local government professionals and those new to their careers, utilizing especially the valuable knowledge resource that is our retired membership.

#### Program Review and Certification Committee

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.

#### Public Relations and Marketing Committee

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.

#### Records Management Committee

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.

## Research and Resource Committee

The Research and Resource Committee shall work in concert with the IIMC Education Department 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.

### Committee Goals and Objectives

1. 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 Education, Committee Chairs, Board Liaisons and staff as appropriate.
2. Each Committee shall report twice annually to the Board of Directors on their progress.
3. Each Committee Chair, in consultation with the Vice-Chair and Board Liaison(s), shall report to the President Elect the “Satisfactory” or Non-satisfactory” participation of each member of their assigned committee by January 31<sup>st</sup> of each year.

### Meetings

1. Each Committee shall convene a meeting at the Annual Conference. Time shall be scheduled in the Conference Program for Committees to meet.
2. Committee members are expected to absorb the cost of telephone calls, faxes, and correspondence.
3. 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.
4. Committees are encouraged to make use of teleconferencing and email in order to facilitate communication between their members as well as between committees if necessary. All teleconferences expected to be financed by IIMC shall be approved in advance by the Executive Director.

### Finances

1. 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.
2. No expenses should be incurred until such time as the Committee Chair has been advised that their funding request has been approved.

### Ad-hoc Committees and Task Forces

1. 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.
2. 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.
3. All Ad-hoc Committees and Task Forces shall meet during the annual conference and shall otherwise be governed by the policy for Standing Committees with respect to meetings and finances.
4. *Appointments to Ad-hoc Committees and Task Forces, including Board liaisons, shall be made by the President and ratified by the Board of Directors.*
5. All Ad-hoc Committees and Task Forces shall make bi-annual reports to the Board of Directors regarding progress and/or final recommendations.
6. *Subcommittees of the Board of Directors and Board or Member liaisons to outside organizations and their committees shall be appointed by the President without ratification by the Board of Directors.*

## MANAGEMENT'S RECOMMENDATION

Management agrees with all recommended changes with the exception of the Budget and Planning (see previous comments). We also agree with the Elections Committee acting as the final authority regarding Constitutional changes prior to disseminating them to the membership. Management believes that the Committee Chairs should also make the Executive Director aware of the lack of participation of members. Management recommends to the Board that a Policy be created to either remove or not award points for lack of participation.

## 14. Remove “past officers” from Quill Award Policy.

### Policy -# M-1 Membership – Awards

#### **QUILL AWARD POLICY**

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

1. The Quill Award is open to all members of IIMC, deceased members, retired clerks or a clerk who has changed positions.
2. Nominations shall be solicited annually from the membership. The following documentation shall be submitted to Headquarters no later than April 1st:
  - a. Resume of Nominee and reason for nomination;
  - b. A written endorsement from the State/Provincial or National Association;
  - c. A written endorsement from the IIMC Region Director.
3. Those receiving the Award shall represent all of the following Criteria:
  - a. At least ten years of service as a Municipal Clerk
  - b. At least ten years of IIMC membership
  - c. Strong and extensive participation in IIMC
  - d. Service in teaching fellow Municipal Clerks
  - e. 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
  - f. Leadership in State/Provincial/National Municipal Clerk professional organizations
  - g. Significant and exemplary contribution to their community
  - h. Significant and exemplary contribution to their State/ Province/ Country
  - i. Significant and exemplary contribution to IIMC; and
  - j. Significant and exemplary contribution to peers
  - k. Attainment of the CMC Designation
4. The IIMC President shall appoint three past recipients of the Quill Award to review the nominations and select the recipient(s).
5. No more than three (3) Awards shall be granted in any one year.
6. The Award and lapel pin shall be presented at an appropriate ceremony during the annual conference.
7. Serving members of the Board of Directors or present ~~and past~~ officers of 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 (4) years after completing service on the Executive Committee.
8. The names of Quill Award winners shall be published in the conference program and a ribbon shall be provided to all past recipients in attendance at the conference denoting them as award winners.

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

Management agrees with the policy changes to the Quill Award. Significant changes were made to this policy last year and pending the Board's approval regarding the submitted changes above, we will incorporate these and distributed them in the next News Digest.

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## 15. Require the IIMC Constitution be included in the packets at the annual conference.

~~Due to costs the Policy Review Committee recommended the IIMC Constitution continue to be distributed at the Annual Business meeting.~~

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

We are currently distributing copies of the Constitution at the annual business meeting.

**TO: IIMC Board of Directors**

**FROM: Policy Review Committee**

**DATE: September 29, 2009**

**SUBJECT: CURRENT ASSIGNMENTS**

**1. Compile policy amendments approved by the 2008-09 Board.**

Chris Shalby completed the draft of policy amendments in September. Code Publishing has offered to publish the Policy Manual for \$13 per page.

**MANAGEMENT'S RECOMMENDATION**

Working on trading all or a portion of this service with Code Publishing.

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**2. Develop a comprehensive organizational chart detailing internal and external relationships (IIMC, MCEF, etc,) and reporting authorities.**

Assigned to subcommittee.

**3. Develop a mandatory requirement for all region directors to remain on the board (leadership class, etc.)**

Prepare handbooks for board members "Boardsmanship". Assigned to subcommittee.

**MANAGEMENT'S RECOMMENDATION**

Is is the intent of Management to recommend to the Board that once the strategic plan is final in May 2010 that IIMC continue providing the Board with leadership/boardsmanship sessions.

---

**4. Correct Article IV, D. Vacancies, (4).**

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

If the ~~unexpired term~~ **vacancy** is one year or less, the Region Director elected to the **vacancy** ~~unexpired term~~ **is eligible for reelection and may serve a full three-year term.** ~~may continue to serve for a full three year term, if elected.~~

If the **vacancy** ~~unexpired term~~ is more than one year, the Region Director **can only serve one year and is not eligible to serve another full three-year term.** ~~may not be elected for a subsequent full year term.~~

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

(Rewritten by Chris Shalby for the PR Committee consideration)

**MANAGEMENT'S RECOMMENDATION**

This was a confusing Article as originally written. I hope it offers clarity with the rewrite.

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5. Board requested PC to review terms for members of the Ethical Standard Review Committee and removal of an Ethical Standard Review Committee member. (stagger terms for members) (Include abstain from voting in case of a conflict of interest in the policy). (Include requirement to sign Oath of Office and Confidentiality Agreement).

PR Committee recommends the President appoint 2 – 3 year terms, President Elect appoint 2 – 2 year terms and the Vice President appoint 1 – 2 year term. The President will make any future appointments. The President shall seek gratification of the appointments at the May meeting.

To be discussed at next meeting: removal of an Ethical Standard Review Committee member.

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

Management agrees with the suggested changes and believes it will provide continuity with the Committee.

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6. Prepare a confidentiality agreement for Board of Directors.  
*Complete.*

7. Credit Card policy for staff and EC officers (currently none)  
*Complete*

8. Policy amendment to allow retired members who have their CMC's and are active with IIMC to pursue their MMC.  
*To be discussed at next meeting.*

9. Constitutional amendment for IIMC to recognize a members certification (CMC/MMC) they must retain active or retired membership.  
*To be discussed at next meeting.*

10. Look at requiring that the location of the mid-year board meeting go out for bid. The practice now is the President gets to just pick the site. This has resulted in extremely expensive mid years in some cases. I think it should be bid to save money. President Stratta bid the mid-year meeting this year which resulted in a lot of savings over last years mid-year meeting.  
*To be discussed at next meeting.*

11. The IIMC Budget and Planning Committee met on Friday, August 14, and directed the PR committee to develop a policy that all future IIMC annual conference budgets include a ten percent profit to the organization.  
*Awaiting the policy recommendation from the IIMC Budget and Planning Committee.*

12. Is there a need for a policy that says that a board member cannot be a host clerk for an upcoming annual conference. (9-28-09)  
*To be discussed at next meeting.*

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

Management believes there is a conflict of interest in having a current board member also act as the upcoming Conference's host clerk.

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## ITEMS FOR IIMC BOARD OF DIRECTORS CONSIDERATION

### Election Committee

1. The Election Committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the Election Policy Manual.
2. 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 when such has been accomplished.
- 2.3 .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.
4. Terms of the Election Committee shall commence at the end of the annual conference.

*(The proposed language above was submitted and approved by the Election Committee, Brenda M. Cirtin, Chair on September 14, 2009)*

### Conference ~~Education~~ Committee

1. The Conference ~~Education~~ Committee shall work to ensure the IIMC Annual Conference is the premier local government educational experience for all conference delegates.
2. Recommend conference education topics, speakers, sessions and general speakers.
3. Work with IIMC staff to ensure the conference process is efficient, cost effective and beneficial to all attendees.

### ~~Conference Policy Committee~~

- 3 ~~The Conference Policy Committee shall review and recommend policy with respect to conference bidding and the selection process and shall act as a forum to discuss ways and means of improving the non-educational aspects of the conference experience.~~
- 4 ~~The Committee shall consist of not more than nine (9) members and two (2) Board Liaisons. As much as possible this committee should be composed of members who have either hosted or shall host an annual conference.~~

### Education and Professional Development Committee

The Education and Professional Development Committee shall work to ensure that IIMC provides excellence in professional education and development programs. The committee will work with the Education Department and IIMC to suggest program and outreach areas of education for Clerks.

*(Proposed language was submitted to the Education and Professional Development Committee on July 30, 2009. No response)*

### Budget and Planning Committee

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

1. *\*The Committee shall consist of not more than six (6) members.*
2. *The President and President Elect shall be voting members and fill two of the positions and the President shall serve as Board liaison.*
3. *Effective May 2010, the Board of Directors shall appoint four (4) members-at-large who, as far as practical, shall be from different regions with experience in financial budgeting. Committee applications will be received for the Board to consider.*

4. ~~The Senior Board members (those serving in year 3 of their term) will serve as the committee to screen the at-large applicants. The Senior Committee members will recommend to the Board of Directors 2 members for the 3-year terms and 2 members for the 2-year terms; Two appointees shall serve 3 year terms and two appointees shall serve 2 year terms thereafter, all appointees will serve 2-year terms. Committee members may be reappointed for a maximum of 6 consecutive years.~~
5. *The Chair shall be appointed by the President Elect, the Vice-Chair, and Secretary shall be appointed from the members-at-large by the Budget and Planning Committee.*
6. The Chair of the Budget and Planning Committee will present the annual financial report to the membership at the annual conference.
7. The Executive Director shall attend all Committee meetings and participate as a non-voting member.

*\*(Italics – changes approved by the board last year)*

*(New wording to address staggered term as requested by the Board)*

#### **Policies:**

1. **Network and Electronic Resources Policy**
2. **Credit Card Policy**
3. **IIMC Board of Directors Accord of Trust and Confidentiality Agreement**
4. **Ethical Standard Committee Oath of Office and Confidentiality Agreement**

#### **Network and Electronic Resources Policy**

Network and Electronic Resources, such as computers, other hardware, software, e-mail, landline and cellular telephones, fax machines and internet access, are tools that the Company provides its employees to assist them in their work. These Network and Electronic Resources and related access systems are proprietary Company property and subject to review or access by the Company at any time.

All employees who use the Company's Network and Electronic Resources must follow the guidelines below:

1. Use Network and Electronic Resources for Company business purposes only.
2. Messages and communications sent via the Company's Network and Electronic Resources are subject to subpoena and access by persons outside the Company and may be used in legal proceedings. Please consider this before sending any confidential messages or material via the Network and Electronic Resources.
3. E-Mail is not a substitute for face-to-face communication. If you have a conflict with someone or need to discuss an important issue, it should be handled in person or over the telephone if a meeting is not possible.
4. Remember that all of the Company's policies, including but not limited to policies on Equal Employment Opportunity, Harassment, Confidentiality, Personal Conduct and Rules of Conduct, apply to the use of the Company's Network and Electronic Resources. Employees must not review or forward sexually explicit, profane or otherwise unprofessional or unlawful material through the Company's Network and Electronic Resources.
5. Passwords protecting the use of the Company's Network and Electronic Resources are the Company's property and will be assigned to employees as needed. Employees may not change passwords without the consent of the company president. Employees must notify the company president of all passwords and encryption keys assigned to or used by them, and must notify the company president of any changes to such passwords or encryption keys.
6. Do not install any software or program on any Company computer or other hardware without the express consent of your supervisor or the company president.
7. The company expressly prohibits the unauthorized use, installation, copying or distribution of copyrighted, trademarked or patented material.
8. Employees must not attempt to override or evade any program or measure installed by the Company to protect the security or limit the use of its Network and Electronic Resources.

The Company retains the right to review all communications conducted and data saved, reviewed or accessed via the Company's Network and Electronic Resources, including Company computers, e-mail and internet access. The company does not permit its non-management employees to access or use any Company password, e-mail or internet access other than their own. Inappropriate use of Network and Electronic Resources may result in discipline, up to and including discharge. Employees should be careful to safeguard their passwords, log off their terminals when not in use and not permit others to access Company systems.

## **IIMC BUSINESS CREDIT CARD USAGE 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 and severe reprimand, 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 fall under the heading of IIMC business, office supplies, conference and/or mid year related business activity.

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 5<sup>th</sup> day of each month for previous months activity.

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: \_\_\_\_\_

**IIMC BOARD OF DIRECTORS**  
**ACCORD OF TRUST & CONFIDENTIALITY AGREEMENT**

Respect for confidentiality is the cornerstone of trust and confidence. All matters dealt with by The Board of Directors during Executive Session, 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. IIMC Board Members shall agree to an Accord of Trust and Confidentiality Agreement upon assuming office.

