



## 2010 Annual Report

International Institute of  
Municipal Clerks

**re·sign** (rizáin) *v.t.* to leave (an occupation, office, post of one's own volition, *he resigned his post last week* || to relinquish, he resigned his rights under the patent || *v.i.* (esp. with 'as' or 'from') to leave an office, post etc. of one's own volition, *to resign as chairman* **to resign oneself to** to accept, as unavoidable, *he resigned himself to a long wait*

**re·sign** (ri:sáin) *v.t.* to sign again

**res·ig·na·tion** *n.* the act of resigning || a formal letter, notice etc. affirming that one has resigned or wishes to resign a position, office etc. || the state of being mentally resigned, *to accept a situation with resignation.*

**resigned** (rizáind) *adj.* accepting what cannot be avoided

**re·sil·ience** *n.* the quality of being resilient

**re·sil·ien·cy** *n.* resilience

### **re·sil·ient**/Adjective

1. (of a substance or object) Able to recoil or spring back into shape after bending, stretching, or being compressed.

**2. (of a person or animal) Able to withstand or recover quickly from difficult conditions.**

**re·sin** 1. *n.* any of various amorphous plant secretions (e.g. from pine, fir and tropical trees) used chiefly in varnishes, printing ink, plastics etc. as a binder. any of a large class of synthetic products usually with some physical properties similar to the natural resins but which are different chemically. The synthetic resins are prepared by polymerization and are used as plastics, varnishes, in adhesives and in ion exchange. 2. *v.t.* to treat with resin **rés·in·ate** *pres. part.* **res·in·at·ing** *past and past part.*

**res·in·at·ed** *v.t.* to impregnate with resin || to flavor with pine resin **res·in·if·er·ous** *adj.* of a tree or plant which secretes resin **res·in·oid** 1. *adj.* somewhat resinous 2. *n.* a gum **resin·res·in ous** *adj.* of, pertaining to or obtained from resin.

**re·sist** (rizist) 1. *v.t.* to oppose (a physical force, chemical change, mental influence etc. || *v.i.* to oppose to physical force etc. 2. *n.* a substance used to protect a surface from change, e.g.

**re·sist·ance** (rizístens) *n.* a resisting || the opposing force used in resisting, *the resistance of the air to a body moving through it* || (*elec.*) opposition offered by a substance (e.g. a conductor) to the flow of an electric current (\*OHM'S LAW) or that which offers such resistance (e.g. a coil of wire)

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### IIMC Mission Statement

IIMC's Mission Statement (pending membership approval to ratify the Constitution)

*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.*



## *President's Message*

**MARY LYNNE STRATTA, MMC**

One year ago when I was sworn in as IIMC President, I stood before the IIMC membership and shared my dream to see IIMC grow and flourish onward, upward and outward.

I want to congratulate each and every one of you - the IIMC Board of Directors, the MCEF Board of Directors, our IIMC committee leaders and members, our IIMC staff, our Institute Directors, our state/provincial/national associations, presidents and education committees, and most importantly, you, the members - for a great year of collaborative efforts that did move IIMC onward, upward and outward, in an incredible manner!

We moved onward by adopting our first ever membership-driven long range strategic plan for IIMC. The IIMC Board adopted the strategic plan on May 22, 2010, following a two-year development process. That process began with a membership-wide survey that served as the foundation for the plan. The strategic plan charts a long-term change cycle that is controlled, directed and driven by the membership, and that is how it should be. Now, we will all continue with that process under President Cassler's leadership as she sets out to guide us through the implementation of that plan.

We moved onward by working hard to continue our quest to put IIMC back in a sound financial position.

I am happy and proud to report to you that by working together to be frugal and prudent with your membership dollars, and through stringent fiscal management by IIMC staff and oversight by the Budget and Planning Committee the past three years, IIMC is once again in a good financial position with a clean, unqualified independent audit. The IIMC Executive Committee used frequent flyer points whenever possible for travel, allowing us to reduce the Executive Committee travel budget to a mere fraction of what it was a few years ago. We once again have a healthy reserve fund and also established a building maintenance reserve fund to address the aging condition of the headquarters building that IIMC owns. The Budget and Planning Committee also considered a multi-year financial forecast as well, which will provide a mechanism to plan ahead in a more thoughtful manner. In less than a year, we reduced a five-year note for a line of credit for litigation settlement by over one-third, putting us on a path to be free of that obligation much sooner than anticipated. This will allow IIMC to focus more resources toward Clerk education and professional development in the future.

We moved onward by adopting a new mission statement and, for the first time, an educational philosophy statement, a professional certification statement and an educational partnership statement as recommended by the Education and Professional Development Committee. This committee was created this year to have an "umbrella" committee to address IIMC's educational philosophy and future direction in terms of the ever changing educational needs of our members.

We moved onward by approving at the annual business meeting in Reno several constitutional amendments,

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including the new mission statement mentioned above, to be submitted to the entire membership for a ratification vote. All of these constitutional amendments are meant to ensure that IIMC functions as efficiently and ethically as possible in the future. It is imperative that IIMC's governance and policy direction be manifested through the actions of the entire Board of Directors. The Region Directors were elected by you to represent you. In today's world of instant communication, there is no reason that the entire IIMC Board of Directors should not be consulted and allowed a voice on all matters requiring action, as has been the case the past three years. Some of these Constitutional amendments are meant to ensure that continues to be the practice in the future.

We moved onward by adopting dozens of new policies as formulated by the Policy Review Committee, all meant to strengthen the Organization. For the first time, IIMC now has a codified policy manual, which will ensure that policy decisions of the Board are accurately recorded and filed. This will allow the membership easier access to IIMC policies and provide for more expeditious policy amendments as needed in the future.

We moved onward by approving a new three-year employment contract with our outstanding Executive Director Chris Shalby.

We moved onward by hiring a new and innovative Director of Education who knows and understands Municipal Clerks and what we do. Jane Long will guide us on the path to increased educational opportunities for our members through additional distance education mechanisms, stronger support of our IIMC Institutes, and unique partnerships that will allow Clerks greater access to a wider variety of educational initiatives.

We moved upward by returning our focus and attention to our primary purpose of Clerk education, by addressing and fixing the problems with our education/certification guidelines after receiving more

member input on this topic than any other in IIMC history. The Program Review and Certification Committee did a magnificent job leading us through the process to address the membership concerns with the guidelines that were adopted in October 2006. The new guidelines went into effect January 1, 2010, and our membership has expressed nothing but support and thanks for these changes.

Through these new guidelines, we moved upward by:

- Recognizing and celebrating the need for diversification of education based on individual Clerk needs;
- Affording our Clerks more opportunities to earn educational points toward their certification;
- Eliminating unnecessary paperwork and streamlining submittal processes;
- Recognizing and appreciating the expertise and dedication of our Institute Directors and the vital role that our Institutes play in the education of our members;
- Allowing more flexibility in the point structure to earn the MMC designation; and
- Removing requirements that were causing Clerks to abandon their dream of ever becoming a Master Municipal Clerk, when money issues and a lack of resources to earn specified points forced them out of the program. By allowing Clerks to move through the academy at their own pace, we have opened the door to allow each and every CMC the opportunity to earn their MMC, with commitment and hard work, of course.

We moved upward by doing all of this without changing our core curriculum requirements and, thereby, maintaining the high quality of education we expect when members earn their IIMC certification.

We moved upward by raising the bar for Clerk education through expanded educational offerings, including

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the launch of a robust, new IIMC website with increased distance education and networking capabilities, additional distance education courses, approval for the first time of certification points for educational webinars that meet our guidelines, and exciting new partnerships with some of our established Institutes to assist Municipal Clerks in their educational endeavors through unique programs of relevance to their lifelong learning journey.

This year, we grew and expanded IIMC outward by truly celebrating the first “I” in IIMC through the signing and approval of five new affiliation agreements with international partners:

- The Institute of Municipal Administrators of South Africa (IMASA);
- The new Dutch group the Vereniging van Griffiers (VvG);
- The Society of Local Authority Lawyers and Administrators (SOLAR) of Scotland;
- The Association of Democratic Services Officers (ADSO) of the United Kingdom; and
- The Society of Local Council Clerks (SLCC) of the United Kingdom.

By entering into these new formal affiliation agreements, we expanded the opportunities for IIMC membership to our peers and colleagues outside of North America. Our international partners and members contribute so much to making IIMC the knowledge-rich Organization that it is, and these new affiliation agreements solidify our commitment to ensuring that IIMC continues in its role as a key contributor to better local government around the world through well educated, well informed Municipal Clerks.

We flourished outward by the birth of IIMC’s first Institute in the U.K. and the first joint Institute between IIMC and one of our national affiliates, SLCC and its Institute of Local Council Management. This joint Institute at the University of Gloucestershire in

England will serve as a model for additional joint ventures and further expansion and development of our membership in Region XI. This accomplishment strengthened the partnership between IIMC and SLCC, added value and worth to certification for our members in Region XI and the U.K., and will serve as an anchor for future Region XI Institute development. In fact, we have been reviewing a proposal for an IIMC institute in the Netherlands and also continue to work with IMASA to launch an IIMC Institute in South Africa. I look forward to the day that dream becomes a reality as well.

We grew outward through the development and adoption of IIMC’s first International Business Plan that will focus on IIMC’s international role and development and services needed by our international members. The adoption of this plan marked the first occasion in IIMC history that we actually committed to paper a plan with specific goals and objectives to address Region XI membership needs and development. The Board agreed to append the new strategic plan with this International Business Plan as Appendix A. I thank the International Relations Committee for the hard work and efforts to produce this outstanding document.

We grew outward through a wonderful study abroad program in Wales and England. The program participants learned a great deal and this adventure also further strengthened the partnership between IIMC and SLCC.

We grew outward through concentrated regional focus through our new Region of the Month Program, producing monthly *News Digest* articles that highlighted each Region.

We grew outward through our first ever contact with Native American Tribal Council Clerks.

We grew outward through the work of the Small Cities Task Force that has identified the unique challenges faced by our small city members. The data

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## P R E S I D E N T ' S   M E S S A G E

gathered will help IIMC address those special needs in the future.