I, \_\_\_\_\_, a member of the IIMC Board of Directors declare that in carrying out my duties I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interests of IIMC.
2. Keep confidential all matters of confidence including matters dealt with during executive sessions and sensitive or confidential e-mail.
3. Neither seek nor accept any form of personal benefit for performing my duties.
4. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Board of Directors and subordinate my personal interests to the best interests of IIMC.
5. Immediately declare any potential conflict of interest.
6. "Upon the findings and recommendation of the Ethical Standard Committee, I will immediately resign my position as a member of the IIMC Board of Directors in the event that I, or a majority of my colleagues on the IIMC Board of Directors have concluded that I have breached my "Accord of Trust 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: \_\_\_\_\_

**ETHICAL STANDARDS 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 members 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.
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:*



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Julie Krueger, MMC, Chair  
Public Relations & Marketing Committee  
**Date:** October 1, 2009  
**Subject:** Mid-Year Committee Report

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### Background

The 2009-10 Objectives of the Public Relations/Marketing Committee are as follows:

1. Work with staff to develop a PowerPoint presentation as a marketing tool to showcase IIMC membership benefits at state/provincial/region/national meetings.
2. Promote and market to Regions X and XI the newly created List Serve as a global communication tool, as well as conference education sessions that have been developed to appeal to the educational needs of international members.
3. Develop and implement a program to promote IIMC's ideals to other professional organizations (i.e., ICMA, NLC) to include reciprocal articles in each associations' publications. Showcase the importance of the clerk position through this process.
4. Update the five-year marketing plan to include strategies for accomplishing the annual objectives; remove the 2008-09 year and add new objectives to maintain a five year rolling plan.
5. Develop criteria and methodologies for promoting Municipal Clerks Week and the profession in general.
6. Communicate with other IIMC committees to ascertain efforts by Public Relations/Marketing to help the other committees accomplish their goals.
7. Assist Region Directors with improving communication with their members within their region by creating a newsletter template that could be used to produce region newsletters.

### Discussion

In order to better achieve our objectives, a team leader and small number of committee members were assigned to work on individual projects. As a result of this more concentrated effort, many of the objectives are completed or nearly completed as of this writing.

**Objective #1:** Team Leader Mary Johnston and her group have drafted the presentation, which is *attached for review and approval*.

**Objective #2:** Team Leader Glen Knox and his group have made several recommendations, *attached for review and approval*.

**Objective #3:** Team Leader Shaunna Lee Rice and her group have developed a draft of a job shadow program for review by the Board. Our committee would like direction from the Board as to whether this proposal should be more fully developed. This team has also been working on producing some articles to be shared with other professional groups.

Objective #4: This objective is not complete. Our Committee will have the Five Year Marketing Plan updated and submit for approval at a later date.

Objective #5: This objective is not complete. Our Committee will present a proposal regarding promotion of Municipal Clerks Week at a future Board meeting.

Objective #6: Team Leader Angie Blevins and her work group have made contact with the various IIMC Committees and are in the process of learning what we can do to help them with their committee objectives.

The replies received from various committees are attached. We recommend addressing two of these requests during the current year. Unless directed otherwise, our Committee will add the two items to our current workload.

1. Provide suggestions on how to market the Study Abroad Tour and Exchange Program.
2. Assist with marketing of the Mentoring Program to State Presidents.

Objective #7: Team Leader Claire Lider and her group have developed a template for a regional newsletter, which is ***attached for Board review and approval.***

### **Financial**

At this writing, there are no financial impacts. If the Board wishes to produce a CD version of the presentation contained in Objective #1, there may be a cost, but it could also be made available to those who would use it through the IIMC website, at no cost.

### **Summary**

With the approvals requested below, this Committee will consider Objectives #1, #2, and #7 completed for the year. For Objective #3, additional articles will be produced and distributed, and we will continue to work on the Shadow program if so directed.

Objectives #4 and #5 will be completed by the May Board meeting, with any recommendations being forwarded to the Board for approval.

Objective #6 is an on-going objective, but our committee does plan to specifically work with the International Relations and Mentoring Committees to assist with marketing strategies for their specific programs. The PR/Marketing Committee will continue to work with the other IIMC Committees to accomplish their goals, as we are needed.

**Objective #1 Committee Recommendation (attached)**

Approve Power Point presentation as a marketing tool to showcase IIMC membership benefits at state/provincial/region/national meetings.

**Objective #1 Management's Recommendation** – the power point presentation is a good idea for every state/provincial/national association to have on hand to help promote IIMC. The committee needs to update the presentation regarding education, but it's a useful tool. The Region Directors also have a power point presentation to use while promoting IIMC.

**Objective #2 Committee Recommendations -1 through 9 attached**

Approve committee recommendations (see attached) and direct appropriate staff to implement.

**Management's Objective #2 Recommendation #1 and 2** - IIMC should be inclusive in asking for member participation and the outcomes from the exchange of ideas could prove productive. As we proceed toward a new web site, the potential to attract more members throughout the world seems plausible.

**Management's Objective #2 Recommendation #3** - IIMC staff can work with the Committee to create an advertisement to place in all Regional newsletters.

**Management's Objective #2 Recommendation #4** – Management believes this would be extremely helpful in recruiting potential Region X and XI members. It also provides another viewpoint on international membership, a subject with which IIMC has grappled for years.

**Management's Objective #2 Recommendation #5** -- IIMC posts to its web site the entire conference program prior to the Conference. We also upload session handouts after the conference for members to download. IIMC also distributes an E-briefing informing the members.

**Management's Objective #2 Recommendation #6** – To create a CD of conference general session speakers is cost-prohibitive (\$5,000 - \$10,000) and involves copyright issues and speaker remuneration. Perhaps, in the future, IIMC will be able to stream sessions. In the meantime, IIMC sells CD Roms of two current conference sessions that members can purchase and use to pursue their certification.

**Management's Objective #2 Recommendation #7** -- IIMC has been working with host committees and conference committees the past four years regarding sessions that will have an international appeal. Reno will mark the fourth consecutive conference where IIMC has provided an off-site education program for Regions X and XI Delegates.

**Management's Objective #2 Recommendation #8** – IIMC works in conjunction with the International Committee to determine which sessions may be of particular interest to Regions X and XI Delegates. Once the program is in place, staff can easily promote the sessions to our Regions X and XI members through E-mail, web site and the News Digest.

**Management's Objective #2 Recommendation #9** -- IIMC is interested in making this viable and will be speaking with a couple of sponsors who might be willing to bring this to fruition.

**Objective #3 Committee Recommendation (attached)**

Direct the Committee as to whether the Board wishes us to further develop the draft Job Shadow proposal (Objective #3).

**Management's Objective #3 Recommendation**

Management recommends to the Board to allow this Committee to expound on this proposal to entail the purpose, outcome and costs if any.

**Committee's Objective #7 Recommendation (attached)**

Approve regional newsletter template format and direct appropriate staff to provide to Region Directors.

**Management's Recommendation #7**

A newsletter template is an excellent idea and Management recommends that we move forward with this. However, Management believes that IIMC should produce the template using its own graphic designer to ensure the utmost in aesthetics, uniformity and readability.

There is a small cost associated with producing a template and one that is not in the 2010 budget, but considering the value of having a communication tool such as this, we recommend the Board allow us to find the funds for this project.

MEMBERSHIP MEANS SUCCESS!

*International Institute of Municipal Clerks*





# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## *Mission Statement*

**"PROFESSIONALISM IN LOCAL GOVERNMENT  
THROUGH EDUCATION"**



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

### *IIMC HISTORY AND STATISTICS*

- *Founded in 1947*
- *Over 10,000 members in 15 countries around the world*
- *Numerous Institute and Academy Programs with University Affiliation*
- *Governed by a 26-member Board of Directors with 22 Directors from IIMC'S 11 Regions*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## ORGANIZATIONAL STRUCTURE

- Executive Committee consists of President, President-Elect, Vice President and Past President
- IIMC Headquarters staff consists of 9 full-time employees and 3 contract employees
- 13 IIMC Standing Committees: Budget & Planning; Conference, Education & Professional Development; Elections; Ethical Standards; International Relations; Membership; Mentoring; Policy Review; Program Review & Certification; Public Relations & Marketing; Records Management and Research & Resource

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## *Benefits of Membership include:*

- Certified Municipal Clerk Program
- Master Municipal Clerk Academy
- Networking
- Publications
- Monthly News Digest
- Professional Support
- Research and Information Center
- Annual Educational Conference
- 46 University-based Institutes and Distance Learning



# *INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS*

- Add video clip from President Mary Lynne Stratta (approximately 3 Minutes)

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## *Certified Municipal Clerk Program (CMC)*

- *The program has been in existence since 1970*
- *Enhance the job performance of the Clerk in small and large communities*
- *Must attend extensive education programs to earn designation*
- *Prepares the participants to meet the challenges of the complex role of Municipal Clerks*
- *Providing Municipal Clerks with quality education in partnership with 47 institutions of higher learning*
- *Must be active member of IIMC to enroll in program*

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## *CMC Recertification Program*

- *Enable CMC holders to keep current professionally*
- *CMC holders shall apply for recertification every four years unless application is made for admission into the MMCA program*
- *CMC holder must earn 10 education hours (5 points) each year for four years*
- *Total of 40 hours (20 education points) during the four-year period*
- *If the Clerk does not complete the requirements within the four-year period, their CMC designation is rescinded.*

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## *Master Municipal Clerk Academy (MMCA)*

- *To qualify, one must have earned the CMC designation*
- *Is an advanced continuing education program that prepares participants to perform more complex municipal duties*
- *This program has an extensive and rigorous educational component, professional and social contribution component and a commitment to lifelong learning*
- *Clerks must demonstrate they have actively pursued educational and professional activities*
- *Keep informed of current socio-political, cultural and economic issues that affect local government*



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

- Add video clip from Executive Director Chris Shalby (approximately 3 Minutes)

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## *Your Involvement in IIMC*

- *Keep up to date with current trends by visiting IIMC's website and reading the monthly News Digest*
- *Consider serving on the Board of Directors*
- *Serving on the many committees*
- *Attending the Annual Conference and Region Meetings*

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## *Municipal Clerks Education Foundation (MCEF)*

- *Tax exempt foundation under 501 (C) (3) nonprofit organization created to raise funds for IIMC.*
- *The funds are used to promote, train, and educate Municipal Clerks*
- *Scholarships are available for attendance at State Institutes*
- *Grants available to State/Provincial Associations*
- *Percentage of MCEF income is given to IIMC to fund Education*
- *Sponsorship of conference speakers and IIMC website*
- *Annual Walk/Run, silent auction, online auction and raffles are held to raise MCEF funds*
- *Endowments, member donations and memorial gifts also benefit MCEF funds*

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## Athenian Leadership Society

- Partnership between IIMC and University of Illinois at Urbana/Champaign
- Designed to promote leadership to Municipal Clerks through conversations and critical thinking
- Approved points are given after completion of the Dialogue to be used towards CMC or MMC



## *INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS*

*For more information please call or visit:*

- [www.iimc.com](http://www.iimc.com)
- *Call IIMC Headquarters at 909.944.4162*
- *Email IIMC Headquarters at [Hq@iimc.com](mailto:Hq@iimc.com)*

## **IIMC 2009-10 Public Relations/Marketing Committee**

### **Recommendation to IIMC Board of Directors**

#### **Objective #2**

Objective #2: Promote and market to Regions X and XI the newly created List Serve as a global communication toll, as well as conference education sessions that have been developed to appeal to the educational needs of international members.

Committee Members assigned to this objective: Team Leader Glen Knox, Lori Mitchell, Denise Ridley, Angie Blevins, Anthony Mejia

1. Undertake a survey of Region X and Region XI Directors, asking for their perspective on the uses and motivating factors for using the List Serve.
2. Send an email to the Region X and Region XI members, reinforcing existence of the List Serve and suggesting possible uses for it; i.e. sharing best practices or significant accomplishments achieved by members. The email to Regions X and XI could be co-signed by the Chair of PR/Marketing and Chair of International Relations Committees and would invite members participation in the List Serve and would include a link to the List Serve login. The email would also ask the members for any thoughts they may have on possible uses of the List Serve. By asking for their ideas, they will feel more included.
3. Develop an advertisement to place in all regional newsletters to notify members of the existence of the List Serve.
4. Develop a list of international organizations and contact them regarding their best practices for engaging international members. Such groups as Chartered Accountants, International Business Communicators, Human Resource professionals and public relations management groups. Organizations such as these, have similar challenges with engaging members and could offer ideas that could be used by IIMC.
5. Advise Regions X and XI that electronic versions of the conference presentations are available on the IIMC website.
6. Consider creating audio or preferably video recordings of education sessions and/or the keynote speaker on a trial basis to determine if there is a market for selling the sessions to members.
7. Contact the host committee for next year's conference and speak with their Education Chair about classes being offered that will be of interest to international members.
8. Poll the Region X and XI members during the planning years to determine what types of classes they believe are needed and tailor some classes for the benefit of these regions (international track). Find out what classes are already planned for 2010 conference and highlight them on the list serve to encourage attendance at the conference. Write an article about the classes and include in the News Digest, regional newsletters, and direct email to the Region X and XI members.
9. Allow members that can not attend a conference to view general sessions/keynote speakers via the web (live if possible) from their work computers.



IIMC Public Relations/Marketing Committee

Objective #3 Proposal

**Job Shadow/Job Swap Proposal-Municipal Clerk**

**IIMC PR/Marketing Committee**

**Typical Tasks:**

Participate in the administration of municipal elections, including preparation and distribution of ballots, appointment and training of election officers, and tabulation and certification of results.

Record and edit the minutes of meetings, then distribute them to appropriate officials and staff members.

Plan and direct the maintenance, filing, safekeeping, and computerization of all municipal documents.

Issue public notification of all official activities and meetings.

Maintain and update documents such as municipal codes and city charters.

Prepare meeting agendas and packets of related information.

Prepare ordinances, resolutions, and proclamations so that they can be executed, recorded, archived, and distributed.

Respond to requests for information from the public, other municipalities, state officials, and state and federal legislative offices.

Maintain fiscal records and accounts.

Perform budgeting duties, including assisting in budget preparation, expenditure review, and budget administration.

Perform general office duties such as taking and transcribing dictation, typing and proofreading correspondence, distributing and filing official forms, and scheduling appointments.

Coordinate and maintain office-tracking systems for correspondence and follow-up actions.

Research information in the municipal archives upon request of public officials and private citizens.

Perform contract administration duties, assisting with bid openings and the awarding of contracts.

Collaborate with other staff to assist in the development and implementation of goals, objectives, policies, and priorities.

Represent municipalities at community events, and serve as liaisons on community committees.

Serve as a notary of the public.

Issue various permits and licenses, including marriage, fishing, hunting, and dog licenses, and collect appropriate fees.

Assist persons with disabilities in reaching less accessible areas of municipal facilities.

Process claims against the municipality, maintaining files and log of claims, and coordinate claim response and handling with municipal claims administrators.

Develop and conduct orientation programs for candidates for political office.

Provide assistance with events such as police department auctions of abandoned automobiles.

Prepare reports on civic needs.

**Daily/Routine Activities:**

**Performing for or Working Directly with the Public** -- Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

**Documenting/Recording Information** -- Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Communicating with Supervisors, Peers, or Subordinates** -- Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Interacting With Computers** -- Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Communicating with Persons Outside Organization** -- Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Getting Information** -- Observing, receiving, and otherwise obtaining information from all relevant sources.

**Establishing and Maintaining Interpersonal Relationships** -- Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Processing Information** -- Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

**Evaluating Information to Determine Compliance with Standards** -- Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

**Performing Administrative Activities** -- Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

**Knowledge base:**

**Clerical** -- Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**English Language** -- Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Administration and Management** -- Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**Law and Government** -- Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Personnel and Human Resources** -- Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

**Customer and Personal Service** -- Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Mathematics** -- Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

**Skill Set:**

**Active Listening** -- **Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.**

**Time Management** -- **Managing one's own time and the time of others.**

**Writing** -- **Communicating effectively in writing as appropriate for the needs of the audience.**

**Reading Comprehension** -- **Understanding written sentences and paragraphs in work related documents.**

**Speaking** -- **Talking to others to convey information effectively.**

**Social Perceptiveness -- Being aware of others' reactions and understanding why they react as they do.**

**Service Orientation -- Actively looking for ways to help people.**

**Critical Thinking -- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.**

**Active Learning -- Understanding the implications of new information for both current and future problem-solving and decision-making.**

**Coordination -- Adjusting actions in relation to others' actions.**

**Ability Requirements:**

**Oral Expression** -- The ability to communicate information and ideas in speaking so others will understand.

**Oral Comprehension** -- The ability to listen to and understand information and ideas presented through spoken words and sentences.

**Written Comprehension** -- The ability to read and understand information and ideas presented in writing.

**Written Expression** -- The ability to communicate information and ideas in writing so others will understand.

**Near Vision** -- The ability to see details at close range (within a few feet of the observer).

**Speech Recognition** -- The ability to identify and understand the speech of another person.

**Information Ordering** -- The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

**Speech Clarity** -- The ability to speak clearly so others can understand you.

**Organization** -- Ability to manage multiple projects and files effectively and efficiently



# REGION IX

SUMMER 2009 - VOLUME 3 - ISSUE 2

# Report

## YOUR REGION IX DIRECTORS



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SERVING THE  
GREAT STATES OF:  
ALASKA  
CALIFORNIA  
HAWAII  
OREGON  
WASHINGTON

## LEAD STORY HERE

*By: Name Here*

Place your Lead Story information in this text box.

## LEAD STORY

*By: Name Here*

Place your Lead Story information in this text box.

## Highlights In this Issue

- List Highlights Here

## A MESSAGE FROM YOUR REGION IX DIRECTORS



Enter your text here.

Colleen J. Nicol,  
MMC



Enter text here.

Pam Kolacy,  
MMC

# RULES TO LIVE BY: What You Need to Know about Policy Changes

## CONSTITUTION CHANGES

*By: Name Here*

If there are no changes this could just highlight a policy or another type of rule pertinent to clerks, such as a notary update.



## POLICY UPDATES

*By: Name Here*

Enter text here.

## THE PRESIDENTIAL PAGES

### WASHINGTON MUNICIPAL CLERKS ASSOCIATION

*By: Name Here*



A page per State President with a message.



### Washington Events

- Enter dates and information here.

## CLERKS IN THE NEWS!

### CLERK RECOGNITION, MEMORIES & MORE

*By: Name Here*

This page for special awards, memorial messages, new babies, etc!



## WELCOME TO OUR NEWEST MEMBERS!

*By: Name Here*

Enter text here.

## EDUCATION HONORS

*By: Name Here*

Enter text here.

# EDUCATION & SCHOLARSHIP OPPORTUNITIES

## IIMC ANNUAL CONFERENCE

*By: Name Here*

Enter text here.

## SCHOLARSHIP OPPORTUNITIES

*By: Name Here*

Enter text here.

## DISTANCE LEARNING

*By: Name Here*

Enter text here.

## MCEF NEWS

*By: Name Here*

Enter text here.



IIMC Contact Information [Here](#)

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: IIMC Board of Directors**

**From: Debbie Batliner Co-Chair, Small Cities Task Force**

**Date: September 30, 2009**

**Subject: Small Cities Survey**

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**Background:** President Stratta created and charged the Small Cities Task Force with gathering data and relevant information from small cities in order to make recommendations on programs and benefits that can make IIMC membership more meaningful and beneficial to small entity clerks. The Small Cities Task Force and the Research and Resource Committee were given the task of conducting and analyzing a survey and forwarding the results to the Task Force.

**Discussion:** The Small Cities Task Force met in Chicago May 20, 2009 during the annual IIMC Conference and since then communicated via email to further develop questions to be forwarded to the Research and Resource Committee to be formulated for the Small Cities Survey. Both Committees worked closely together to finalize the questions for the survey and to gather as much information as possible from the short survey that is attached.

President Stratta also honored our request to send out an eblast to the small city membership to make them aware of the upcoming survey and IIMC efforts to better serve them if possible. President Stratta's eblast, we believe had a very positive impact since we received approximately a 46.2% return response to the survey. We believe that to be a phenomenal response and speaks volumes from the small cities and that serious considerations should be given to that area of our IIMC membership.

Both Committees outlined a very aggressive schedule to complete the survey and analyze the data gathered from the survey and to have recommendations ready for the mid-year meeting. However, several factors have prevented this from being completed at this time such as scheduling conflicts and increased duties placed on our committee members by their employers.

The survey was sent out on August 26, 2009 to 1061 members and State/Provincial Association Presidents. The survey closed on September 4, 2009. When the survey closed, we had received 491 responses

Currently the data from the survey is being analyzed by the Research and Resource Committee. The intention of the Research and Resource Committee is to have their recommendations to the Small City Task Force by October 2, 2009. Once the Task Force has received the data for Research and Resource Committee, we will once again communicate via email to compile our recommendations to the IIMC Board of Directors.

**Financial:** No request at this time.

**Summary:** The Small Cities Task Force has seen the preliminary results and response of the survey and we believe we will be able to compose some solid recommendations along with the assistance of the Research and Resource Committee once that committee has had ample time to analyze the data. Both Committees agree that the responses received need in-depth consideration and will need additional research in order to make the best recommendation possible to be able to serve both current members and potential members of small cities.

The Small Cities Task Force will be working very aggressively to make specific recommendations to the Public Relations & Marketing Committee to educate the small city clerk's on the benefits of IIMC membership. We believe both current members and potential members of small cities should be targeted.

The Program Review and Certification Committees will also need to review the analyzed data as well once it is completed. We believe that the Program Review and Certifications Committees recommendations if accepted by the IIMC Board of Directors will be an enormous incentive for small city clerks to retain their membership or become members of IIMC.

**Recommendation:** Further analysis is needed before viable recommendations can be prepared.

**Management's Recommendations:**

We realize this Task Force was delayed to a variety of reasons; however, we commend them for not rushing through a report that needs to be thoroughly reviewed and analyzed a process to produce a vehicle for IIMC's small cities. IIMC staff can help and we look forward to working with this committee for a final outcome in May.

# IIMC Small Municipality Survey

Created: August 12 2009, 9:33 AM  
Last Modified: August 12 2009, 9:33 AM  
Design Theme: Basic Yellow  
Language: English  
Button Options: Labels  
Disable Browser "Back" Button: False

## IIMC Small Municipality Survey



Page 1 - Question 1 - Open Ended - One Line

In which type of local government do you work?

Page 1 - Question 2 - Open Ended - One Line

What is the name of your municipality or special district? (example - Borough of Monroe, Sanford Water District, Township of Canton, City of Henry, etc.....)

Page 1 - Question 3 - Open Ended - One Line

What is your title?

Page 1 - Question 4 - Choice - One Answer (Drop Down)

How many years have you held your title?

- 1-3 years
- 4-6 years
- 7-9 years
- 10-12 years
- 13-15 years
- 16-18 years
- 19-21 years
- 22-24 years
- 25-27 years
- 28-30 years
- 31 or more years

Page 1 - Question 5 - Choice - One Answer (Bullets)

Are you a full/part time employee?

- Full Time
- Part Time

Do you have any of the following certifications?

- CMC (Certified Municipal Clerk)
- MMC (Master Municipal Clerk)
- State Certification
- Other

What is your population?

- 1-100
- 101-200
- 201-300
- 301-400
- 401-500
- 501-600
- 601-700
- 701-800
- 801-900
- 900-1000
- 1001-1100
- 1101-1200
- 1201-1300
- 1301-1400
- 1401-1500
- 1501-1600

Are you interested in professional development?

- Yes
- No

Would certification as a Municipal Clerk provide a salary increase for you?

- Yes
- No

Do you have internet/email access at home or work?

- Home
- Work
- Both

Would you prefer to receive information from the International Institute of Municipal Clerks (IIMC) at home or at work?

- Home
- Work

Page 1 - Question 12 - Choice - One Answer (Bullets)

Does your local government allow you to be away from the office for training in-state, out of state or both?

- In-State only
- Out-of-State only
- Both

Page 1 - Question 13 - Yes or No

Do you act as Municipal Clerk?

- Yes
- No

Page 1 - Question 14 - Yes or No

Is there a designated person to cover your functions in your absence?

- Yes
- No

Page 1 - Question 15 - Choice - One Answer (Bullets)

What is your preferred method to receive training for your position?

- Attend a State Conference
- Attend a State Region Meeting
- Attend an IIMC Region Meeting
- Attend an IIMC Annual Conference
- Distance Education Online
- Webinar
- Local College
- Adult Education Center
- I have not been able to get any training

Page 1 - Question 16 - Rating Scale - One Answer (Horizontal)

How helpful would it be for your state organization or municipal league to provide IIMC approved training for Certified Municipal Clerk (CMC) and Master Municipal Clerk (MMC) in which you would receive credits?

Very Important	Important	Not Very Important	Does not matter
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 1 - Question 17 - Choice - One Answer (Bullets)

Who pays your IIMC Membership dues?

- My municipality pays my IIMC dues
- I pay for my own IIMC dues

Who pays your state association member dues?

- My municipality pays for my state association dues
- I pay for my own state association dues
- I don't belong to my state association

Would it be helpful for your Mayor/Council or direct Supervisor to receive information on the benefits/services provided by IIMC?

- Yes
- No

Please list your three greatest job challenges.

- 1 .....
- 2 .....
- 3 .....

How can IIMC assist you with meeting those challenges?

Thank You Page

IIMC appreciates the time you have taken to complete our survey. The information we collect will assist IIMC in making your IIMC Membership more beneficial to you and your municipality.



Screen Out Page

(Standard - Zoomerang branding)

Over Quota Page

(Standard - Zoomerang branding)

Survey Closed Page

The IIMC Small Municipality Survey is now closed.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: IIMC Board of Directors**

**From: Debbie Batliner, Co-Chair Small Cities Task Force**

**Date: October 8, 2009**

**Subject: Small Cities Task Force Report Addendum**



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Discussion: The Research and Resource Committee with the assistance of the Small Cities Task Force developed questions for a small city survey. Once the survey period concluded, the Research and Resource Committee compiled the results and were asked to provide the Task Force with a summarization or any recommendations they might have regarding the data they received. On October 8, 2009 the Small Cities Task Force held a telecom to review and discuss the recent survey results and the Research and Resource Committee's Report.

The Task Force was in unanimous agreement, that the survey results clearly conveyed the need of localized training opportunities. This is confirmed by the response to the survey question about whether they are allowed to travel out-of-state for training; 66% of the respondents are not allowed to travel out-of-state for training and 48% have no one to cover their functions when they are away. When asked if certification would provide them with a salary increase, 71% said no but 88% were still interested in professional development and 88% said it was very important/important for their state associations or municipal leagues to provide IIMC approved training. The Task Force believes state association and municipal league training is usually the most economical.