I could go on and on about the many successes of IIMC this year through collaboration and team work, but instead I'd like to reiterate a story about the meaning of leadership:

In 2009, I had the great pleasure of facilitating an Athenian Leadership Dialogue in my City of Bryan, Texas. The book I chose was *The Junction Boys*, which is the true story of legendary football Coach Paul Bear Bryant's years as the head football coach of Texas A&M University. Coach Bryant loaded up the football team and headed to Junction, Texas, in July of 1954; and as I am sure none of you have been there, let me inform you that it is hot desert with an abundance of rocks, sand, rattlesnakes and cacti. There he set about a summer football training program in 100 plus degree temperatures that saw three-fourths of the team quit, and today would get any coach banned from the sport forever. However, the players who endured, the Junction Boys, came together and forged a championship team from that experience. What made this dialogue unique was that I was able to have three of the Junction Boys there: my former mayor Marvin Tate, my city's Economic Development Director Dennis Goehring, and NFL football legend Jack Pardee (who played professional football and coached the Chicago Bears and Washington Redskins). Each of these men credit Coach Bryant for their success in life and loved and respected him like a father. I will never forget what they told the dialogue participants. They said, "To become an effective leader, it must become a way of life. The Junction experience taught us the importance of being something bigger than yourself; that self sacrifice for being a part of a team prepares you for life. It's not the play you call but how you play it that matters."

I want to thank the entire IIMC team, my Mayors and Councils, past and present, my City of Bryan staff, the Texas clerks, the Texas Municipal Clerks Association,

the Capital Chapter, and all Region IV members, my dear friend and IIMC mentor, Norma Rodriguez, my wonderful husband, J.J., the IIMC Board of Directors for truly listening to the membership, for understanding their concerns, and for taking action, the Executive Committee, Sharon, Colleen and Dyanne, the IIMC staff, IIMC committee chairs for your leadership and all committee members for your hard work this past year, the MCEF Board, our Institute Directors.

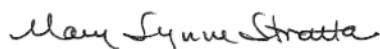
Most of all, I thank you, the members, for stepping up to the plate, letting your voices be heard and taking charge of your Organization.

We all came together this year as a team. We worked hard and we worked collaboratively. We each shared our ideas, dreams, concerns, and suggestions in a shared pool of knowledge, and from that we, together, formulated the best course of action, and moved forward with a much better, stronger IIMC - onward, upward and outward!

I thank you for allowing me to call the plays for IIMC this year, but, more importantly, I thank all of you for executing those plays beautifully.

Helen Keller is credited with the following, "The best and most beautiful things in this world cannot be seen or even touched. They must be felt with the heart." With all of my heart, I thank you for the tremendous honor and privilege of serving as the 2009-2010 President of the International Institute of Municipal Clerks.

Sincerely,



Mary Lynne Sratta, MMC  
IIMC President 2009-2010



# Executive Director's Update



## **re•sil•ient**

1. able to recover quickly from setbacks
2. able to spring back quickly into shape after being bent or stretched

Resilient - that word, more than any other modifier, typifies this Organization's character and personality.

It took ample action and motivation by IIMC leadership to transform itself from a fragile Organization to one with a strong identity and a plan that aligns itself with its members.

In a nutshell, this Organization has been nothing short of resilient. IIMC has proven that strong leadership coupled with a commitment to members' interest and outcome make for a formidable team.

Although IIMC is still a work in progress, it continues to make headway on its road to financial health. It is paying down its obligation to the line of credit while simultaneously building its reserves.

The biggest impact made in the past year was the revisions to the Education Guidelines. Working together, the Board, Program Review/Certification, Education/Professional Development Committees and staff worked tirelessly to create new measures to resolve the majority and cumbersome issues surrounding the education guidelines, reconstructing them to eliminate restraints and allowing members greater mobility in choosing education programs.

The Board continues its quest for and commitment to improvements and change.

## **STRATEGIC PLANNING**

The Board culminated its two-year process of developing a strategic plan in May 2010. A plan that features five Key Results Areas - Membership, Finance, Education, Communications/Technology and Board Development - with budget implications is now part of the daily terrain.

## **Financial Highlights**

IIMC ended fiscal year 2009 with an outstanding financial year. Despite the obstacles that we encountered in 2009 - IIMC was still able to end the year on a positive and optimistic note. Net Profit excluding litigation fees ended the year at \$232,027. The following are key factors that contributed to IIMC's fiscal year:

## **Building Income**

The vacant rental space within IIMC's building was rented as of September 2009. With that said the building income budget still came in under budget by \$14,000.00.

## **Committees**

### **Executive Committee**

**Expenses** - Due to more strategic and fiscally responsible planning in travel, the Executive Committee came in under budget by \$7,800.00. This savings was due to the efforts by last year's President and this year's President to keep Region XI travel to only those associations which IIMC has strong presence or working toward an Institute. Travel expenses were reduced by using American Express points for Regions X and XI travel (South Africa, UK, British Columbia and domestic when possible). IIMC will continue along this path of prudent travel for the Executive Committee and Executive Director. IIMC also was successful in having State/Provincial/National Associations help when possible.

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### Board of Directors

**Expenses** - IIMC's Board was able to come in under budget by approximately \$7,100.00.

### Marketing

**Income** - Revenue overall is over budget by \$10,000 due to a conservative budget and no decline in advertising once the *News Digest* was moved to an electronic format. The retention of the advertising base has allowed IIMC more freedom to negotiate advertising sales with potential advertisers.

### Membership

**Income** - Membership Dues surpassed the \$1 million mark for the second consecutive year.

For financial details, please refer to the Auditors financial statements in this report.

### ADMINISTRATION

Staff continues to handle a variety of subjects from the daily operation to overseeing the web site. Our finances continue to be directed internally by the Executive Director, our Finance Specialist with external consulting by Accounting and Association Software Group. As you will see by the 2009 year-end financial statements (pages 37 and 38), IIMC continues to progress in the financial area.

### ATHENIAN DIALOGUES

With the 2010 changes to the Education Guidelines, the Athenian Dialogues also received an overhaul. Rather than IIMC handling each aspect of the Dialogue, the new guidelines now allow each Association to set costs, handle logistics and choose a facilitator seemed to have made the Dialogues more accessible to members. For more information, please visit our web site.

### CONFERENCE

This Department continues to operate both with staff and with Partners, Ltd., as our external event management company working with future host cities, hotels, proposals and negotiations. The 2009 Conference in

Chicago went well despite the economic woes and 2010 in Reno is also considered a success.

### EDUCATION

Since March 27, 2009, the Education Department has been operating without a Director of Education and has done so throughout 2010. IIMC has hired a new Education Director to begin year-end 2010. The Department played an integral role in helping with the revised Education Guidelines, which has alleviated the majority of issues while facilitating members' needs toward CMC and MMC certification.

This Department continues to search for viable methods of education delivery systems whether it is on-line programs, webinars or other arrangements.

### MARKETING

It has been nearly one-and-a-half years since the *News Digest* became an on-line publication. To date, the feedback from the members has been positive and our advertisers enjoy the immediacy of the on-line magazine. IIMC research shows that 25 percent of members access the magazine the same day it is announced in our E-Briefings. IIMC's annual savings will be approximately more than \$100,000 in printing and mailing costs.

### MEMBER SERVICES

In 2010, the Membership Department has increased its efforts in renewing new members by providing the Institute Directors with membership packets; the Region Director's Challenge; the Recruit A Member Campaign; and working with the Membership Committee to further our relationship with the members.

As IIMC searches for original venues to increase the value of its membership, it continues to expand on its already solid foundation. IIMC currently provides members with:

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- Liberty Mutual Insurance for discounted Home and Auto insurance;
- MBNA credit card program;
- NAP's — Parliamentary Procedures in Local Government; and
- Eli Mina's Guide To Minute Taking.

## COMMUNICATION

E-Briefings are IIMC's form of immediate communication with members, averaging at least one per month. The E-Briefings are an efficient, cost-effective and timely form of communication.

The *News Digest*, IIMC's monthly on-line form of communication with its members, is a reliable source of education and information.

## Web Site

Thanks to the Municipal Clerk Education Foundation (MCEF), IIMC launched its new web site in May. Aesthetically pleasing and easy to use, the web site offers plenty to members. A work in progress, the site features a President Message, an Executive Director's blog, global networking and numerous other highlights.



Stay in touch, visit [www.iimc.com](http://www.iimc.com) OR follow us on [twitter.com/ediimc](https://twitter.com/ediimc).

## ADMINISTRATION

IIMC's staff includes seven full time employees. Staff continues to provide the Organization with excellent support, and a healthy appreciation for its members. From Education to Membership to Communications, staff functions as a solid and cohesive team, working with the Board of Directors and IIMC Committees to implement projects and programs for the membership. Staff is comprised of the following individuals:

Denice Cox - Office Manager

Janis Daudt - Director of Member Services

Emily Maggard - Verification/On-Line Specialist

Maria Miranda - Administrative Assistant

Janet Pantaleon - Finance Specialist

Tammy Schultz - Member Services Representative

Jennifer Ward - Associate Director of Education



## OUTREACH

Bearing in mind IIMC's financial condition, the President and Executive Committee continued their outreach program by traveling to State, Provincial and National Association meetings. As explained in this article, expenses were kept to a minimum, with support from the Associations and the Committee members incurring their own expenses.

# Committees in Action

## Committees Continue To Drive IIMC

Volunteers are key to any Association's growth and success. Without volunteers, associations stagnate and turn inward, leading to poor decisions that have adverse effect on members.

IIMC's Committees, comprised of volunteers, have helped ensure that IIMC sees the big picture and how decisions must be made to the benefit of the entire Organization.

What started a few years ago, continues to this day – IIMC Committees must be prevalent for this Organization to flourish. Stepping up to the plate to tackle incredibly important issues that deeply affect their Organization, IIMC's Committees have endured endless hours of work in 2009 and 2010 to provide IIMC's Board with valuable options upon which to base decisions for the betterment of IIMC and its members. IIMC depends on its Committees and those members who volunteer their time and efforts and lend their creativity to help generate and shape future endeavors for the Organization.

During the course of 2009 and 2010, standing committees and one Task Force worked toward common goals and objectives, always providing input on direction and instrumental in bringing new ideas or programs to fruition. All Committees are required to file mid-year and year-end reports, whether or not they recommend action.

The following Committees submitted year-end reports with NO ACTION REQUIRED:

- Budget and Planning
- Election
- Mentoring
- Program Review and Certification
- Research and Resource

The following Committees and Task Forces submitted reports REQUIRING ACTION:

- Conference Education
- Conference Policy

- International Relations
- Membership
- Policy Review
- Public Relations and Marketing
- Records Management
- Small Cities Task Force

The following are brief reports of each Committee and Task Force with IIMC's Management Recommendation, when applicable. In a nutshell, all reports with action were accepted with minor adjustments, proving that effective and constant communication between the Board, staff and committees are crucial and imperative to a healthy Organization.

NOTE: Some Committees major works were reported in years past, or at the mid-year meeting. Those reports that required action were already distributed to the membership, i.e., the new education guidelines and new policies to name a few.

## BUDGET AND PLANNING

Chair: Robert Pritchard

### Recommendation: Receive for information

#### Background:

In each of the past three years, IIMC's financial picture has continued to improve. An outstanding litigation issue was resolved in 2009; and, repayment of a line of credit related thereto and secured by MCEF is ahead of schedule. Budget highlights and current and future concerns are addressed herein.

#### Report:

- IIMC ended the 2009 fiscal year with an outstanding net profit of \$232,027 excluding litigation fees. This is the third year in a row where IIMC has realized a year-end profit;
- To April 2010, the secured MCEF line of credit containing a 5-year repayment term has the principal reduced by 35%;

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- A general reserve fund of approximately \$200,000 has been established;
- A building reserve fund of \$20,000 has been created and funded;
- 2009 was the second year in a row where membership dues exceeded \$1 million. 2008 and 2009 are the only two years where the \$1 million mark has been achieved;
- Staff secured a tenant for vacant rental space in IIMC's headquarters;
- Monthly Financial and Year-End Statements are reviewed by this committee and shared with the IIMC Board;
- New fiscal policies and procedures are being adhered to by the Executive Committee, the IIMC Board of Directors; and
- All outstanding issues have been addressed as contained in the Auditor's Management Letter and Report dated April 24, 2009 .

#### **Current & Future Concerns:**

- The uncertainty of relying on tenants to assist with payments on the headquarters mortgage;
- The headquarters building is old and requires major repairs. To date, only a piecemeal approach has been undertaken and future repairs will prove to be costly;
- The impact of the economy on future membership and conference revenues; and
- The funding of expanded education programs.

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

We thank this committee for their input, insight and support this past year. We are pleased with the progress that the Board and staff continue to make in being timely with financial reports and adhering to financial procedures (See Auditor's Notes in Financials). We agree with the Committee that there are current

and future concerns that staff will need to research thoroughly and present options to the Budget Committee at its annual meeting in August. We are keeping a watchful eye on our finances, especially in current times where economic conditions have greatly affected our membership and will continue to do so for a few more years.

#### **ELECTIONS COMMITTEE**

**Chair: Brenda Cirtin, MMC**

This has been a busy year for the Elections Committee as we were asked to consider and provide input on several issues; some routine and some were breaking new ground.

#### **Looking Back:**

Early in the year, we were asked for input and comments on two issues:

- Was the process for filling the Director's position in Region X followed as intended by the Constitution? The Committee reviewed the documents that had been sent announcing the vacancy, reviewed the letter received from the only candidate, and concurred that the process had been followed and that the Board could proceed with the appointment of Bernie White to fill the vacancy in Region X.
- Language change for presenting proposed Constitutional amendments to the IIMC membership to ensure adequate notice is provided. The Elections Committee submitted language to the Board of Directors that was believed to clarify the duties of the Election Committee as it pertains to notification to the membership, the Executive Director and the President.

#### **Since Mid-Year 2009:**

In March 2010, the Elections Committee reviewed and prepared for submission to the Board of Directors and the membership, twelve proposed Constitutional

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Amendments. The Committee prepared the final form for submission of the Amendments as they were presented to us. The committee added the language that explained what this change would accomplish, and clarified that the individuals who had made and seconded the motion, were considered to be the authors of the proposed amendments.

Once the Committee had reviewed and approved the format of the proposed amendments, they were submitted to the Board of Directors for approval. Brenda Cirtin, Chair of the Elections Committee met with the Board via a conference call and reviewed the proposed amendments. Once the Board had taken final action on the proposed amendments, an article was submitted to Chris Shalby, Executive Director for IIMC, for publication to the membership of IIMC. In addition to the *News Digest* article, an e-blast was sent to all members notifying them of the proposed amendments, and the amendments will be displayed on a designated posting board near Registration at the Annual Conference in Reno, Nevada.

### Still Working On The Following:

As there was no election for Vice President, the Elections Committee did not need to be involved in this process. However, we will be involved in the process for the election involving the adoption of the proposed constitutional amendments during the annual business meeting in Reno. Following the meeting, we will be involved in the ratification by the membership of the adopted changes.

We need to complete the rewriting of the Elections Manual for the Committee. There are changes that haven't been incorporated into the Manual and the changes and advances in technology also need to be included.

The Committee will be meeting in Reno and will determine an action plan for achieving our accomplishments for 2011.

## MANAGEMENT'S RECOMMENDATION

This Committee was utilized several times this past term, reviewing Digest election articles, organizing and coordinating the implementation of the Constitutional Amendments that will be discussed at the Annual Business Meeting, ascertaining that the correct language was implemented regarding the Region X election. We believe their first task in their new term is to rewrite the Election Manual since it's badly outdated.

## MENTORING

Chair: Mary L. Haynes, MMC

The Mentoring Committee is charged with pairing experienced Clerks (Mentors) with those new to the profession (Mentees). In addition, we are charged with providing educational opportunities and other opportunities for connection at the Annual Conference for our Knowledge Knights who wish to attend. Our goals this year were to promote the Committee to increase the mentoring activity and to provide at least two educational sessions of interest to retirees at the 2010 Reno Conference.

Currently, we have 65 Mentors and 49 Mentees. We have worked with the State Presidents to increase our numbers. We do have a professional brochure to introduce Clerks to the mentoring experience and to encourage experienced Clerks to sign up and share their knowledge. The Mentor Program Brochure goes out to all Institute Directors for their Institutes, new member packets, conference confirmations, new replacement letters, and all emails to interested non-members along with a member application.

In Chicago, Mentors had ribbons identifying them as Mentors and we hope that carries forward in Reno. We are also working on a Digest article to showcase how the mentoring experience works "in action." In addition, we have suggested three sessions for the Reno Conference for retired Clerks. Two were chosen from

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the content and have the titles, “On Track With Your Financial Plan?” and “Change Ready: The ART of Letting Grow and Moving On.” President Stratta has assured us she will introduce the Mentors at the first-timers meeting in Reno, which I think will be an excellent opportunity to showcase this important networking opportunity.

In Chicago, the Mentoring Committee operated a Welcome Table, greeting all first-timers and helping them to network into the Conference. Many of our retirees manned our booth when the active clerks had to be in session, and for that we are grateful. Approximately 16 clerks manned the table and greeted approximately 240 first timers. Due to Fire Codes, our table in Chicago was not placed near the registration and this confused many of our arrivals. People did not know the purpose of our table. To that end, we recommended that the Welcome Table be placed in line with registration and have an identifying sign. We will again have a First Timer table at registration in Reno, NV, and we have people prepared to man it. The “IIMC Welcomes You.” sign will clearly guide first-timers in Reno.

The personal touch provided by the Mentor Committee and its committee members to new clerks and first-time attendees is invaluable. IIMC has always been known for providing many mentoring experiences of various kinds. We urge you to continue this important function.

### **MANAGEMENT’S RECOMMENDATION**

This committee continues to grow and lend its experience where needed with new members. Once again, they’ll be staffing a booth by the conference registration area and lending a hand with the First-Time Delegate Orientation. There are sessions in the education program geared toward retired Clerks.

### **POLICY REVIEW**

Chair: Frances Kersey, MMC

#### **Background**

The Policy Review Committee is charged with monitoring and providing policy guidance to ensure purpose, consistency, accuracy and fair applications to IIMC policies and procedures. The Policy Review Committee will review current policy manuals and recommend revisions to ensure policies reflect current Board practices, submit proposals for new policies to the Board of Directors, and review policies submitted by other IIMC committees when requested.

#### **Discussion**

The Policy Review Committee members were divided into three groups to assist the formulation of 12 constitutional amendments and considered 36 policy amendments. Policy Review Committee meetings were held monthly beginning in June and sub-committees met on an as needed basis.

#### **Summary**

The Policy Review Committee formulated recommendations regarding various IIMC policies and amendments to the IIMC Constitution.

### **MANAGEMENT’S RECOMMENDATION**

Thanks to this Committee’s efforts, the Constitutional Amendments will be voted on at the annual business meeting on Thursday, May 27, 2010. The list of Board approved Policy Manual Amendments have been implemented and are being processed into the new Policy Manual that has been codified. The addition of these policies has been instrumental in a variety of areas most notably finance and governance.

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## PROGRAM REVIEW & CERTIFICATION

Chair: Nancy A. Vincent, MMC

**Background:** The Program Review and Certification Committee (Committee) was tasked with the following goals and objectives for 2009-2010:

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

The majority of the Committee's goals were completed prior to the mid-year IIMC Board of Directors (Board) meeting in November 2009. That work comprised of the Committee making several recommendations to the Board specifically related to Goal #1, as well as additional recommendations for Goals #2 and #4, Goal #3,

Goal #9, and Goal #10. As the Board is aware, those recommendations were based on substantial input from the Institute Directors, State and Provincial Education Chairs and IIMC members. Because many changes to the Program Certification/Education Guidelines were adopted by the Board and implemented as of January 1, 2010 and published extensively to the membership, this report will not recap those recommendations.