The Task Force also concluded that IIMC small city membership, and perhaps the entire membership, would benefit greatly by IIMC partnering with trainers that would conduct free training webinars or produce free training material once per year. The majority of the small city members cannot take advantage of the current benefits that IIMC membership offers such as the annual conference or bare the expense of online training currently available leaving the question of cost vs. benefits not economically justifiable.

\*Additional Survey Note: Preferred method of training, state conference/state region meeting 57%, Dues paid by their municipality 97%. Title of respondents was Clerk 86%, Clerk/Treasurer 8%, and Secretary 5%.

The Task Force was also charged with ascertaining whether a special membership category would be beneficial to small city members. The Task Force believes that the survey didn't reach the group of clerks who can't justify the cost of membership, therefore not providing adequate information to make that determination. However, it is the unanimous opinion of the Task Force that a special category should be created as a pilot program to recruit members, retain members and bring back lapsed memberships. The new category would promote the benefits of IIMC membership and encourage more members to pursue certification. This opinion was based on personal conversations with individuals from small cities.

Recommendation: Based on the survey results and Task Force member conversations with clerks who work for small cities within their state, the following recommendations are being brought forward for consideration by the IIMC Board of Directors:

1. Develop a marketing campaign based on recommendations listed below to target small city potential members. This could be accomplished by the Public Relations and Marketing Committee partnering with State Associations Education & Membership Committees to assist with the outreach.
2. Create a 3 tier fee structure such as; population 1 -500 - \$25.00, 501- 1000 - \$50.00, 1001- 1500 - \$75.00. The Task Force recommends that fee be set at this rate for the first two years of membership. The program would be evaluated after two years to determine the success of the campaign and reduced membership rates versus cost to the organization. The Task Force believes this would give clerks who are not currently able or willing to join IIMC a chance to realize the benefit and perhaps begin working toward attaining a CMC or MMC.
3. Provide free training once annually as a benefit of membership. This could be accomplished by partnering with Clerk Trainers, Government Officials (FEMA), and partnerships with Municipal Leagues Officials. Often times, these individuals conduct training sessions at no cost and the session could be provided via webinar or disc. Also provide a printable certificate of completion for the trainee to give their legislative body which will reinforce the importance of membership.
4. Work with state associations and municipal leagues to provide more IIMC approved training.

#### **MANAGEMEN'S RECOMMENDATION:**

Although the Task Force has culled good points from their survey, we believe the Membership Committee and staff needs more time to review the Task Force's survey results and recommendations. We ask that the Board delay making a decision until the May Conference when we've had more time to digest the information.

**IIMC Financials**  
**2010 Budget Worksheet**  
**SUMMARY TOTALS**

	2009	2007	2008	2009	2010
Department	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME:</b>					
Administration	23,900	27,468	25,024	24,100	24,500
Athenian Leadership Society	12,000	9,665	12,920	22,908	15,000
Building	69,000	81,216	66,363	46,351	69,936
Conference	753,082	605,736	626,768	678,312	670,850
Education	136,300	149,026	175,584	164,016	164,300
Marketing	46,000	67,032	58,626	56,809	60,300
Membership	1,072,000	901,197	1,032,368	1,012,524	1,003,000
<b>Total Income</b>	<b>2,112,282</b>	<b>1,841,340</b>	<b>1,997,653</b>	<b>2,005,019</b>	<b>2,007,886</b>
<b>EXPENSES:</b>					
Administration	430,094	431,839	390,426	423,289	500,705
Athenian Leadership Society	11,800	10,726	10,977	17,355	11,000
Building	163,401	152,291	161,743	145,782	176,551
Committee - Board of Directors	70,760	62,704	79,263	60,085	77,375
Committee - Executive	25,000	22,630	23,556	15,907	23,600
Committees - Other	18,750	8,672	6,533	18,788	21,350
Conference	752,407	508,152	645,197	591,622	601,999
Education	365,150	306,639	333,043	293,855	280,300
Marketing	105,730	189,579	193,310	98,892	96,701
Membership	156,260	132,883	131,450	145,512	157,530
<b>Total Expense</b>	<b>2,099,352</b>	<b>1,826,114</b>	<b>1,975,498</b>	<b>1,811,087</b>	<b>1,947,111</b>
<b>PROFIT/(LOSS)</b>					
Administration	(406,194)	(404,371)	(365,402)	(399,189)	(476,205)
Athenian Leadership Society	200	(1,061)	1,943	5,553	4,000
Building	(94,401)	(71,075)	(95,381)	(99,431)	(106,615)
Board of Directors	(70,760)	(62,704)	(79,263)	(60,085)	(77,375)
Committee - Executive	(25,000)	(22,630)	(23,556)	(15,907)	(23,600)
Committees - Other	(18,750)	(8,672)	(6,533)	(18,788)	(21,350)
Conference	675	97,584	(18,430)	86,690	68,851
Education	(228,850)	(157,613)	(157,459)	(129,839)	(116,000)
Marketing	(59,730)	(122,547)	(134,683)	(42,083)	(36,401)
Membership	915,740	768,314	900,918	867,012	845,470
<b>Net Profit/(Loss) before Litigation</b>	<b>12,930</b>	<b>15,225</b>	<b>22,155</b>	<b>193,932</b>	<b>60,775</b>
Litigation Fee's	250,000			250,000	
<b>Net Profit/(Loss) after Litigation</b>	<b>(237,070)</b>	<b>15,225</b>	<b>22,155</b>	<b>(56,068)</b>	<b>60,775</b>

Controls

**IIMC Financials**  
**2010 Budget Worksheet**  
**Administrative**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME</b>					
Interest	2,800	3,738	2,380	3,100	3,400
Misc Admin Revenue	100	2,730	1,645	-	100
MCEF Development Contract	21,000	21,000	21,000	21,000	21,000
<b>Total Income</b>	<b>23,900</b>	<b>27,468</b>	<b>25,024</b>	<b>24,100</b>	<b>24,500</b>
<b>OVERHEAD EXPENSES</b>					
Salary/Wages	125,000	104,461	116,902	122,022	129,500
Contract Labor	115,000	119,580	115,317	118,457	150,000
Salary Benefits	23,000	16,793	16,901	21,407	32,000
Payroll Taxes-Employer	11,500	9,703	11,070	12,000	12,400
Workers Comp Insurance	1,861	5,119	4,093	2,463	2,800
Computer/Software Purchase	5,000	1,469	1,265	2,500	13,200
Computer/Software Support	27,183	25,724	28,521	31,189	30,900
Depreciation Furn/Amortization Exp	13,500	19,509	18,945	13,385	12,700
Office Equipment Lease	1,800	1,926	1,636	2,044	3,000
Office Equipment Maint	4,850	110	3,249	3,642	3,900
Office Equipment Purchase	1,000	441	287	500	1,000
Office Supplies	8,100	6,965	6,594	6,151	8,100
Telephone	6,600	10,530	8,794	9,409	9,900
Web Site	10,000	-	4,588	5,000	10,200
Auditor Fees	11,500	33,470	12,100	12,100	12,500
Auto Mileage-Staff	300	210	121	-	300
Copier	8,500	12,632	7,286	7,583	8,600
Credit Card Fees	1,400	2,576	3,233	676	1,400
Insurance-Retiree (*)	11,400	10,923	11,457	11,400	11,400
Legal Fees	5,000	25,242	2,523	8,500	5,000
LOC MCEF Payment	18,750	4,099	-	17,188	18,000
Memberships	800	396	691	800	800
Payroll Processing	1,400	1,757	1,589	1,495	1,500
Postage/Courier/Mailing	1,900	1,259	2,120	2,827	2,500
Printing	2,500	6,332	2,603	1,200	2,600
Professional Develop/Training	1,000	-	625	500	3,000
Shipping	1,500	1,084	1,228	968	1,000
Subscriptions/Publications	300	26	327	150	630
Taxes Business	50	10	50	275	275
Admin Accommodations	2,000	1,414	647	1,500	2,500
Admin Airfare	2,400	-	2,284	2,010	3,400
Admin Ground	800	33	318	346	800
Admin Meals	1,000	54	243	500	1,200
Admin Other	200	-	61	100	200
Other	3,000	7,991	2,760	3,000	3,500
<b>Total Administrative Expenses</b>	<b>430,094</b>	<b>431,839</b>	<b>390,426</b>	<b>423,289</b>	<b>500,705</b>
<b>Net Profit/Loss prior to Litigation</b>	<b>(406,194)</b>	<b>(404,371)</b>	<b>(365,402)</b>	<b>(399,189)</b>	<b>(476,205)</b>
Litigation Fee's	250,000			250,000	
<b>Net Profit/Loss after Litigation</b>	<b>(656,194)</b>	<b>(404,371)</b>	<b>(365,402)</b>	<b>(649,189)</b>	<b>(476,205)</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Athenian**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME</b>					
Athenian Leadership Society	12,000	9,665	12,920	22,908	15,000
<b>Total Income</b>	<b>12,000</b>	<b>9,665</b>	<b>12,920</b>	<b>22,908</b>	<b>15,000</b>
<b>DIRECT EXPENSE</b>					
Athenian Leadership Society	11,800	10,726	10,977	17,355	11,000
<b>Total Expense</b>	<b>11,800</b>	<b>10,726</b>	<b>10,977</b>	<b>17,355</b>	<b>11,000</b>
<b>Net Profit/Loss</b>	<b>200</b>	<b>(1,061)</b>	<b>1,943</b>	<b>5,553</b>	<b>4,000</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Building**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME</b>					
Rental Income	69,000	81,216	66,363	46,351	69,936
<b>Total Income</b>	<b>69,000</b>	<b>81,216</b>	<b>66,363</b>	<b>46,351</b>	<b>69,936</b>
<b>DIRECT EXPENSE</b>					
Amortize Loan Costs	1,606	1,606	1,606	1,606	1,606
Association Fees	2,400	1,866	2,418	2,760	3,120
Depreciation Building	28,100	28,497	28,497	28,068	26,200
Insurance Fire/Property	4,000	5,813	4,492	4,474	4,500
Landscaping	5,300	3,360	4,870	3,360	5,300
Mortgage Interest	72,000	65,240	71,558	69,501	71,000
Office Cleaning - IIMC	3,120	4,480	3,060	3,024	3,120
Property Tax	15,000	13,709	13,932	11,500	12,000
Repair/Maint Building	10,255	3,967	9,697	5,000	14,355
Repair/Maint Grounds	1,200	1,339	2,213	649	17,050
Supplies	100	502	76	39	100
Utilities	14,620	18,791	16,423	13,051	14,500
Allocation to Bldg Reserve	1,000	-	-	1,000	1,000
Office Cleaning - Tenants	1,700	3,121	2,902	1,750	1,700
Commissions	3,000	-	-	-	1,000
<b>Total Direct Expense</b>	<b>163,401</b>	<b>152,291</b>	<b>161,743</b>	<b>145,782</b>	<b>176,551</b>
<b>Net Profit/Loss</b>	<b>(94,401)</b>	<b>(71,075)</b>	<b>(95,381)</b>	<b>(99,431)</b>	<b>(106,615)</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Committees**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>EXECUTIVE COMMITTEE:</b>					
Shipping	-	64	-	-	-
Telephone	1,500	1,453	1,645	1,030	1,500
Travel Accommodations	6,100	5,833	3,894	6,593	7,000
Travel Airfare	13,200	10,336	13,818	4,000	10,000
Travel Ground	2,000	2,068	1,936	1,512	2,000
Travel Meals	2,000	2,848	2,116	2,774	3,000
Travel Other	200	-	78	-	100
Other	-	29	68	-	-
<b>Total Expense</b>	<b>25,000</b>	<b>22,630</b>	<b>23,556</b>	<b>15,907</b>	<b>23,600</b>
<b>BOARD OF DIRECTORS:</b>					
<b>General</b>					
Election Expense	-	101	10,692	-	11,000
Insurance Officers & Directors	4,500	-	-	3,170	4,000
Meeting Expenses	-	4,996	1,164	-	-
Strategic Planning	5,000	-	6,778	5,000	5,000
Postage	50	220	21	-	50
Shipping	50	196	81	-	50
Telephone	4,000	1,755	3,080	3,938	4,500
Memorials	700	-	-	700	700
Other Expenses	-	1,230	280	-	300
<b>Mid-Year</b>					
Travel Accommodations	15,000	22,718	13,405	12,000	15,000
Travel Airfare	17,100	16,014	13,805	15,000	17,000
Travel Ground	500	2,727	2,550	500	1,000
Travel Meals	9,240	10,451	12,502	9,240	10,000
Travel Other	300	212	108	300	300
Travel Region Directors	-	-	-	-	-
<b>Conference</b>					
Travel Accommodations	11,500	-	12,384	7,706	5,000
Travel Airfare	500	-	430	705	700
Travel Ground	300	-	294	192	300
Travel Meals	1,820	-	992	878	2,275
Travel Other	200	-	243	-	200
<b>Total Expense</b>	<b>70,760</b>	<b>62,704</b>	<b>79,263</b>	<b>60,085</b>	<b>77,375</b>
<b>BUDGET AND PLANNING:</b>					
Meeting Expenses	-	-	-	-	-
Travel Accommodations	3,200	2,838	2,719	3,200	3,200
Travel Airfare	3,000	2,776	2,190	3,000	3,000
Travel Ground	500	577	281	500	500
Travel Meals	1,500	1,492	1,003	1,500	1,500
Travel Other	200	95	-	200	200
<b>Total Expense</b>	<b>8,400</b>	<b>7,779</b>	<b>6,192</b>	<b>8,400</b>	<b>8,400</b>
<b>CONFERENCE POLICY:</b>					
Meeting Expenses	200	-	-	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>EDUCATION / PERSONAL GROWTH:</b>					
Meeting Expenses	200	-	-	200	200
Postage/Courier/Mailing	-	-	-	-	-
Telephone	-	-	-	38	50
Shipping	-	-	31	-	-
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>31</b>	<b>238</b>	<b>250</b>
<b>ELECTION CREDENTIALS:</b>					
Meeting Expenses	200	-	-	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>ETHICS:</b>					
Telephone	1,000	-	-	1,000	1,000
<b>Total Expense</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Committees**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INTERNATIONAL RELATIONS:</b>					
Exchange Program	6,000	-	-	6,000	4,500
Meeting Expenses	200	-	-	200	200
Telephone	-	-	27		
<b>Total Expense</b>	<b>6,200</b>	<b>-</b>	<b>27</b>	<b>6,200</b>	<b>4,700</b>
<b>POLICY REVIEW</b>					
Telephone	200	-	-	200	200
Codification					
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>MEMBERSHIP:</b>					
Other	200	-	-	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>MENTORING:</b>					
Telephone	200	-	21	200	200
Promotion	450	-	-	450	200
<b>Total Expense</b>	<b>650</b>	<b>-</b>	<b>21</b>	<b>650</b>	<b>400</b>
<b>PROGRAM REVIEW:</b>					
Meeting Expenses	200	-	-	200	200
Telephone	-	-	217	-	
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>217</b>	<b>200</b>	<b>200</b>
<b>PUBLIC RELATIONS:</b>					
Telephone	-	-	46	-	100
Other (Award)	200	-	-	200	
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>46</b>	<b>200</b>	<b>100</b>
<b>RECORDS MANAGEMENT:</b>					
Publications - writing/editing/design					5,000
Telephone	200	-	-	200	100
Publications					
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>5,100</b>
<b>RESEARCH:</b>					
Meeting Expenses	200	262	-	200	100
Telephone	-	6	-	-	
<b>Total Expense</b>	<b>200</b>	<b>268</b>	<b>-</b>	<b>200</b>	<b>100</b>
<b>RESOURCE &amp; INFORMATION:</b>					
Meeting Expenses	200	-	-	200	100
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>100</b>
<b>TASK FORCE(S):</b>					
Telephone	500	625	-	500	200
<b>Total Expense</b>	<b>500</b>	<b>625</b>	<b>-</b>	<b>500</b>	<b>200</b>
<b>Executive Committee</b>	25,000	22,630	23,556	15,907	23,600
<b>Board of Directors</b>	70,760	62,704	79,263	60,085	77,375
<b>Other Committees</b>	18,750	8,672	6,533	18,788	21,350
<b>Total Expense</b>	<b>114,510</b>	<b>94,005</b>	<b>109,352</b>	<b>94,781</b>	<b>122,325</b>
<b>Net Profit/Loss</b>	<b>(114,510)</b>	<b>(94,005)</b>	<b>(109,352)</b>	<b>(94,781)</b>	<b>(122,325)</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Conference**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME</b>					
Registration Members-Full	504,000	398,481	390,300	444,305	464,350
Registration Guest	31,250	31,110	24,450	28,650	25,000
Donations & Sponsorships	59,850	53,349	63,975	43,725	46,500
Exhibitor Program	39,200	24,510	30,700	27,200	28,000
Registration Comp	(7,000)	-	(6,985)	(8,250)	(8,000)
Cancellation Fee	3,000	8,324	3,161	3,003	3,000
Misc Conference Revenue	78,482	60,712	75,227	88,959	68,000
Academy Workshop	41,300	29,250	42,926	47,649	41,000
Boutique Sales	3,000	-	3,014	3,071	3,000
<b>Total Income</b>	<b>753,082</b>	<b>605,736</b>	<b>626,768</b>	<b>678,312</b>	<b>670,850</b>
<b>DIRECT EXPENSES</b>					
Contract Labor	53,500	50,144	51,752	53,500	57,245
Credit Card Fees	10,000	7,156	9,230	12,061	12,500
Telephone/Internet	7,000	587	7,192	5,568	6,000
Planner Travel Accomm.	-	-	-	112	100
Planner Airfare	1,000	1,184	615	765	1,000
Planner Ground Travel	100	269	349	322	350
Planner Travel Meals	200	1,106	622	775	700
PlannerTravel Other	100	119	136	587	100
Awards & Gifts	4,000	4,129	2,864	2,477	3,000
Office Supplies	100	13	83	572	100
Shipping	3,600	2,359	3,221	2,810	3,000
Lanyards/Bags/Gifts	4,000	3,275	4,938	3,189	4,000
Conference Security	1,500	-	840	935	1,200
Academy Speaker Fees	24,000	8,250	23,000	19,000	24,000
Academy Speaker Accommodations	4,400	1,470	3,553	1,835	2,700
Academy Speaker Meals	1,600	48	899	341	1,200
Academy Speaker Travel	9,900	1,507	6,821	3,444	7,400
Academy Materials/Supplies	1,000	32	201	171	1,000
Colloquium Institute Director	1,000	-	416	-	500
Genl/Plenary Speaker Fees	25,000	33,250	31,000	25,000	40,000
Genl/Plenary Speaker Accommodations	1,500	1,287	576	92	890
Genl/Plenary Speaker Meals	500	209	116	-	400
Genl/Plenary Speaker Travel	3,700	5,351	1,488	1,439	3,400
Postage/Courier/Mailing	800	994	908	715	715
Speakers Accommodations	7,700	2,769	1,559	2,661	4,700
Speakers Fees	32,000	14,568	9,000	13,800	32,000
Speakers/Convener Gifts	-	-	-	-	-
Speakers Meals	2,800	303	78	486	2,100
Speakers Travel	21,000	3,477	1,647	3,944	10,100
Staff Travel Accomm.	12,000	11,091	11,530	13,394	11,000
Travel Accommodations VIP	10,000	11,588	9,873	4,087	4,000
Conf. Travel Airfare Staff	6,000	3,265	5,142	4,159	3,000
Conf. Travel Ground - Staff	700	401	764	1,349	800
Conf. Travel Meals - Staff	5,690	4,992	5,158	6,156	4,500
Conf. Travel Other - Staff	200	82	143	234	200
Conf. Transportation	15,000	-	-	8,805	30,000