Since that time, the work of the Committee has been primarily to review policies and supporting documentation developed by IIMC staff that were needed to implement the Program Certification/Education Guidelines. In addition, the Committee reviewed applications filed for new institutes, scanning procedures for attendance at IIMC Conferences and Goal #7, relating to the Ambassador Program. What follows is a summary of the work efforts completed by the Committee since mid-year.

### Item connected to Goal 1 - CMC Certification Reinstatement Program Policy

With the Board's decision to eliminate the Recertification Program Policy, a Policy was developed that would guide IIMC staff in reviewing requests from individuals who previously held the CMC designation and want to reclaim that designation or active members who are in the re-certification process. The Policy also contains information on how staff would notify clerks in the Recertification Program and to assist or guide them into the MMC program. It also clearly states that all in order for CMCs to retain that designation they must remain a member of IIMC.

### Goals 2 - Develop a written policy regarding the conduct of Athenian Leadership Dialogue Series.

The Committee would like the IIMC Board to consider the proposed policy. It virtually mirrors the policy approved at the mid-year Board meeting and includes the same 2-point recommendation approved by the Board. However, it contains more explanation about Dialogues for clerks who are unfamiliar with

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them, and states that participants would be able to earn 1 point for attending at least 3 hours of the Dialogue should they need to leave in the event of a sudden illness. These are the only two differences between what was adopted and what is now proposed.

### MANAGEMENT'S RECOMMENDATIONS:

We believe the existing policy that the Board approved at the mid-year meeting is working without any issues and should not be changed. We are apprehensive about attendees earning half the points due to illness, etc. This may start a precedent with other education sessions. We also believe that there's plenty of information on our web site that clearly explains what the Dialogues are about. With all the adjustments that the Athenian Society has undergone since 2004 – 05, any more changes may cause the demise of the ALS program as part of IIMC education programs.

#### Goal 5 – Review applications filed for new Institutes.

This year, the Committee had the opportunity to review and provide IIMC staff comments regarding the Master Municipal Clerk Academy Program submitted by the Oklahoma Institute; the Institute proposal from the Society of Local Council Clerks (SLCC) in the United Kingdom; and reviewed the Missouri Institute proposal.

All programs and Institutes were approved. These actions will serve their members well in obtaining their IIMC designation.

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

Staff advised the Committee that they had been looking at accepting webinars, provided they meet the Advanced Level criteria and that an assessment is completed following the webinar. If put on by a State/Provincial/National Association, or other organization, participants must complete a course review. Staff recommended that webinars be approved provided they meet the following criteria:

- ✓ Meets the current Education Guidelines in content, Goes through the course review and approval process through IIMC,
- ✓ Includes an assessment tool,
- ✓ Contains a minimum of 2 hours for webinars taken through a local State Association with course review and approval from IIMC, and
- ✓ Contains a minimum of 3 hours for professionally-related webinars in approved subjects.

Staff asked the Committee to review the proposed point structure and criteria. The Committee concurred with staff's recommendations and was pleased to learn that staff had approved two pilot webinars in California and Florida. Feedback from participants of those seminars were positive and the Committee looks forward to the expansion of webinar use.

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

Following the approval of the new Program Certification/Education Guidelines the subcommittee began with a review of the *Education Ambassador Program: An Overview & Criteria*. The subcommittee worked diligently on condensing and simplifying this document.

The Committee recommends that this goal continue into 2010-2011 because the document is still in draft form and agrees with IIMC staff that this Program will be a work in progress until a new Director of Education is hired.

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

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

Scanning Policy for Monitoring Attendance at IIMC Annual Conferences.

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The Committee reviewed and provided input to IIMC staff on the Scanning Policy for IIMC Annual Conferences which was used for the first time this year in Reno, Nevada. The Committee recommended at the mid-year conference that up to 8 points be awarded for attendance at IIMC Conferences. In order to earn 8 points, clerks must attend the entire conference and scanners will be used to verify attendance.

#### **List of Subject Categories Approved for Education and/or Professional/Social points.**

At mid-year the Committee provided the Board with a list of subject categories for education subjects that should be counted as MMC points for both education and/or professional/social points. Since that time, IIMC staff has worked to expand the categories and asked the Committee for its input. It should be noted that this list is NOT all inclusive and should be viewed as a fluid document that will continually change based on the education needs of the membership. That approved list has already been made available to the membership via the IIMC E-Briefings.

#### **Pending Items:**

The *Best Practices* document has unfortunately taken a back seat to the much-needed changes to the Program Certification/Education Guidelines and other priorities of the Committee this year. The list of *Best Practices* was developed by reaching out to State Associations and Institute Directors asking what they are doing to keep their membership up-to-date on educational opportunities and certification requirements. It is the Committee's continued hope that sharing this information will provide fresh ideas on how information can be shared with the membership regarding available education programs and certification requirements. The Education Ambassador Program will also play a large role in communicating this information to the IIMC membership.

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

Staff will need to review and provide input on this document before it can be distributed.

- ✓ The Committee talked about writing articles for the *IIMC News Digest* that would focus on frequently asked questions (FAQs) about certification. The intent is to highlight questions that are repeatedly asked and direct the reader to the IIMC Website and the posted FAQs. Given the phenomenal information provided by IIMC staff regarding changes to the certification programs through IIMC E-Briefings no articles have been written for the Digest. The 2010-2011 Program Review and Certification Committee may wish to revisit this issue.

**Summary:** The 2009-2010 Program Review and Certification Committee appreciates the many changes that the IIMC Board of Directors implemented in January of this year to address numerous concerns raised by the IIMC Membership. The Committee would like to thank IIMC staff for their patience and guidance during this busy time and for all their efforts in revising and streamlining the Program Certification/Education Guidelines and the form submitted by state associations for the review of courses and many other documents prepared by staff and given to the Committee for review.

#### **PUBLIC RELATIONS & MARKETING**

Chair: **Julie Krueger**

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

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that have been developed to appeal to the educational needs of international members.

3. Develop and implement a program to promote IIMC's ideals to other professional organizations (i.e., ICMA, NLC) to include reciprocal articles in each associations' publications. Showcase the importance of the clerk position through this process.
4. Update the five-year marketing plan to include strategies for accomplishing the annual objectives; remove the 2008-09 year and add new objectives to maintain a five year rolling plan.
5. Develop criteria and methodologies for promoting Municipal Clerks Week and the profession in general.
6. Communicate with other IIMC committees to ascertain efforts by Public Relations/Marketing to help the other committees accomplish their goals.
7. Assist Region Directors with improving communication with their members within their region by creating a newsletter template that could be used to produce region newsletters.

### Discussion

In order to better achieve our objectives, a team leader and small number of committee members were assigned to work on individual projects. As a result of this more concentrated effort, many of the objectives are completed or nearly completed as of this writing.

**Objective #1:** Team Leader Mary Johnston and her group have updated the presentation, which was approved. The final version is attached. This document needs to have the IIMC staff and IIMC President messages added, then can be distributed for use.

**Objective #2:** Team Leader Glen Knox and his group have made several recommendations, which were approved by the Board and will be implemented by staff.

**Objective #3:** Team Leader Shaunna Lee Rice and her group have developed the final draft of a job shadow program for review by the Board, including application and evaluation forms. The documents are attached for review and approval.

**Objective #4:** This objective is complete. The updated Five Year Marketing Plan includes some yellow highlighted areas which need to be updated by headquarters. Blue highlighted areas are revisions prepared by the Committee. The Plan is submitted for review and approval.

**Objective #5:** This objective is not complete. The Proclamation was updated and forwarded to staff for use. Proposed criteria and methodologies for promoting Municipal Clerks Week are being worked on by the committee at this time. We recommend this objective be added to the Committee's list for completion next year.

**Objective #6:** Team Leader Angie Blevins and her work group 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 two items listed below were not completed this year. We recommend they be added to the objectives for next year.

1. Provide suggestions on how to market the Study Abroad Tour and Exchange Program.
2. Assist with marketing of the Mentoring Program to State Presidents.

**Objective #7:** Team Leader Claire Linder and her group have developed a template for a regional newsletter, which was completed.

### Financial

At this writing, there are no financial impacts. If the Board wishes to produce a CD version of the presentation contained in Objective #1, there may be a cost, but it could also be made available to those who would use it through the IIMC website, at no cost.

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## Summary

With the approvals requested below, this Committee will consider Objectives #1, #2, #3, #4 and #7 completed for the year.

Objectives #5 and #6 should be added to the objectives of this committee for next year.

Objective #6 is an on-going objective, but our committee should 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.

## Recommendations

Approve Job Shadow Program as presented.

Approve updated Five Year Marketing Plan as presented.

Add Objectives #5 and #6 to duties of the Public Relations and Marketing Committee for completion next year.

## MANAGEMENT'S RECOMMENDATION - #1

There are a few areas that we will need to revise (Athenian Society, President's and Executive Director's video clips). Once we are up and running with our new web site, we'll upload this presentation to the site as well as distribute it to Associations. It is an excellent tool to market IIMC.

## MANAGEMENT'S RECOMMENDATION - #2

Our new web site will have a global network module that will allow easy access for interacting with members.

## MANAGEMENT'S RECOMMENDATION - #3

Costs preclude us from realizing this goal since we've not had an approach regarding reciprocity. To place articles in other publications is costly. Most publications will reprint articles from IIMC's *Digest*, providing IIMC credit. We continue to exhibit at the NLC and

ICMA Conferences. We do this more for exposure rather than recruitment. As far as writing specific articles that expound on the Organization, I believe that would be a goal of management.

## MANAGEMENT'S RECOMMENDATION - #4

We are cognizant of and actively work with the plan. Regarding the membership numbers, we will need to revise those to reflect an accurate count by today's current statistics. Here are some of the plan's realizations from the past three years:

- new web site launches in June 2010
- marketing materials have been revamped
- E-Briefings are distributed weekly, bi-weekly and monthly
- Board members continue to market IIMC to non-member Clerks in their respective regions
- Continue and build working relationships with state/provincial/national associations
- IIMC's Municipal Excellence Award. No applications in 2010, but we had a winner in 2009
- Region directors have developed and distributed newsletters to their respective membership
- Mass mailing of IIMC membership postcards to all municipalities
- On-line *News Digest* features education articles and this past year a new feature on each Region was created and published
- Worked on increasing the visibility of Municipal Clerks Week

## MANAGEMENT'S RECOMMENDATION - #5

This Committee helped redesign the Proclamation that will be uploaded on our site this summer. In 2009, this Committee suggested that IIMC ask members to forward contact information regarding the distribution of promotional materials for MCW. That effort was successful as the Member Services Department distributed approximately 600 emails to various mayors and

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city council members. For the second year in a row, we followed this tack and in 2010, the Department distributed approximately 1,200 emails, helping to promote MCW in respective municipalities.

#### MANAGEMENT'S RECOMMENDATION - #6

We believe this is on-going and highly encouraged.

#### MANAGEMENT'S RECOMMENDATION - #7

A newsletter template is being used with several regions producing monthly or quarterly newsletters.

#### MANAGEMENT'S RECOMMENDATION – JOB SHADOW PROGRAM

We are not certain of the audience of the Job Shadow Program. If it's possible, the Executive Director would like to work with the committee to determine exactly who, what, why, when, where and how regarding this program before we can recommend it. On the surface, it seems to be a good idea, but we need more information.

#### CONFERENCE

Chair: Elisa D. Olson, MMC

Vice Chair:

Background: The Conference Committee has 17 members. The Conference Committee was combined with the Conference Education and Conference Policy Committee to make one committee. This committee was charged with making recommendations on conference education topics, speakers, sessions, and general speakers. It also worked with staff in reviewing the overall conference process and how to improve exiting formats. I would like to thank my Co-Chair Aimee Nemer and the rest of the Conference Committee.

#### Discussion:

**GOAL #1** (part one) – *Evaluate and review the content and suitability of the educational components of the annual conference to ensure that the varying levels of education, experience and job responsibilities of all IIMC members are being met.*

Phil Campbell chaired this subcommittee. His members included Linda Alire-Naranjo, Vinny Buttiglieri, Kurt Frederick, and Board Liaison Monica Simmons. I also reviewed education sessions. This goal was completed and it was an excellent process.

**GOAL #1** (part two) – *Make a recommendation for improvements to the Director of Education and the Host Committee and provide a report on educational quality following the conference to the Education and Professional Development Committee.*

The Committee will provide a report following the Reno Conference.

**GOAL #2** - *Recommend annual conference educational sessions that would be beneficial to Region X, Region XI and retired members.*

Tracy Davis chaired this subcommittee. Her members were Aimee Nemer, Paula Paschal and Board Liaison Margaret Hawker. The sub-committee chair has suggested arranging tours for the International Guests to attend a local City Council Meetings, tour City Hall and other City facilities, such as wastewater treatment plants, water system, etc. Possibly have some classes on management practices. This is a goal we would like to expand on in 2010-2011.

**GOAL #3** – *Develop a flow chart for conference education program development.*

Allan Susen was to chair this subcommittee but had a change in his job duties. The members of his committee were Marilyn Swing, Jennifer Ward and Board Liaison Shari Moore. A draft flow chart was submitted, reviewed and sent back.

**GOAL #4** - *Develop a plan for a four-day annual conference without decreasing number of educational opportunities while maintaining as many current social/networking events as possible.*

Chris Wilder chaired this subcommittee. Her committee members were Sandra Russo-Driska, Christie Jamieson and Board Liaison Monica Simmons. The

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subcommittee prepared an excellent report that is attached to this report. They have made recommendations and this will be a continuing goal for 2010-2011.

**GOAL #5** – *Update and revise the conference manual, combining conference education and conference policy committee's policies into one manual and submit to Policy Review committee for review and submission to the Board of Directors.*

The Chair of this committee was assigned this goal. The members of the subcommittee are Jeremy Gillis, Deborah Benning and Board Liaison Shari Moore. The goal has not been completed.

**GOAL #6** – *Develop or update the policy to host and bid on a future Region XI conference and provide input to the Budget Committee on development of a financing strategy and a conference reserve fund.*

Lynnette Ogden chaired this subcommittee and her members were Chris Shalby and Board Liaison Margaret Hawker. In a follow up with IIMC staff, this goal was completed in May 2009. Details will be provided upon request.

Scanners. Scanners were purchased and will be used for the first time at the Reno conference. This committee also reviewed and made recommendations on a Conference Scanning Policy.

Financial. None at this time

### Summary & Recommendation:

**Goal #1.** Recommend this committee provide a report following the Reno conference for any improvements to the Board and Host Committee and a report on the education quality to the Education Professional Development Committee.

**Goals #2, 3, and 5.** Recommend continuance of all goals with completion of said goals in 2010- 2011.

**Goal #4.** Recommend the Board of Directors provide guidance on the recommendations of the subcommittee and continue this goal to 2010-2011.

Scanners. As Chair, I would recommend a report be provided with an update on the scanners used at the Reno conference.

### MANAGEMENT'S RECOMMENDATION #1

We believe the collaboration between the sub committee, staff and the miscellaneous suggestions sent forth to headquarters worked well for the 2010 conference. We look forward to receiving a report after the conference to determine the outcome and quality of the education program.

In lieu of the recent flooding in Nashville, TN (home to IIMC's 2011 Conference), Staff recommends that the President assign this Committee to work with staff to develop the following:

- a contingency plan regarding future conferences and disasters and relocation
- a contingency plan on disasters occurring while Delegates are attending a conference

Staff will be looking into alternatives regarding these scenarios as well.

### MANAGEMENT'S RECOMMENDATION #2

This off-site program was created to allow our Region X and XI delegates to explore areas of cities that could offer insight into programs that may directly affect Region X and XI Delegates in their respective cities. However, with the point system now being offered at our conference, this is one afternoon where these delegates will not earn those points. Therefore, it's imperative that if we continue this off-site program, we make it as weighty as possible. We look forward to working with the subcommittee to expand this goal.

### MANAGEMENT'S RECOMMENDATION #3

A flow chart was created that describes the process of how to suggest speakers, topics for the education program and will be distributed to all future host committees. See attached.

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**MANAGEMENT'S RECOMMENDATION #4**

While we believe this is a good first-round effort regarding how to make a four-day IIMC Conference viable, we think a thorough discussion with staff regarding the education program, points, finances, and other budgetary items is warranted. A more comprehensive report can be produced for the 2010 Mid year Board meeting.

**MANAGEMENT'S RECOMMENDATION #5**

This manual is in dire need of revising and we need updating and a fresh perspective since we've made many changes over the years. The manual needs to reflect the Board approved policy that conference net 10% revenue, as well as contingency plans for emergencies.

**MANAGEMENT'S RECOMMENDATION #6**

Board approved policy is now in place regarding how to bid on a future Region XI conference.

**Goal #4 - Conference Committee**

Develop a plan for a four-day annual conference without decreasing number of educational opportunities while maintaining as many current social/networking events as possible.

**Christina N. Wilder, CMC**  
Subcommittee Chair

**Monica M. Simmons, MMC**  
Board Liaison

**Christie L. Jamieson, MMC**  
Member

**RECOMMENDATIONS**

One of IIMC's primary goals is to actively promote the continuing education and professional growth of our members. With university-based Institute programs, the Online Learning Institute and the CD Rom Program this goal is being met. Of what benefit, then, is attendance at the conference? More of the same, of course, but also registrants earn points toward CMC and MMC certification and/or qualification to run for office on the Board of Directors. Keeping this in mind perhaps we should rethink the structure of the conferences. It may be better to concentrate more on the Academy Sessions, Athenian Leadership Dialogues and ancillary meetings that are an important part of our organization's structure and less on providing thirty concurrent education sessions on seven subject tracts (using Reno as an example). The individual concurrent sessions do not provide points toward certification whereas the Academy and Athenian sessions do. In addition, participation on committees and attending the meetings earns points and gives participants insight into the administration of our organization thereby making them better board members/officers.

If the objective is to reduce the conference to four days in order to lessen the cost to registrants then obviously cuts and or reductions must be made. Below are the recommendations of our subcommittee.

**1.** Consider offering Master Municipal Clerk Academy sessions throughout a four-day conference in addition to the concurrent education sessions. Currently a participant can only attend four four-hour sessions (two on pre-conference day 1 and two on day 2). Reduce the number from twelve to six and schedule two sessions per day for three days during the four-day conference, two subjects per day, rotated in the morning and afternoon.

**Upside:** Eliminates pre-conference day 1 and pre-conference day 2 of current schedule, individual could attend as many as six MMCA sessions and/or participate

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in other education sessions as well. Fewer speakers would result in less expense.

**Downside:** Meeting room space may be limited. Reduced expense of speakers is offset by reduced revenue from participants

**2.** Reduce the number of concurrent education sessions in order to accommodate the inclusion of Academy sessions and Athenian Dialogues during the four days of the conference.

**Upside:** Flexibility in scheduling, opportunity to attend more Academy and Athenian sessions, additional revenue.

**Downside:** Can't think of any

**3.** Hold the Opening Reception at the host hotel, not offsite. The purpose of the opening reception is to 'meet and greet' old friends and new, provide a food event and expose registrants to one of the city's attractions.

**Upside:** Eliminate major transportation costs, contribute to IIMC's mandatory hotel catering minimum and perhaps save the attraction for an all-conference event or guest excursion. Also, it would enable late arrivals an opportunity to attend.

**Downside:** Can't think of any.

**4.** Eliminate the DJ and Dancing. This social event serves only a minority of the attendees. Alternate Recommendation – Move the opening reception to the first evening of the conference and provide DJ and Dancing this evening for one night only.

**Upside:** Most registrants have arrived and can participate, reduces cost of entertainment and room.

**Downside:** If hotel is in a less than desirable location nearby social opportunities may be limited.

**5.** Reduce the number of general sessions to one and consider a boxed lunch to "Grab 'n Go" to the general session, preferably the day of the all-conference event.

**Upside:** Topics of general sessions tend to be generic whereas concurrent education sessions are more specific. Providing a lunch will encourage attendance at the general session and having only one big name speaker will save money.