**IIMC Financials**  
**2010 Budget Worksheet**  
**Conference**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
Conf. Transportation - VIP	2,000	1,086	1,437	1,139	1,000
Audio/Visual	88,500	65,143	85,111	35,326	65,000
Copier	500	480	120	11	100
Opening Reception	35,000	26,487	35,142	30,000	35,000
All Conference Event	54,000	51,269	60,018	54,349	55,000
Annual Banquet	87,727	41,705	58,798	46,733	35,000
DJ	-	2,045	1,500	-	2,000
Exhibit Hall	10,000	7,093	3,601	6,642	3,500
Food & Beverage	103,470	131,758	158,648	110,678	85,000
Meetings/Board/Comm.F&B/AV	14,620	797	12,400	12,896	3,000
Colloquim Food & Beverage	-	-	-	1,163	3,000
Opening Ceremony	-	76	362	10,350	500
Joined Receptions	10,000	10,674	9,696	14,029	10,000
Onsite Labor	54,000	-	140	45,006	5,000
Design Work	200	550	200	550	600
Photographer	4,000	1,110	4,080	3,500	3,500
Signage	-	-	-	287	300
Conference Printing/Design Work	16,000	11,854	16,105	21,907	18,000
Merchandise	200	-	1,466	1,781	2,000
Other	600	(19,252)	662	492	599
<b>Total Direct Expense</b>	<b>752,407</b>	<b>508,152</b>	<b>645,197</b>	<b>591,622</b>	<b>601,999</b>
<b>Net Profit/Loss</b>	<b>675</b>	<b>97,584</b>	<b>(18,430)</b>	<b>86,690</b>	<b>68,851</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Education**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME:</b>					
MCEF Contribution/Policy 8	25,000	28,185	29,234	25,000	25,000
Fees CMC	35,000	36,720	43,436	37,920	40,000
Fees CMC Recertification	8,500	7,250	14,250	9,960	-
Fees MMC	27,000	36,460	59,380	56,556	60,000
Pin CMC	-	120	30	-	
Pin MMCA	-	60	-	-	
Pin MMC	-	90	30	-	
Plaques CMC	8,000	6,910	6,900	6,552	8,000
Distance Ed Registration	16,000	13,680	13,450	20,028	20,000
Conference CD Rom	16,500	14,300	13,575	8,000	11,300
Wyoming On-Line Institute	-	5,000	-	-	
New Institute Application Fees	300	-	-	-	
Misc Education Income	-	251	300	-	
MCEF Scholarship	-	-	(5,000)	-	
<b>Total Income</b>	<b>136,300</b>	<b>149,026</b>	<b>175,584</b>	<b>164,016</b>	<b>164,300</b>
<b>DIRECT EXPENSES:</b>					
Salary/Wages	239,000	211,922	239,751	203,000	158,250
Salary Benefits	36,000	34,681	34,654	28,000	23,500
Payroll Taxes - Employer	20,000	18,486	21,114	20,000	13,500
Workers Comp Insurance	2,100		2,447	2,100	2,800
Computer/Software	-	1,595	43	-	-
Conference CD Rom	-	6,276	6,688	-	5,000
Credit Card Fee	2,500	2,070	1,710	2,437	2,500
Distance Ed	33,000	7,741	6,837	13,680	22,900
Memberships	1,400	1,075	-	-	500
NOCA Accreditation	-	-	-	-	-
Pins CMC	1,500	-	-	1,500	2,000
Pins MMC	600	-	-	600	1,500
Plaques	3,500	2,094	3,536	4,000	5,000
Office Equipment Purchase	-	-	-	-	-
Office Supplies	-	75	-	71	-
Postage/Courier/Mailing	2,500	812	704	1,089	1,100
Printing	1,500	1,999	-	1,600	2,500
Shipping	3,000	3,582	5,725	4,689	6,000
Professional Develop/Training	1,000	-	188	500	2,000
Program Development	10,000	373	1,196	10,000	10,000
Subscriptions/Publications	500	-	100	500	500
Telephone	1,300	552	667	90	500
Staff Travel Accommodations	1,500	163	737	-	1,000
Staff Airfare	2,000	302	1,435	-	2,000
Staff Travel Ground	750	32	412	-	750
Staff Travel Meals	750	58	338	-	750
Staff Travel Other	750	-	-	-	750
Wyoming On-Line Institute	-	12,750	4,761	-	-
Conference Scanners Equip.					15,000
<b>Total Direct Expense</b>	<b>365,150</b>	<b>306,639</b>	<b>333,043</b>	<b>293,855</b>	<b>280,300</b>
<b>Net Profit/Loss</b>	<b>(228,850)</b>	<b>(157,613)</b>	<b>(157,459)</b>	<b>(129,839)</b>	<b>(116,000)</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Marketing**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME</b>					
Advertising	16,000	39,900	26,005	27,000	27,000
Advertising/Sponsor	12,000	4,317	14,017	17,500	16,500
Advertising Website	1,700	1,350	1,587	1,500	1,500
Royalty - Liberty Mutual	800	868	1,342	425	500
Royalty - MBNA MasterCard	3,000	6,088	3,536	2,300	4,000
Royalty - Robert's Rule of Order	1,200	1,481	1,711	721	1,000
Royalties Other - E.Mina/NAP	300	-	1,002	1,800	2,000
Mailing Lists	1,200	2,230	1,048	850	800
Merchandise	2,500	5	-	-	2,500
Publications	7,000	6,501	7,717	4,424	4,500
Publications - Book 8	300	4,292	661	288	
<b>Total Income</b>	<b>46,000</b>	<b>67,032</b>	<b>58,626</b>	<b>56,809</b>	<b>60,300</b>
<b>DIRECT EXPENSES</b>					
Contract Labor	81,900	78,000	78,000	81,900	81,900
Workers Comp Insurance	339	-	-	339	339
Advertising	-	-	71	-	-
Auto Mileage	200	-	-	-	200
Credit Card Fee	250	39	369	312	312
Awards & Gifts	935	-	1,388	550	1,000
Postage	36	272	44	26	50
Design Work (non conference)	500	-	-	500	1,000
Merchandise	1,000	474	316	-	1,000
Shipping	-	-	320	69	100
Staff Travel Accommodations	600	-	305	600	600
Staff Airfare	500	381	592	500	500
Travel Exhibit	1,750	102	3,093	1,750	2,000
Staff Travel Ground	500	82	495	500	500
Staff Travel Meals	500	249	246	500	500
Staff Travel Other	200	-	237	200	200
News Digest/Print/Mail/Design	13,000	101,827	102,180	9,000	3,000
Printing - Book 8	520	3,672	572	250	500
Printing /Publications	3,000	4,481	5,081	1,896	3,000
<b>Total Direct Expense</b>	<b>105,730</b>	<b>189,579</b>	<b>193,310</b>	<b>98,892</b>	<b>96,701</b>
<b>Net Profit/Loss</b>	<b>(59,730)</b>	<b>(122,547)</b>	<b>(134,683)</b>	<b>(42,083)</b>	<b>(36,401)</b>

**IIMC Financials**  
**2010 Budget Worksheet**  
**Membership**

	2009	2007	2008	2009	2010
Description	Revised Budget	YTD Actual	YTD Actual	YTD Projected	Projected Budget
<b>INCOME</b>					
Membership Dues	1,070,000	901,197	1,023,593	1,008,000	1,001,000
Membership Late Fee	2,000	-	8,775	4,524	2,000
<b>Total Income</b>	<b>1,072,000</b>	<b>901,197</b>	<b>1,032,368</b>	<b>1,012,524</b>	<b>1,003,000</b>
Salary/Wages	93,000	88,037	87,592	90,000	97,000
Salary Benefits	18,000	16,317	16,313	16,000	17,500
Payroll Taxes-Employer	8,100	7,728	7,530	9,100	9,000
Workers Comp Insurance	900	-	934	900	1,100
Auto Mileage	200	-	-	-	200
Awards/Gifts	-	256	-	-	-
Computer/Software Support	-	145	-	-	-
Credit Card	4,500	3,306	3,787	4,189	4,500
Dues Mailing	12,100	8,946	5,909	11,263	10,600
Membership	530	-	265	-	530
Office Equipment	-	-	42	-	-
Postage/Courier/Mailing	12,100	4,493	6,554	8,500	8,400
Printing Mbr Drive	2,000	-	1,605	3,116	2,000
Professional Develop/Training	500	265	-	67	1,500
Promotion	530	1,269	529	627	600
Research Salary Survey Services	400	350	350	400	400
Staff Travel Accommodations	1,200	862	-	500	1,500
Staff Airfare	1,500	577	-	500	2,000
Staff Travel Ground	200	101	16	100	200
Staff Travel Meals	400	289	24	200	400
Staff Travel Other	100	(58)	-	50	100
<b>Total Direct Expense</b>	<b>156,260</b>	<b>132,883</b>	<b>131,450</b>	<b>145,512</b>	<b>157,530</b>
<b>Net Profit/Loss</b>	<b>915,740</b>	<b>768,314</b>	<b>900,918</b>	<b>867,012</b>	<b>845,470</b>



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** August 4, 2009  
**Subject:** 2009 Year To Date Financial Notes

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The 2009 Year To Date Projected Budget is anticipating ending with a profit of \$193,932 excluding the \$250,000 litigation fees. IIMC's net profit after litigation will be (\$56,068) in the negative. Overall, there are several key areas that have helped keep this budget positive, albeit the litigation issue:

## ADMINISTRATION

The one item that stands out is Litigation Fees, which we originally budgeted \$5,000 toward the Tiernay lawsuit. However, almost all of the costs in this line item are associated with the terminating of Mohammad Eftekhari's contract.

The telephone line item is over budgeted due to the Executive Director's blackberry. A cost IIMC incurs and was not part of the 2009 budget.

## ATHENIAN PROGRAM

This highlight of these programs peaked during the Conference in Chicago with the addition of education points.

## BUILDING

We are still one tenant short of full occupancy. We've reduced our rental rate from \$1.25 square foot to .99 cents, yet we've not had one serious inquiry. UPDATE: space is now rented.

## COMMITTEES

### Executive Committee

We are projecting that EC travel budget will be approximately \$10,000 under our original projections. Great efforts went into last year's President and this year's President to keep Region XI travel to only those associations with which IIMC has strong presence or working toward an Institute. We have also employed our American Express points for Region XI travel and will continue to use those points for EC and Executive Director travel when possible.

Major trips scheduled for the remainder of 2009 include President Elect Cassler's visit to British Columbia and President Stratta's and ED Shalby's trips to the SLCC Conference in London in October. All airline tickets will be through AMEX points. The British Columbia Association and SLCC provide hotel accommodations.

### Board of Directors – General

There was no election for Vice President in 2009, thus saving IIMC \$11,000 in election expenses.

*[Update] Budget & Planning Committee agreed to remove this item from the 2009 Budget altogether.*

## **2009 CONFERENCE**

The 2009 Conference in Chicago was projected to make a profit of \$675.00. The estimates were based on 900 Delegates and 125 guests. Needless to say, IIMC operating a conference in a first tier city such as Chicago brought on much trepidation and with a struggling economy, it did not seem as if we would come close to meeting projections. Although we did not operate a typical IIMC Conference: eliminating two lunches and two refreshment breaks, IIMC, with the addition of eight education points and strong promotions, Chicago turned in an unexpected profit of approximately \$86,000.

The success of the 2009 Conference was based on continuous negotiations with the Hotel, monitoring daily food and beverage costs and meeting room logistics that helped reduce labor fees. Below are a few items worth mentioning that helped realize the revenue:

- Registration of 832 delegates, less than projected, but it helped meet our attrition rate,
- A 3% room commission on total rooms sold and \$6.00 per room rebate on rooms sold,
- Lower than expected audio visual costs,
- Lower than expected transportation costs,
- Host Committee providing 50% of the general speaker costs, and
- Utilizing local speakers reduced speaker fees and travel by nearly \$35,000.

## **EDUCATION**

In March, IIMC terminated the contract of its Education Director. However, there was a settlement clause per his contract that carried an additional three and half months of salary payments. That obligation has been met and after fulfilling Eftekhari's contract, we are realizing a reduction of budget for three full months of his salary and benefits.

The budgeted line items for Distance Education and Program Development have been reduced drastically while NOCA, originally budgeted at \$7,000, has been eliminated altogether.

*[Update] Budget & Planning Committee agreed to remove this item from the 2009 Budget altogether.*

This department also realized increases in revenue, approximately \$20,000 (specifically in the MMC program), and several other areas.

## **MARKETING**

With the advent of the News Digest going on-line in January 2009, IIMC has realized more than \$100,000 in savings. IIMC did incur a cost of approximately \$7,000 to produce a hard copy of the March issue. This was strictly part of the legal negotiations regarding concluding litigation and, primarily, out of IIMC's control.

On the positive side of being an on-line magazine, IIMC has gained expediency in member delivery, has retained its advertising base and has allowed its Marketing Director more freedom to negotiate product with potential advertisers.

## **MEMBERSHIP**

This area will be under projection by approximately \$60,000. The loss in revenue is attributable to a decrease in membership due to the economy and, perhaps, overly optimistic projections for 2009.

## **MISCELLANEOUS**

There were reductions across the board in each Department's travel and professional development areas.

**This report will be available  
after the Mid-Year Meeting  
Pages 301-304**







**This report will be available  
after the Mid-Year Meeting  
Pages 305-306**



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** August 4, 2009  
**Subject:** Capita Expenditures – 3-year plan



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Below is a brief outline of a three-year capital expenditures plan. The expenditures are listed for 2010 through 2012.

## 2010 Capital Expenditures

- Two Dell Computers -- \$1,250 each for a total/ \$2,500
- Barracuda spam and virus firewall -- \$2,000
- Bar code scanners -- \$15,000
- Air conditioner (new) -- \$3,500
- Web software -- \$1,500
- Building repairs (roof, stucco, etc.) -- \$14,355
- Building repair grounds -- \$7,050
- Imis license purchases (3 in total) -- \$6,000 total

## 2011 Capital Expenditures

- Mac computer -- \$5,000 (includes Word and QuarkXpress software)
- Two Dell Computers -- \$1,250 each for a total/ \$2,500
- Parking lot repave -- \$10,000
- Imis Server -- \$3,500

## 2012 Capital Expenditures

- Two Dell Computers -- \$1,250 each for a total/ \$2,500
- Server Mainframe -- \$5,000



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** September 30, 2009  
**Subject:** Member Services Mid-Year Report



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So many good things have happened this year in Member Services, but the disappointment of membership dropping is a reflection of the economy and budget cuts and its effect on our local governments and personal finances.

As of today, September 30, 2009, IIMC Membership count is 9,770. The drop mainly created by the economy is from those members that did not pay their 12/31/08-09 and 3/31/09-10 dues. We are sticking to the six month cancellation policy supported by the Board at last year's meeting. Since 1998 the over 10,000 member count was not a true number as we were holding onto members for up to 9 months to a year beyond their due date. Each year, the budget has been figured from the paid memberships and not the total members showing on the month end report. Our concern is that this drop is not over yet. With each new billing period we receive cancellation notifications. On the other hand, September 2009 found 72 new and reinstated IIMC Members and 12 new replacements.

Member Services has continued to perform outstanding customer service and encourage clerks to join IIMC and to remain Members of IIMC. Our goal each day is to grasp on to our Members and not let them go.

We use many forms of encouragement to retain and attain members. Everyone involved with IIMC represents IIMC! Each Staff Member, Board Member and Committee Member that communicates with other clerks everyday should do their very best to create excitement and trust in IIMC, its education programs and services which, in turn, members will have an overall sense of pride in belonging to IIMC.

We have several ways of reaching out to our members and these programs are:

1. The "Soon to be Cancelled" list which goes out to each Region Director and Membership Committee Member. I know that it is hard for our "volunteers" to fit this program into their daily work schedule, but it is vastly important to IIMC. The job is to find out why the member has not renewed their membership. Get all the information they can retrieve regarding the member or the replacement member then get that information to Tammy or me so we can complete the cycle of follow-up.
2. The Board of Directors have another very important task and that is to work the Month End Report. This is the Board Members opportunity to introduce themselves to our new members, congratulate the members that have achieved their CMC, Re-Certified and the MMC. With this simple phone call or personalized email, we hope they create a camaraderie and comfort for our members, especially the new members. If IIMC welcomes them they will not want to depart from what they consider "their very own" membership with IIMC. They will feel they joined an association that cares about them personally and their profession.
3. Member Services also created the "Good Will" contact program which is executed by our Membership Committee. This program reaches out to our members by asking very simple questions about their relationship with IIMC, getting updated information for their profile in our database and how IIMC can be more of a partner to them.
4. Region Director Challenge has brought in 10 new members. Anytime that a Region Director goes to an Association Meeting they should have their signature on every challenge application they hand out and of course this is the time to "sell" IIMC to clerks!
5. Recruit-A-New Member has brought in 22 new members since January 2009.

Member Services is working diligently at trying to increase membership. We contact members that have been replaced to see if they have moved to another municipality, if they have retired or if they are in transit. We follow through on the internet to get updated information from municipal web sites. We offer dues payment plans if necessary. We work with our Members in everyway to keep them on our membership lists.

We send out Institute Packages to each Director prior to their training sessions. We ask that they share IIMC member applications with the clerks attending their sessions and if we can get the clerk to join right after attending the Institute then we will have a great chance to grow. We are still in the process of creating a Native American database by Region, but this task is very time consuming and we slip this in as often as we can. We have postcards that will be sent to all of the possible new members over a six month period. We will be able to track the response to the postcard as it has a tear off and return response, so we can call them immediately and send the necessary forms for them to become an IIMC Member.

Member Services has completed the 2009/2010 Salary Survey and it is now on-line for all to download. It is listed by state, province and country. We received over 3,500 responses. We have the IIMC Clerk CareerCenter which is a true benefit to any clerk that is looking for a job in today's economic climate.

Our first year program for new members is flowing nicely. Tammy Schultz, Member Service Representative, keeps the database changes, mailings, new member packets, membership database registrations, conference mailings, institute mailings up to date while also making phone calls to get information from our members and assisting me with other programs that are being worked on.

Over the years IIMC has discussed using telemarketing efforts to contact our Members. Member Services checked into a company "Comnet Marketing" to make phone calls to our Members to remind them they have not paid their member dues. It is a costly program so in a discussion with Chris Shalby, Executive Director, a decision was made that Tammy and I will be setting aside two days a week to become IIMC's telemarketing company and will contact the Members that have not paid their dues before sending the lists out to the Region Directors and the Membership Committee. Tammy and I will take a proactive approach to gather information from the members we speak with, asking to get a credit card number that day to pay their dues or send a renewal if they have forgotten to pay their dues. Also, if a clerk has left, then we speak to the new replacement and will encourage joining IIMC immediately. We will be able to cut the extra work that the Membership Committee and Board of Directors are doing at this time when working with the Soon to be Cancelled List.

Member Services also sends out the IIMC E-Briefings for IIMC and we have started sending exit surveys to members that are leaving the association. This survey will lock down the reason a member has left IIMC and what programs they participated in. We are not sure what kind of response we will get, but we are hoping this will show success in the upcoming year.

Member Services works very hard and consistently with our follow-up with non-members, new members and long standing members. We are proud of our work and we will continue to work very hard to improve IIMC's member numbers and services.

Respectfully submitted for your information.



To: IMC Officers and Board  
 From: Denice Cox, IMC Office Manager  
 Date: 9/29/09  
 Subject: Retention Schedule Revision

First an update- We have continued to work on the records retention. We have destroyed about 200 boxes and things are looking good. We have had a couple of students working part-time on scanning the old CMC and MMC materials and saving to Membership files.

Second - After working with the three files below, we find it necessary to revise this Retention schedule under the following items. The first two changes (CMC/MMC) that were made by the Department head for Mid-Year were not the best practice. The third was previously used for a printed publication of the Institute Profiles. These are now posted on the web only, no hard copies. We update the Profiles constantly with institute dates and personnel changes, phone numbers, emails etc... I am requesting this be eliminated from the retention schedule.