**Downside:** Noisy during presentation.



### 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:

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- 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 1st on the year before your conference. For example, if your conference is in May 2010, your suggestions are due by July 1st, 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 1st 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 1st on the year before the conference. For example, if your conference is in May 2010, your suggestions are due by July 1st, 2009.

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## 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 troubleshoot 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.

## Education and Professional Development

Chair: Kathy Dornan, CMC

Vice Chair: Susan Phillips, MMC

## Background/Discussion:

**Goal No. 1** - Ensure that IIMC acts as a facilitator in meeting the educational needs of its members.

The Committee really did not “specifically” study this goal or take any action. The first half of the year since forming in May of 2009, we were busy working in conjunction with the Program Review and Certification Committee in reviewing education guidelines, making recommendations on these and developing a new mission statement for the organization. This Goal is something that should continue and perhaps this Committee should be the one assigned to act as the “Watchdog” and keep its eyes and ears open to the membership to make sure they are being offered the education they need and desire; that it is reachable and

attainable; that there are no education “fires” which exist and need attention, etc. We consider this a continual process. In saying this, it should be clearly defined as to how data would be gathered to make the decisions necessary in this process, for example, word of mouth; complaint driven; request driven? Perhaps criteria and further definition needs to be considered so that members have a formal mechanism of how they report their education needs and wants and to what authority/or person do they report this to: Staff; Education Director/Dept; Committee?

## Management's Recommendation:

We agree that this should be an on-going goal for this committee. We also feel that the members should report their education needs to the Director of Education and/or Education Department.

**Goal No. 2** - Review overall Education Guidelines in conjunction with the Education Department staff, Institute Directors and State/Provincial/National Education Chairs, to ensure that IIMC's educational guidelines address the specific needs of all members of IIMC, while streamlining processes and procedures as much as possible.

The Committee focused on this goal the first half of the year and reported on those findings for your mid year meeting. From this came approval by the Board of a new Mission Statement (to be voted upon by the membership in May, 2010), confirmation of IIMC's educational philosophy and new education guidelines.

**Goal No. 3** - Study the possibility of on-line web based programs as a means for Clerks to obtain additional distance education.

This was the Committee's focus goal since mid year. The Committee agrees that IIMC needs to offer on-line web based programs as a means of long distance learning and education for clerks. We feel it is critical to implement this as quickly as possible, as the need for education at the lowest cost possible is relevant and

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more important than ever in these hard economic times. We also understand that this will now be possible with the implementation of the new IIMC website, which contains webinar capabilities.

We also suggest that IIMC partner with the individual states already offering webinar learning to their members, such as Florida and Colorado. We feel that IIMC should establish a program in which they can either utilize the program already being done in a state and provide that same program to other members through IIMC webinar capabilities, or assist the States already doing webinars with offering their program directly to IIMC members. Either way, members win through webinar education which could be provided through numerous entities under the guidance of IIMC at very low cost. Of course details on how to do this, fees/costs, etc. would all have to be determined and is all being suggested under the premise that webinars, whether offered by IIMC or the individual states, would be fee-based education, with revenues generated going to IIMC or to the State Associations or entities providing the webinar service. A report from both the Colorado and Florida State Associations on their webinar programs providing details and information on the establishment of these programs is attached.

It may also be the mission of this Committee during the next year to research and provide suggestions for “alternative” education delivery modalities beyond webinars.

**Goal No. 4** - Review the report of the Conference Committee regarding the quality of the educational program offered at the Annual conference.

This was another Goal not addressed by the Committee. It seems this goal needs to be reviewed and accomplished immediately after the May conference. Since the Committee “hit the ground running” in June of last year on education guidelines, etc. by the time we could get into a review of education for past/next conference, the education program was basi-

cally established for May of 2010. We believe it is critical that this Committee study this issue immediately following the May, 2010 conference in Reno and report education program pros and cons, highlights and failures, suggestions for future education, etc, all while working in conjunction with the other appropriate committees on this topic.

**Financial:** No financial request was made by this Committee.

### Summary:

It has been an honor and privilege to work with the dedicated and professional members of the Education and Professional Development Committee. Each and every member, including IIMC staff who were invaluable, brought something to the table that was helpful and important. All discussion was constructive and the work submitted to you this year is the effort of everyone involved. Vice Chair, Susan Phillips, was extremely helpful when it came to the webinar study as she is instrumental in helping her state establish this for the Colorado Clerks. I truly appreciated the opportunity given to me as Chair of this Committee and wish more could have been accomplished.

### Recommendation:

The Education and Professional Development Committee hereby requests the Board’s Consideration of the following:

1. That IIMC continue the work of the Education and Professional Development Committee and re-assign Goal No. 1 as an “on-going” goal, process and responsibility and to develop the process for data gathering and reporting.
2. That IIMC establish and implement on-line web based programs as a means of long distance learning and education for clerks, with webinar courses being available to the membership by January, 2011, and with emphasis being on developing classes that are “generic” for all members.

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Two white papers are attached to this report outlining the webinar process from Florida and Colorado – for informational purposes.

3. That Goal No. 4 – Review the report of the Conference Committee regarding the quality of the educational program offered at the Annual Conference (more specifically a review of the education program offered/executed in Reno, NV) be assigned to the Committee as their first priority after May, 2010.

### MANAGEMENT'S RECOMMENDATION

This Committee's primary objective is to ensure that education and professional development programs meet the members' needs, their areas of expertise and any changes not impede individual progress, but work cohesively with member goals. Based on the attached reports regarding webinars, IIMC's Education Department is looking into the possibility of developing webinars and allowing them as a source of education for IIMC members. We would appreciate feedback regarding conference education programs.

### Colorado Webinars

The Colorado Municipal Clerks Association's (CMCA) Web Committee was requested to study the membership's request to provide Education through Webinars for CMCA. The Committee researched several software applications for Video Streaming and Web Conferencing. The Website Committee brought forward a recommendation to the Membership to utilize Cisco WebEx as a proposed solution for education services. Cisco WebEx offered a discounted rate based on the non-profit status of CMCA and the number of members of CMCA.

There are two options available to CMCA through Cisco WebEx:

- WebEx will allow sharing of visual content over the web in real time as your phone conference, or
- WebEx will allow sharing of recorded sessions for self-paced learning.

Ideally this solution would save CMCA members in travel costs and time away from the office to attend training.

The Web Committee had concerns regarding the costs to implement this service. The costs are significant and do not make sense with the economic situation many municipalities are faced with at this time. Based on the estimates received to conduct either options listed above; CMCA may require a significant increase in the amount of the registration for the "On the Road Workshops" in order to break even with the costs to conduct the sessions. The On the Road Workshops have already had a fee increase this year and many of the sessions scheduled this year have been canceled due to the decrease in participation. The CMCA Executive Board voted to set Webinar sessions at a cost of \$30.00/session. The CMCA Executive Board felt the membership would support this cost for this type of service.

The Proposed bid offered for a limited 6-month pilot program from Cisco WebEx came in for a total cost for a year at \$6000.

The Website Committee instituted a pilot program and CMCA designated a CMCA instructor to try out this service that is comfortable with technology, had broadband internet connectivity and is able to install a Video Camera on their computer where they will be seated to instruct. CMCA also purchased a traveling Video Camera that will be sent to the instructors that do not have Video capabilities for a cost of \$90.00 Cisco WebEx will provide a training-session prior to the scheduled event to assist with the instruction on the tool for all instructors.

Participants are able to see and hear the instructor via their computer. During the session, participants are able to dial into a conference number where are able to provide interactive questions or use the "Chat" feature to ask questions. All participants are logged into the session and each name is visible to the participants.

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The Website Committee recommended that the CMCA Education Curriculum be broken down into 2 hour increments. The Website Committee anticipates that Members would not be able to, nor willing to, sit at their computer for more than a two-hour session. All webinars will be made up of two sessions at two hours each. This would limit the impact to rural communities or clerks who are already stretched to be away from their regular duties. In order to get the total four hours for one point for IIMC Education, CMCA members are required to register for both sessions of the Webinars.

In addition, the CMCA Education Committee revamped the assessment tool to accommodate the online webinars to allow ample completion-reporting process for the members. The assessment tool is up loaded to the website and submitted to the instructor for evaluation. The results are then sent to the CMCA Education Committee.

CMCA also is able to accept online payments for Registration of Education Sessions/ Membership/ CMCA Products. CMCA had concerns that there would be a fee associated with accepting these online payments. The Website Committee recommended that this small fee be passed onto the membership as part of the service. This fee occurs when utilizing a third party vendor to process payments. The banking institution that holds the organizations funds is willing to work with “merchant services.” Merchant services require an individual to have a credit card machine. Members would submit in writing, their credit card payment which would be processed through an individual. This would be another task for CMCA to process payments. (i.e. treasurer manually entering credit card numbers.) The CMCA Executive Board approved the organization to setup an account with Pay Pal to process Webinar registrations for the membership. This eliminated some of the manually entry. Pay Pal also allows us to utilize the ECommerce-PayFlow Pro Gateway to accept donations and for other CMCA merchandise.

CMCA is charged per month for webinar functions whether we use it or not. There may be months that the system may not be utilized.

- ✓ 30 participants per session maximum. (Rates increase based on the number of participants)
- ✓ There is a \$199 one time set up fee.
- ✓ CMCA is providing this service to the membership at a cost of \$450/month. This includes the “questioning online phone minutes at an average of 240 minutes.” We will monitor this to see if can be reduced.
- ✓ The Webinar is branded with CMCA logo and Hosted website (coloradomunicipalclerks.webex.com)
- ✓ 1 Gig of storage for recorded events (about 50 hours of recording space) at no additional cost. (To store the webinars which will be recorded during the live sessions) There was also discussion to utilize this feature for the CMCA Executive Board for those times they need to call a special meeting. This way an individual can “see” the board meeting rather than attend.” There was also discussion to utilize this function for actual Board meetings for live broadcasting- don’t know when we can address this.
- ✓ 28-bit SSL Encryption-Security!
- ✓ Unlimited training for the length of our relationship with WebEx (This may need to be implemented for awhile for each of those CMCA trainers that will want to instruct a Webinar)
- ✓ Unlimited Support for the length of our relationship with WebEx!
- ✓ Record and Edit Package
- ✓ Dedicated Client Support Manager
- ✓ Lifetime Product upgrades and enhancements
- ✓ E-Commerce Platform for Enterprise Edition (Advance Registration for sessions) This is only for the webinars- not conferences.

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Judy Egbert was our “Test Pilot” for the “dry run” of our program on March 19, 2010. This worked very well and we had our “Support Engineer” Michael Thome (Cisco WebEx) helped us through the first time. Our First Liquor Webinar is scheduled mid April (after April Elections.)

The following “On the Road Workshops” are webinars for Colorado with more to come in the near future:

Liquor  
Elections  
Records Management

## Membership

Chair: **Mary Johnston, MMC**

Vice Chair: **Susie Corbitt, MMC**

**Background:** The Membership Committee met on May 22, 2009 in Chicago, IL in conjunction with the 63rd Annual IIMC Conference. Also in attendance were President Elect Mary Lynne Stratta and Vice President Sharon Cassler. The Committee also held a Telecom on February 25, 2010 to review the Goals and Objectives.

**Discussion:** The Committee has worked hard on the Goals and Objectives during the past year. The most important task of this Committee was focusing on membership and increasing membership numbers. IIMC’s membership totals decreased this past year. The Committee believes budget constraints and the economy played a huge role in the reduction. The Committee hopes the coming year will see a reverse in that trend.

- The Committee, again this year, has been given the task of personally contacting IIMC members and inquiring about their membership and address any possible concerns. This task is to be completed by the Committee members in May 2010. To date, there have been no major issues raised by the membership which is good news. The Committee recommends this practice continue next year as it

lets the membership know that IIMC cares about their members.

- The Committee contacted “Soon to Be Cancelled” members to remind them of their dues payment and to gather any changes to the member’s information. As mentioned earlier, budget constraints and the economy has been the response from members who have not renewed their membership. IIMC has been working with a few clerks on a membership dues payment plan.
- The Committee has been busy preparing Region of the Month articles to be published in the *News Digest*. To date, all but Region X and Region XI have been published in the *News Digest*. The response from these articles has been very positive and therefore, the Committee recommends these publications continue next year.

Region I – August *News Digest*

Region II – September *News Digest*

Region III – October *News Digest*

Region IV – November *News Digest*

Region V – December *News Digest*

Region VI – January *News Digest*

Region VII – February *News Digest*

Region VIII – March *News Digest*

Region IX – April *News Digest*

Region X – May *News Digest*

Region XI – June/July *News Digest*

- IIMC Region Director Membership Drive continued this year and was completed in March. There have been a total of 43 new member clerks recruited under this initiative. Region IX Director Peggy Hawker won the Membership Drive competition with 14 new member clerks recruited. The Committee recommends this Membership Drive be implemented again next year.
- The Recruit a Member Program has again been a positive recruitment tool for IIMC. The Committee recommends this program continue in

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the upcoming year. The Committee requests funds be made available to support this program. There have been 22 new Recruit a Members since July 1, 2009.

- There has been preliminary discussion on the development of an Institute Director Membership Drive. The Committee would like the new Committee to continue these discussions and development a program.
- The Membership Committee worked with the Public Relations and Marketing Committee on the development of a Power Point Presentation that highlights the benefits of IIMC membership. The thought is to distribute the Power Point Presentation to State/Region/National Associations for membership recruitment. It was also felt this Power Point Presentation could be added to IIMC's Website. The Public Relations and Marketing Committee will include this presentation as part of their annual Committee Report. The Membership Committee recommends the Board of Directors approve the Power Point Presentation as a membership recruitment/marketing tool.
- IIMC staff mailed 1,300 membership postcards to Native Council Clerks explaining the benefits of IIMC members. To date, IIMC staff has received four inquires on membership from this mailing.
- The Committee discussed ways to involve retired members as those membership numbers seem to be decreasing. It is recommended the new Committee continue this discussion for retiree member involvement in IIMC.

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

**Summary:** This has been a very active and challenging year for the Membership Committee. The Committee feels all of the goals and objectives assigned have been discussed and met.

**Recommendation:** The Committee recommends the Board of Directors approve the Power Point Presentation for membership recruitment that is part of Public Relations/Marketing Committee's Annual Report. The Committee also recommends the continuation of the Recruit A Member Program and Region Director Membership Drive Competition.

It has been a great honor and privilege to serve as Chair of Membership Committee. The Committee has stepped up to the plate to complete any assignments given. They are to be commended for their dedication and service to IIMC:

Susie Corbitt, MMC, Polo, IL  
 Dawn Abrahamson, MMC, Fremont, CA  
 Cynthia Brown, East Orange, NJ  
 Bernie White, CMC, Sydney, Canada  
 Joseph David, Durban, South Africa  
 Kathryn Young, CMC, Colorado Springs, CO  
 Brenda Dennis, CMC, Schertz, TX  
 Deborah Miner, CMC, Harrah, OK  
 Denise Jordan, CMC, Gainesville, GA  
 James Mullen, Jr., Milton, MA  
 Kerry Macomber, Kent State University  
 Colleen Nicol, MMC, Riverside, CA  
 Pattie McCoy, MMC, Poultney, VT  
 Nick Randle, Taunton, United Kingdom  
 Ashley Mitchell, CMC, Carrollton, TX  
 Barbara Montgomery, Saginaw, MI  
 Gary Phillips, CMC, Oronogo, MO  
 Kristie Smithers, MMC, Wasilla, AK  
 Kassie Van Remortel, University of Wisconsin-GB  
 Mary Cusick, CMC, Santa Clarita, CA

The Committee would also like to thank IIMC Staff Liaison's Janis Daudt and Tammy Schultz for their guidance and hard work this past year. They do an excellent job serving our members.

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## MANAGEMENT'S RECOMMENDATION

We believe the Board approved the power point presentation and feel that it is an excellent form of communication and describes IIMC's overall mission and organizational structure well. We also concur that the two membership recruitment campaigns are worthy of continuation – the Region Directors Challenge brought in 47 new members this year and the Membership Challenge has added 21 new members since July 2009.

### Research & Resource

Chair: **Sherry Mashburn, MMC**

Vice Chair: **Randy Reed, CMC**

**Background:** The purpose of the Committee is (1) to assist in surveying the membership on various issues as necessary, (2) to ensure that members are provided with quick and accurate answers to their inquiries, and (3) to implement an online resource center.

**Discussion:** (1)(a) In collaboration with the Small Cities Task Force, our committee developed a survey focusing on small cities and their needs. The survey was distributed to small cities. The Research and Resource Committee reviewed the survey results and provided comments back to the Small Cities Task Force.

The one issue that everyone agreed on is training availability. Clerks, especially small town or rural clerks, want to see more training done locally, with other options to include on-line training and webinars. As one committee member noted, 48% of the respondents have no one to cover their functions when they are away, and 66% are not allowed to travel out-of-state. These are very compelling statistics.

Another related issue was the award of points for the Annual Conference as opposed to other training venues. This needs to be considered very carefully, and perhaps referred to the Education Committee.

The recommendations of the Research and Resource Committee were as follows:

- Consider a more equitable award of points for training
- Provide more local opportunities for training
- Provide more on-line training, including webinars

(1)(b) **Shirley Gentry**, Chair for the Records Management Committee, requested our assistance with a survey to:

- determine if there was any correlation between the population of a city and the amount of money allocated to the clerk's office for management of Council record;
- determine if there is a correlation between the size of a city and the number of records management activities that are occurring;
- determine the training clerks feel they need to manage their records; and
- determine the gaps in records management activities – what should clerks be doing now that they are not.

Our committee reviewed the proposed survey and made some general recommendations regarding to whom and how this survey would be conducted and to simplify some of the terms and make them more generic. We felt the purpose of the survey was well stated and should be included in the cover letter that was attached to final survey. It was also recommended that when the Records Management Committee sent the survey to IIMC for distribution, that they have a response deadline of end of January - mid February.

(2) The Committee received 23 requests for information from the membership this year. The topics ran the gamut from "killer" interview questions to allowing non-US citizens to vote on municipal issues to instant run-off voting to how do other municipalities track milestones/deadlines for adopted plans/policies/programs or projects.

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**Summary:** (1)(a) The responses from the Small Cities Task Force were difficult to assess or to fit neatly into categories. The Committee did an outstanding job of narrowing the focus to the training issues.

(1)(b) The Committee does not know the status of the Records Management survey.

(2) I believe this is the most important charge the committee has. It is reassuring to many clerks to know they can get the answers they need from other qualified, experienced clerks and not have to “reinvent the wheel”. There are some very interesting things going on in our towns and cities.

(3) The committee did not begin the implementation of the online resource center. However, this will be a most important resource for the future.

**Recommendation:** Next year’s committee should begin the implementation of the online resource center as soon as the new website is ready. There should be some ground rules of what to submit, where to submit, and who approves what will be added to the online resource center. Suggested resources to include are: job descriptions; community leadership training for prospective board, commission or committee members; proclamations; various forms, etc.

## MANAGEMENT’S RECOMMENDATION

We concur with this Committee’s recommendation. The new web site is launched. We look forward to input into how to best serve members through an online resource. Staff will work with and rely on the Committee’s suggestions regarding resources, materials and miscellaneous information relevant to the members.

### Small Cities Task Force Survey

Chair: **Debra Batliner, MMC**

IIMC Member Services Director: **Janis Daudt**

On August 26, 2009, IIMC sent out the IIMC Small Municipality Survey to 1,061 IIMC Members all under the population of 1,500. We closed the survey on September 4, 2009.

We had 835 members open the survey and 491 complete the survey. Forty six percent gave us their input.

- 50% of the respondents were from Cities rather than towns, villages, etc.
- 86% of the respondents held the title “Clerk.”
- 28% had been in their position for only 1 – 3 years, 11% had been in their position from 10-12 years and 2% had been in their position for 31 or more years.
- 89% were full time employees.
- 63% were Certified Municipal Clerks (CMC).
- 14% were Master Municipal Clerks (MMC).
- 26% had their state certification.