Office of Record	Retention No.	Records Description	Retention / Disposition						Comments / Reference
			Active (in office)	Inactive (Off-site, OD or Mfr)	Total Retention	Vital?	Media Options	Image: I=Impo rt M=Mfr S=Sca	
Education	Central Files	<b>CMC / MMC: Copy of Original CMC/MMC Certificate, President's Letter</b>	Completion of Designation	P	P	YES	Mag, OD, Mfr, Ppr	X	Yes For Certification
Education	Central Files	<b>CMC / MMC: Backup/ Remaining Packet-Application, support letters</b>	Completion of Designation		3 Years	YES	Mag, Ppr	X	Yes For Certification
Education	Central Files	Institute Profiles	2 years	P	P		Mag, OD, Mfr,	X	Yes One original is retained for certification and historical

Yours truly,  
 Denice Cox

## IMC - RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description		Retention / Disposition				Comments / Reference
				Active (in office)	Inactive (Off-site, OD or Mfr)	Total Retention	Vital? Media Options	Image: I=Impo rt M=Mfr S=Sca n QCd?
(OFR)								
<i>If you are not the Office of Record, you may destroy your copy at any time.</i>								
<i>Litigation, investigations, complaints and/or claims suspend normal retention periods (retention resumes after settlement).</i>								
<i>Retentions begin when the act is completed and imply full file folder + (2 years), since destruction is normally performed by file folder</i>								
<b>EDUCATION</b>								
Education	Central Files	Athenian Dialogues (Enrollment Form, etc.)	2 years		2 years		Mag, Ppr	
Education	Central Files	CMC / MMC Requirements (Board-approved criteria to receive CMC or AAE) Includes a blank application and brochure - History of Requirements for CMC / MMC: 1st Four Pages: Cover Checklist, Press Release, Letters, Member Profile, and MMC Application	P	P	Yes	OD, Mfr, Ppr	X	Yes
Education	Central Files	CMC / MMC: Backup / Remaining Packet (other than 1st	5 years	P	Yes	Mag, OD, Mfr, Ppr	X	Yes
Education	Central Files	CMC / MMC: Legacy Files / Old Files (By Jurisdiction, not Member)	5 years	P	Yes	Mag, Ppr		
Education	Central Files	Institute Directors Colloquium / Discussion Notes / Minutes / Summaries	3 years	P	Yes	Mag, Ppr		
Education	Central Files	Institute Profiles	2 years	P	Yes	Mag, OD, Mfr	X	Yes
Education	Central Files	Institute Reports (Curriculum, Evaluation, etc. - from various States)	2 years	5 years	Yes	Mag, OD, Mfr, Ppr	X	Yes

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Jack Novack  
Professor Dalhousie University

**Date:** September 21, 2009

**Subject:** New Initiative



### Background

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

The College of Continuing Education provides an array of professional programs for working adults who wish to improve their skills for the betterment of their profession and their community. In doing so the College has worked closely with individual learners, professional associations, community organizations and government departments. This collaborative approach to education coupled with the recognition that learning is a form of empowerment that not only helps to nurture and advance professional development, but also helps to contribute to a healthy and vibrant democracy has distinguished the College from other providers and has accounted, in great measure, for its continued success.

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

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

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

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

## **Discussion**

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

In the case of IIMC certification we believe that the College's current distance education offerings may be a disincentive. Moreover IIMC's own somewhat complex formula based criteria for education and experience may also serve to discourage participation.

We propose to respond to both of these issues.

First we propose that we develop a specific program that would be marketed to municipal clerks who wish to be certified by IIMC. This program would be offered nationally using the internet and would be comprised of about 20 courses. Each course would take approximately 10 hours for reading, online discussion and assignment preparation. Course content would be reflective of the needs of the clerk community and would be determined after consultation. For illustration purposes courses might include; organization and conduct of meetings, records management, ethics, local government, public participation, communications, municipal law, budgeting, fund accounting, supervisory skills, running elections and stress management. There would be a balance between the development of skills and knowledge, the development of critical perspectives and personal development and growth. We see as an implicit goal the development of analytical skills through an emphasis on reading, synthesizing and writing. We would also strive to create life long learners and would see this too as an implicit goal of the program.

Prospective students who have prior learning would have the opportunity to apply for advanced standing. We already have an existing regime within which to handle these cases. In essence students would be responsible for demonstrating that the course or program for which advanced standing is being sought, has been taken from a credible post secondary educational institution, that there is comparability of curriculum and rigor, that it was assessed and that a second class (B) standing or better was achieved.

Second we want to simplify the process for certification. The program would be pre approved by IIMC thereby eliminating the need for student documentation and IIMC review. This would also require a waiver of the current rule permitting only a portion of education through distance to qualify. The program of study would be conducted over two years. Students that join the IIMC at the start of the program would satisfy the membership criterion at about the same time as they complete this program of study. We propose that given the level of expected program rigor that successful completion would entitle a graduate to achieve maximum points for completion of an IIMC recognized institute and for continuing education and professional development under the experience category. Indeed aside from having successfully completed the program of study and having been a member of IIMC for two years, we propose that the only other requirement be that the candidate be employed as a clerk or a deputy clerk or equivalent position for two years. This would create a clear and doable career path that would serve to make the prospects of certification and association with IIMC more appealing. Notwithstanding there may be other IIMC requirements such as a commitment to a code of ethics that would not limit the foregoing.

The Canadian market is quite large with about 4500 local governments albeit spread over a vast territory. Against this backdrop however is an array of Provincial based programs and other educational opportunities that appeal to clerks who often have post secondary education and whose job responsibilities have been expanded to include tasks beyond that which originally characterized the

clerks' role. To make the process of certification appealing and hence membership in IIMC, we must introduce the reforms suggested above in order to effectively compete for the attention and loyalty of this cohort.

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

### **Financial**

The operation of the program including program administration, academic oversight, instructor support and student support would be supported through tuition. We would need to identify sources of funding to support the development of course materials and an appropriate instructional design model.

### **Summary**

The College of Continuing Education at Dalhousie University proposes to develop and offer a program of study that would encourage primarily Canadian but also clerks and deputy clerks from developing nations and emerging democracies to achieve the CMC designation.

### **Recommendation**

Canadian clerks and those from developing nations and emerging democracies would receive the CMC designation upon

- 1) Completion of the proposed program of study.
- 2) Two years membership with IIMC.
- 3) Four years as a full time clerk or deputy clerk or equivalent.

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

Jack Novak has been associated with IIMC for many years as a Region X Institute Director at the College of Continuing Education at Dalhousie University Halifax, Nova Scotia, Canada. Region X Director Bernie White initiated this conversation with Jack, Region X Director Marc Lemoine, VP Colleen Nicol, Program Review and Certification Committee Chair Nancy Vincent and IIMC's education department.

Although this program will need further development regarding IIMC's participation, primarily in terms of costs, marketing, sponsorships and Region relevancy, it has; however, all the potential of wedding IIMC with an extraordinary and prominent distance education program. Furthermore, as IIMC continues to reach out to establish Institutes in Region XI, a premier cross-the-border distance learning program can only enhance those efforts to say nothing of providing its North American members with more weighty options toward certification.

Management suggests that the Board of Directors accept in principle Professor Novack's initial report and recommend that a proposal with costs, course component, etc., be brought forth for the Board to act upon at their annual meeting in May.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS

**From:** Chris Shalby  
Executive Director

**Date:** October 8, 2009

**Subject:** MCEF Proposal to Fund IIMC Education Web Site



## Background

IIMC's current web site was created in 2004. Although costs and experience precluded us from creating a premier site; nonetheless, it appeased our requirements at that time. Throughout the past few years, IIMC's Office Manager Denice Cox has directed the site's content and design, ensuring, if nothing else, timely information. However, the site has grown tired with limited functionality and graphics capability, preventing us from pursuing some of the state of the art functions that are designed for active interaction such as social networking, content management and immediacy, not to mention aesthetics that would make it more inviting to members and prospective members.

Since finances the last few years have been the issue to razing the site and constructing a new one, IIMC has been limited in enhancing the site's aesthetics and information. It lacks appeal and is stilted in what we can and cannot accomplish in procuring programs and allowing members more access.

## Discussion

Numerous IIMC committees and IIMC's Board have pursued the idea that a new, functional, state of the art web site can help in the following:

- expand its range toward education;
- recruit new members throughout the world;
- provide concurrent discussion boards, allowing members to communicate with each other;
- offer communication opportunities for IIMC's President, Directors and Executive Director;
- offer marketing and promotional possibilities; and
- provide sponsorship and advertising options, enhancing non-dues revenue.

IIMC needs to develop a relevant website with easy access to bulletin boards, to publications, to educational downloads and to a cyber professional community. IIMC's International Relations Committee believes that the single-most essential device to creating a global organization is our Website. This is the one "benefit" to membership that can be utilized by every member and bring the world closer together. At the very least there needs to be: ability to e-mail members (from one to all); an on-line library; a bulletin board. A fresh new look will allow IIMC to create separate group Blogs (such as committees), allow constituents to tap into the collective wisdom through groups, forums, and libraries and provide us with more functionality.

## **Financial**

The cost to create and host a new web site is \$23,000. There is an annual maintenance fee of \$3,000 that would be IIMC's responsibility to maintain. The site would be built and hosted by CivicPlus ([www.CivicPlus.com](http://www.CivicPlus.com)), a company who has created and serves web sites for more than 475 government organizations.

As part of the \$23,000 cost to create a new site, CivicPlus offers the following:

- website design
- navigation architecture development
- modules and site setup
- content development
- test and review/establish future expectations
- consulting and training for IIMC staff
- marketing
- annual support, maintenance and hosting

## **Summary**

IIMC needs a new web site that reflects the 21<sup>st</sup> Century and that can support new and current technology that encompasses the entire membership, allowing staff and members to stay abreast of marketing and education needs.

## **Management's Recommendations**

Management recommends that the IIMC Board of Directors accept this proposal and direct the Executive Committee and Executive Director to bring it forward as a request to the Municipal Clerks Education Foundation (MCEF) to fund the creation of a new web site at the approximate one-time cost of \$23,000.

MCEF provides IIMC annually funds to use toward Clerk education (Policy 8). MCEF's Policy 8 states that the Foundation can provide IIMC up to 7 percent from the interest that is accumulated annually from their corpus, and we recommend that the \$23,000 be funded with Policy 8 funds.

## **PURCHASE OF SERVICES AGREEMENT**

This Purchase of Services agreement ("Agreement") is made effective January 1, 2010 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\*
  - 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 the Plan Giving 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 set out 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, 2010 and ending December 31, 2010. Either party may terminate this agreement by providing the other party hereto, with six (6) months advance written notice.

## 3. Contract Renewal

Within 3 months of the end of this contract both parties shall indicate their interest in writing as to their desire to enter into negotiations to renew or extend this contract. Failure to provide said notice by either party shall be construed to mean that either party or both does not wish to extend or renew this contract.

## 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
- Planned Giving Program
- Silent Auction
- Interest on Investments
- All Society Member Contributions
- All dedicated memorial contributions and planned giving
- 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

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President

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Executive Director

Date \_\_\_\_\_

The Municipal Clerks Education Foundation

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President

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Secretary

Date \_\_\_\_\_



# International Institute of Municipal Clerks

## Professionalism in Local Government through Education

### Memorandum of Understanding -- Regarding the 2010 Conference in Reno/Tahoe, NV

THIS UNDERSTANDING IS BETWEEN -- The International Institute of Municipal Clerks AND the Nevada Municipal Clerks Association/Host Committee for the May 19 - 23, 2010 Conference in Reno, NV.

TO WIT -- The parties hereto agree to enter into a one-time agreement subject to the following terms and conditions. That the 2010 Conference Host Committee agrees to financial responsibility for the following events:

The Budget and Planning Committee has recommended to the Policy Review and Conference Committees to create a policy stating that IIMC Annual Conferences must net 10% minimum revenue. The 2010 budget regarding the Annual Conference includes this new percentage. In its efforts to reach the minimum net revenue and to monitor costs and guard against any loss regarding IIMC's 2010 Annual Conference, the Budget and Planning Committee has requested that we provide 2010 Reno/Tahoe Host Committee with the following information and recommendations:

#### **Attendance and Registration Costs:**

- Projected Attendance is 800 Delegates and 100 Guests/Spouses
- Registration cost is \$560 per Delegate and \$250 for Guests/Spouses
- Discount program is offered to First Timers, Regions 8 and 9 and Region X (Canada)

#### **IIMC's Recommendations to the Board:**

- Provide eight education points for conference attendance

#### All Conference Event:

- **Virginia City** – currently projected at \$67,890
  - IIMC's portion will be \$55,000 or \$55/per person
  - Host Committee's commitment will be \$12,890 or \$13/per person
- **Opening Reception** – Reno Auto Museum
  - IIMC's portion will be \$35,000 to be used in total for the event

IIMC anticipates that the host committee will continue its fund raising efforts to meet their obligations. IIMC is optimistic that the 2010 Annual Conference in Reno, NV, will be a profitable venture for the Organization and thanks the Reno Host Committee for their efforts, endeavors and hard work in joining IIMC to make this viable.

SIGNED THIS SEPTEMBER 10 DAY OF 2009 –  
The International Institute of Municipal Clerks

A handwritten signature in black ink, appearing to read "Chris G. Shalby".

Chris G. Shalby,  
Executive Director

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Monica Simmons, MMC  
2010 Host Committee Chair



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS

**From:** Chris Shalby  
Executive Director

**Date:** October 8, 2009

**Subject:** 2014 IIMC Annual Conference Site Selection Overview



As you review the attached spreadsheet regarding the 2014 IIMC Annual Conference site selection, please bear in mind that there is a strong possibility that the Policy Committee will accept Budget and Planning Committee's recommendation that each IIMC Conference strive to net 10 percent after expenses and recommend that policy to the Board for approval.

Conferences are IIMC's most reliable source of income that is not dues generated. It's imperative to view conference selection in that regard: what is best for the Organization in terms of meeting this income and approving the overall package. You will also be making a decision that will impact future boards since your terms will expire prior to this conference.

There are many aspects for a successful IIMC Conference irrespective of finances. Some of these areas include but are not limited to:

- Education programs and speakers;
- Support from host clerk, host committee, associations and region;
- Support from the city itself whether it is a convention and visitors bureau or other organization;
- What the city offers to attendees (each city has something to offer) regardless of location;
- Hotel costs and what is affordable for that time period.

The bullets below have a major impact on attendance and expenses. For example, if the cost of food and beverage is relatively inexpensive (\$40 for a gallon of coffee as opposed to \$140/gallon) and there are no food and beverage minimums, it affords IIMC a wide berth in keeping costs down since no minimums mean IIMC only pays for those in attendance, not what was guaranteed. The list below is what staff believes is paramount in determining a conference's financial outcome.

- Cost of doing business in the city (are there labor or unions with which to deal);
- Cost of doing business in the hotel and convention center (labor or unions);
- Cost of meeting space (is it complimentary or based on guarantees or hard costs regardless);
- Food and beverage minimums – none or specific guarantees;
- Food and beverage costs – affordable or expensive;
- Guaranteed incentives, rebates and commissions

This report is strictly a guide in terms of what to look for in an IIMC Conference.



	Madison, WI Region 6	Milwaukee, WI Region 6	Savannah, GA Region 3
Dates	May 4-8, 2014 or 11-15, 2014 Sunday - Thursday (traditional)	May 4-8, 2014 or May 11-15, 2014 or May 18-22, 2014 Sunday - Thursday (traditional)	May 18-22, 2014 Sunday - Thursday (traditional)
Meeting Space Location & costs	Monona Terrace Conv Ctr Cost: Meeting space \$59,000	Hilton Milwaukee City Ctr Cost: None Volunteers provided by Convention Center at no cost	Savannah Int'l Conv. Ctr- Cost: *Meeting space \$53,000 *Waived if 80% of attrition is met Possible extra cost for the following: Fire, Medical, Police for events
Incentives	No incentives other than rebates	IIMC will receive \$25,000 in cash if Milwaukee is chosen as 2014 Conference site by 12/31/09	Contracts must be signed by 12/31/2009 & must meet 80% of room block for discounts & credits to apply
Food & Beverage	\$150,000 F&B min. required	NONE - no F&B min. required	\$150,000 F&B min. required
Room rate est 2009	Sheraton-150/\$155 Hilton-150/\$165 Concourse-150/\$172 Best West-150/\$169 sgl DBLTree-250/\$179	Hyatt-375/\$149 Hilton-500/\$172	Hyatt-300/\$199 Westin-350/\$199 Marriot-200/\$179
Rebate/Commission	*Possible \$22,000 F&B credit Sher/Hilton-10%Rm Comm Concourse-10%Room Comm Best West-10%Room Comm DBLTree-10%Room Comm *must meet guarantee to qualify	*Guaranteed \$25,000 CASH Hyatt-10% Room Commission Hilton--10%Room Commission	*Possible \$25,000 F & B credit 10% Room comm *must meet guarantee to qualify
Comps	Sheraton/Hilton-NO Concourse-NO Best West-1/40 DBLTree-1/50	Hyatt-1/40 1/40	Hyatt-1/50 Westin-1/50 Marriot-1/40
Upgrades	NONE	Hyatt-3 suites Hilton--3 Suites & 26 upgrades w/Honors access	Hyatt - Pending Westin-27 rooms Marriot-5 rooms
Attrition	Not answered	Hyatt-80% No answer	Hyatt-80% 85% Westin- Marriot - Not answered
Labor/Union	Not answered	"Open Dock" no Mandatory Labor costs - non-union	Non-union Facility
Letters of Support IIMC	State Association/Reg. Director	State Associations/Reg. Director/Host Clerk in neighboring city	City Clerk and State Association



# A DECLARATION OF ASSOCIATION

Vereniging van  
**Griffiers**



The International Institute of Municipal Clerks

and

the Vereniging van Griffiers (Association of Griffiers)

**Herewith declare the following:**

That as of October 16, 2009, the Vereniging van Griffiers (VvG) will become Associated with The International Institute of Municipal Clerks (IIMC)

**The purposes of this association are:**

TO COLLABORATE in furthering the professionalism of raadsgriffiers/Municipal Clerks ands similar positions worldwide.

TO CONFER regularly and exchange information and knowledge relevant to the profession.

TO FOSTER communication, mutual understanding, and respect between the two Organizations and their members.

TO PROMOTE personal involvement in IIMC and its mission, and the international exchange of ideas and programs of benefit to the raadsgriffiers/Municipal Clerks profession.

Signed on October 16, 2009 in the City of The Hague, The Netherlands

International Institute of Municipal Clerks      Vereniging van Griffiers

<hr/> Mary Lynne Stratta, MMC President	<hr/> Jaap G.A. Paans President
<hr/> Christian G. Shalby Executive Director	<hr/> Edwin Israël Secretary

Het International Institute of Municipal Clerks

en

de Vereniging van Griffiers

**Verklaren hierbij het volgende:**

Dat de vereniging van Griffiers (VvG) met ingang van 16 oktober 2009 is geassocieerd met het International Institute of Municipal Clerks (IIMC).

**De doelen van deze associatie zijn:**

OM SAMEN TE WERKEN bij het wereldwijd bevorderen van de professionaliteit van raadsgriffiers/municipal clerks en daarmee te vergelijken functies.

Om regelmatig informatie en kennis TE VERSTREKEN EN UIT TE WISSELEN, welke voor de beroeps groep van betekenis is.

Om communicatie, wederzijds begrip en respect AAN TE MOEDIGEN tussen de twee organisaties en hun leden.

Om de persoonlijke betrokkenheid bij het IIMC en haar missie TE BEVORDEREN, evenals de internationale uitwisseling van ideeën en programma's die van nut zijn voor het beroep van raadsgriffier/municipal clerk.

# A DECLARATION OF ASSOCIATION



**The International Institute of Municipal Clerks  
and  
Association of Democratic Service Officers**



Association of  
Democratic  
Services Officers

**Herewith declare the following:**

That as the XX October, 2009, the Association of Democratic Service Officers (ADSO) will become Associated with The International Institute of Municipal Clerks (IIMC)

**The purposes of this association are:**

TO COLLABORATE in furthering the professionalism of Municipal Clerks and similar positions worldwide.

TO CONFER regularly and exchange information and knowledge relevant to the profession.

TO FOSTER communication, mutual understanding, and respect between the two Organizations and their members.

TO PROMOTE personal involvement in IIMC and its mission, and the international exchange of ideas and programs of benefit to the Municipal Clerks profession.

**Witnessed this XX day of October, 2009 in the City of London, England**

**International Institute of Municipal Clerks**

**Association of Democratic Service Officers**

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Mary Lynne Stratta, MMC  
President

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XXXXXXXXXX  
President

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Christian G. Shalby  
Executive Director

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XXXXXXXXXXXX  
Executive Director



## **Memorandum of Understanding**

This agreement made this 23rd<sup>th</sup> day of October 2009, between the International Institute of Municipal Clerks (IIMC), and the Society of Local Council Clerks (SLCC).

Whereas IIMC and SLCC are desirous of developing a partnership for the mutual promotion and benefit of each organization;

AND WHEREAS IIMC and SLCC share a common goal of promoting the professionalism of their members;

### **THE PARTIES HERETO AGREE AS FOLLOWS:**

1. IIMC and SLCC hereby enter into a formal agreement from the date of signing hereof.
2. IIMC and SLCC shall extend an annual reciprocal invitation for up to two members to attend their respective annual conferences. Said invitation will include:
  - a. Complimentary registration and accommodations for the duration of the Annual Conference;
  - b. The opportunity to conduct education related sessions, and/or address the full membership at general functions or events.
3. IIMC and SLCC agree to place an active link on their respective web sites: [www.iimc.com](http://www.iimc.com) and [www.slcc.co.uk](http://www.slcc.co.uk) to announce this memorandum of understanding.
4. IIMC and SLCC agree to reciprocate receiving regular newsletters and publications
5. IIMC agrees to recognize SLCC as an official affiliate of IIMC on the IIMC web site and in the *IIMC News Digest*. SLCC agrees to recognize IIMC as an official affiliate on the SLCC website and in the publication *The Clerk*.
6. IIMC and SLCC agree to identify programmatic opportunities that are in keeping with the overall goals of each organization.
7. SLCC members may join IIMC for the affiliation Region XI cost, allowing qualified members participation in IIMC and Municipal Clerks Education Foundation (MCEF) education programs, scholarships, grants and other opportunities.
8. Either party may terminate this agreement with six months written notice.

**International Institute of Municipal Clerks**

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Mary Lynne Stratta, MMC  
President

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Christian G. Shalby  
Executive Director

**Society of Local Council Clerks**

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Samantha Shippen  
Chairman

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Nick Randle  
Chief Executive Officer



## Memorandum of Understanding

This agreement made this 23rdth day of October 2009, between the International Institute of Municipal Clerks (IIMC), and the Institute of Municipal Administration for Southern Africa (IMASA).

Whereas IIMC and IMASA are desirous of developing a partnership for the mutual promotion and benefit of each organization;

AND WHEREAS IIMC and IMASA share a common goal of promoting the professionalism of their members;

### THE PARTIES HERETO AGREE AS FOLLOWS:

1. IIMC and IMASA hereby enter into a formal agreement from the date of signing hereof.
2. IIMC and IMASA shall extend an annual reciprocal invitation for up to two members to attend their respective annual conferences. Said invitation will include:
  - a. Complimentary registration and accommodations for the duration of the Annual Conference;
  - b. The opportunity to conduct education related sessions, and/or address the full membership at general functions or events.
3. IIMC and IMASA agree to place an active link on their respective web sites: [www.iimc.com](http://www.iimc.com) and [www.imasa.org.za](http://www.imasa.org.za) to announce this memorandum of understanding.
4. IIMC and IMASA agree to reciprocate receiving regular newsletters and publications.
5. IIMC agrees to recognize IMASA as an official affiliate of IIMC on the IIMC web site and in the *IIMC News Digest*. IMASA agrees to recognize IIMC as an official affiliate on the IMASA website and in the monthly *IMASA Newsletter*.
6. IIMC and IMASA agree to identify programmatic opportunities that are in keeping with the overall goals of each organization.
7. IMASA members may join IIMC for the affiliation Region XI cost, allowing qualified members participation in IIMC and Municipal Clerks Education Foundation (MCEF) education programs, scholarships, grants and other opportunities.
8. Either party may terminate this agreement with six months written notice.

### International Institute of Municipal Clerks

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Mary Lynne Stratta, MMC  
President

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Christian G. Shalby,  
Executive Director

### Institute of Municipal Administration for Southern Africa

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M. E. Heitbrink  
National President

## **International Institute of Municipal Clerks**

To: IIMC Board of Directors

From: Jerry Lovett-Sperling  
Barbara Blackard, Peggy Hawker & Carol Jacobs  
Annual Conference Grant Application

Date: September 21, 2009

Subject: Annual Conference Grant Application Report

Background: President Stratta asked that this application be reviewed for any possible updates or changes that may be necessary.

Discussion: We agree that the application is and should remain simple and easily understood.

Financial: No financial needs at this time.

Recommendations: Add to Criteria: Preference will be given to applicants who have not received this grant in the past 5 years.

Rather than writing an article to submit with the application, have the Grantee write a brief explanation of how they feel attendance at the IIMC conference might benefit them in their job performance and then after the conference submit a follow up describing their experiences and whether their expectations were met. Then IIMC can publish excerpts of their conference experiences throughout the year or as one comprehensive article.

Set a deadline for Regional Director to select successful candidate in no more than 2 weeks from the submission deadline.

Regional Directors should take care to insure the selection process they use is fair and uniform for all applicants.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors  
From: Francois Allers, Region XI Director  
Date: 9 October 2009  
Subject: Region XI Financial Assistance

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The IIMC Constitution, *inter alia*, provides that members of the Board of Directors shall be required to attend all regular meetings of the Board and as, international members on the Board, we are fully aware of our financial commitment and the policy of the IIMC relative to the payment of expenses for the attendance of Board Meetings and the IIMC Annual Conference.

Although the Professional Association and Municipality pledged support to fund the costs involved in attending Board Meetings and Annual IIMC Conference, the financial impact of the economic downturn resulted in decreased budgets for international travel and now places the burden on the Region XI Director to cover all expenses. The current world wide financial crisis and the high cost of travel, especially for Region XI Directors, will also affect the ability of members to seek election as Directors of IIMC. To give an indication, the cost for attending a Board Meeting and IIMC Conference from South Africa amounts to at least \$3400.

It was noted that IIMC had a policy #B-3 (Section 3b) in place that made provision for a limited reimbursement of expenses for Region XI Board Members. The policy was however removed in its entirety at the Board of Directors Mid-year Meeting held October 27 and 28, 2006.

The rescinded policy reads as follows:

"Region XI Board Members shall be provided complimentary conference registration and shall be reimbursed for expenses up to a maximum of \$2000 upon submission of appropriate receipts."

Given the economic crisis and financially challenged Municipality and Professional Association, the personal financial burden to attend Board Meetings and the IIMC Annual Conference will increase substantially.

The IIMC Board of Directors is hereby requested to consider the possibility of financial assistance to Region XI Directors for purposes of attending Board Meetings and the IIMC Annual Conference.