The highest percentage of respondents (10%) came from populations of 900-1000.

- 88% are interested in professional development.
- 71% would not receive a salary increase if they were certified and 29% would receive an increase.
- 82% stated that they had internet and email access at both work and home. 17% said they only had internet and email access at work. 97% want to receive IIMC information at their work email.
- 66% are allowed in-state training only. 34% are allowed both in and out of state training.
- 52% said they had a designated person to cover their duties in their absence while 48% did not.
- 42% prefer to receive training at their state conference, 15% at their state region conference, 5% at an IIMC Region Meeting and 4% at an IIMC Annual Conference.
- 13% receive training through online distance education, 6% through webinars, 5% at a local college and 9% do not receive any training.
- 57% said it would be helpful if their state association or municipal league were to provide IIMC approved training for CMC and MMC in which they would receive credits.

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- 97% of all respondents stated that their municipality paid for their IIMC dues.
- 92% stated that their municipality paid for the state association dues. 6% did not belong to their state association.
- 62% said it would not be helpful for their Mayor/Council or direct Supervisor to receive information on IIMC benefits and services.

IIMC asked them to list three of their greatest job challenges. After carefully researching the data, it is clear that the following areas are the most challenging:

#### ■ Training in the following areas:

- a. Time Management
- b. Grant Writing
- c. Preparing Minutes
- d. Record Retention, Archiving, Electronic Records
- e. Elections
- f. Resolutions
- g. Staying current with changing state and federal laws
- h. Technology Training
- i. Writing Etiquette
- j. Audits
- k. Preparing Budgets
- l. Timelines and Deadlines
- m. Collecting Utilities and Taxes
- n. Handling Politics and Gossip and Staying Neutral
- o. Code Enforcement
- p. Web Design
- q. Payroll
- r. Employee Relations
- s. Customer Service
- t. FOIA Changes
- u. Zoning

#### ■ Self Esteem and Job Contentment

- a. One Person Office
- b. Not enough hours in the day.
- c. Helping other departments

- d. Wearing too many hats
- e. Position and knowledge respect
- f. Low pay – Equal salary
- g. Running entire city – no city manager
- h. Stress – Staying Sane
- i. Convincing the Council that I am not a “glorified secretary.”
- j. Taking time off for personal life.
- k. Office Space
- l. Overbearing Workload
- m. Lack of professional recognition for amount of work accomplished
- n. Isolation
- o. Public thinking the Clerk position is a “no brainer.”
- p. Appreciation and Respect
- q. No Retirement Benefits
- r. Anxiety of changing councils

#### ■ Dealing with Everyone

- a. Personnel problems
- b. Supervising staff
- c. Rude Customers
- d. Upset Citizens
- e. Dealing with past due utility customers/having to disconnect utilities-nasty
- f. Interruptions
- g. Public Complaints
- h. Fear of another employee
- i. Citizens calling my home
- j. Interoffice conflicts
- k. Dealing with ignorant people
- l. Employee motivation and dedication
- m. Managing different personalities
- n. Micromanagement of office

#### ■ Mayor, Council and City Manager

- a. Council not following laws and regulations
- b. Administration changes
- c. Keeping unity among the board

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## COMMITTEES IN ACTION

- d. Educating and Training Council Members
- e. Council understanding what it is I do.
- f. Working as the liaison between the Board and Citizens
- g. Small town politics – staying impartial
- h. Motivation of the governing body to plan
- i. Communication with the Mayor
- j. Getting the board to follow through
- k. An inactive council
- l. Disengaged elected officials
- m. City Council fighting every move I make
- n. Trying to stop the council from overspending
- o. Council's lack of knowledge of laws and policies
- p. Camaraderie among Mayor, Council and Staff
- q. Council refusing to be trained
- r. Trustee orientation and training/ethics
- s. Mayor in office only 4 hours a week
- t. Keeping the Board interested in my training

### ■ Budgets and Funding

- a. Preparing budgets
- b. Stretch budget dollars to meet needs of town
- c. Decrease in revenues
- d. Lack of town finances
- e. Balancing budgets
- f. Reduced budgets
- g. Present Economic Downturn
- h. Finding enough money to go around
- i. Keeping payments within the budget
- j. Hours cut, but greater workload
- k. No funding for training.

The last question asked was how could IIMC assist them in meeting these challenges listed above.

- 1. Offer Affordable training.
- 2. Training closer to home
- 3. Distance Education and low fees
- 4. Give more MMC credit for our league sponsored conferences

- 5. Keep Conference costs down so small municipality clerks can attend
- 6. Provide updated information in an easy accessible format
- 7. Offer more classes that reflect our day to day workload.
- 8. Offer organizational classes online.
- 9. Round table discussions with small municipality clerks
- 10. Offer classes on approaching your chair and board on changes that are necessary, but are seen as negative by some community groups.
- 11. Online Certification Program
- 12. Allow points for classes on our range of duties such as zoning, HR, Finance, Planning Boards, Board of Adjustment and Storm Water Management.
- 13. Keep us informed of employee rights.
- 14. An Annual Conference fee less than \$300.00. I might be able to attend.
- 15. Computer classes and credits allowed for CMC
- 16. Offer election classes online.
- 17. Offer ideas for new revenue
- 18. Offer legal ways to collect delinquencies.
- 19. Offer Grant Writing classes online
- 20. Give me credit for the risk management, insurance services and payroll classes I have to have.
- 21. Give us more interaction with experienced professionals in our area or online.
- 22. Do whatever you can do to offer affordable training online or through webinars.
- 23. Continue the *News Digest* articles. They are very helpful
- 24. Share accomplishments of other towns and managerial guidelines to assist clerks in planning.

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25. Offer a reference guide/calendar for all the mandatory duties associated with the position.
26. Affordable or Free publications regarding our job duties.
27. Help me make my Mayor and Council more aware of my duties and responsibilities.

The Clerks that completed this survey did so with the hope that IIMC would hear them and provide them with low cost education to help them do their jobs professionally and punctually. They feel isolated and they need to know that IIMC has their back. This report may seem a bit repetitive, but these are their requests and desires of IIMC.

I might add, that not one respondent mentioned that IIMC was asking too much for dues. They just want affordable distance education where they can learn how to do their jobs better.

### MANAGEMENT'S RECOMMENDATION

This was not an easy survey to extrapolate information. We understand and appreciate the time and effort the Task Force put into developing and releasing the survey. Although the answers stand alone, there are several key elements that we found that are positive and telling:

- High percentage of certification - CMCs (63%) MMCs (14%) - reflects a strong commitment to IIMC and Clerk education regardless of population. This depicts that they value their work and accept continuing education as an integral part of their profession.
- IIMC membership dues were fine – no mention about dues being high or needed to be reduced.
- Distance learning is a lifeline to this group, especially low cost on-line programs.

We recommend that IIMC use the areas of “greatest job challenge” to determine what possible on-line programs and electronic publications can be developed with the Director of Education to produce these low cost yet necessary programs.

We also recommend a small cities Teleconference (sometime in late summer) and a Small City Roundtable program (perhaps at the 2011 Conference) to develop synergy regarding small city clerks helping one another.

The information that is procured can then be created and used as a marketing tool to recruit potential new members.



Board of Directors  
International Institute of Municipal Clerks

We have audited the accompanying statement of financial position of the International Institute of Municipal Clerks ("Institute") as of December 31, 2009, and the related statement of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the International Institute of Municipal Clerks as of December 31, 2009, and the changes in net assets and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

A handwritten signature in dark ink, appearing to read "Romero & Associates".

**ROMERO & ASSOCIATES, LLP**  
Certified Public Accountants

April 26, 2010

FINANCIAL STATEMENT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**STATEMENT OF FINANCIAL POSITION**

December 31, 2009

**ASSETS**

**CURRENT ASSETS**

Cash and cash equivalents	\$ 271,501
Accounts receivable	32,588
Inventory	9,801
Prepaid expenses	13,055
Conference prepaids	39,706
Total Current Assets	<u>366,651</u>
Property and equipment	1,073,649
Capitalized cost	<u>10,036</u>
Total Assets	<u>1,450,336</u>

**LIABILITIES AND NET ASSETS**

**CURRENT LIABILITIES**

Accounts payable	12,158
Accrued liabilities	53,068
Accrued Interest	247
Deferred revenue	630,773
Mortgage note payable - current portion	20,350
Total Current Liabilities	<u>716,596</u>

**NOTES PAYABLE**

Line of Credit	185,000
Mortgage note payable	910,697
Total Liabilities	<u>1,095,697</u>

**NET ASSETS**

Unrestricted net assets	<u>(361,957)</u>
Total Liabilities and Net Assets	<u>\$1,450,336</u>

See accompanying notes to the financial statements.

# FINANCIAL STATEMENT

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

### STATEMENT OF ACTIVITIES

For the year ended December 31, 2009

#### REVENUES

Membership dues	\$ 1,026,358
Conference	716,822
Education	176,570
Marketing development and promotion	51,187
Building rental	54,535
Administration	20,608
Interest	2,661
Total Revenues	<u>2,048,741</u>

#### EXPENSES

Program Services	
Education	328,534
Conference	669,950
Member services	179,273
Marketing development and promotion	98,401
Building	86,278
Supporting Services Administration	<u>704,276</u>
Total Expenses	<u>2,066,712</u>

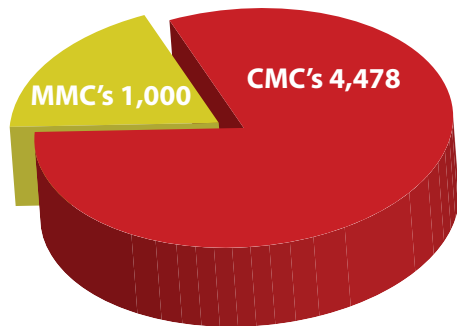
Decrease in Net Assets	(17,971)
Net assets, beginning of year	(343,986)
Net Assets, end of year	<u>\$ (361,957)</u>



## Certification and Master Municipal Clerk Academy Figures

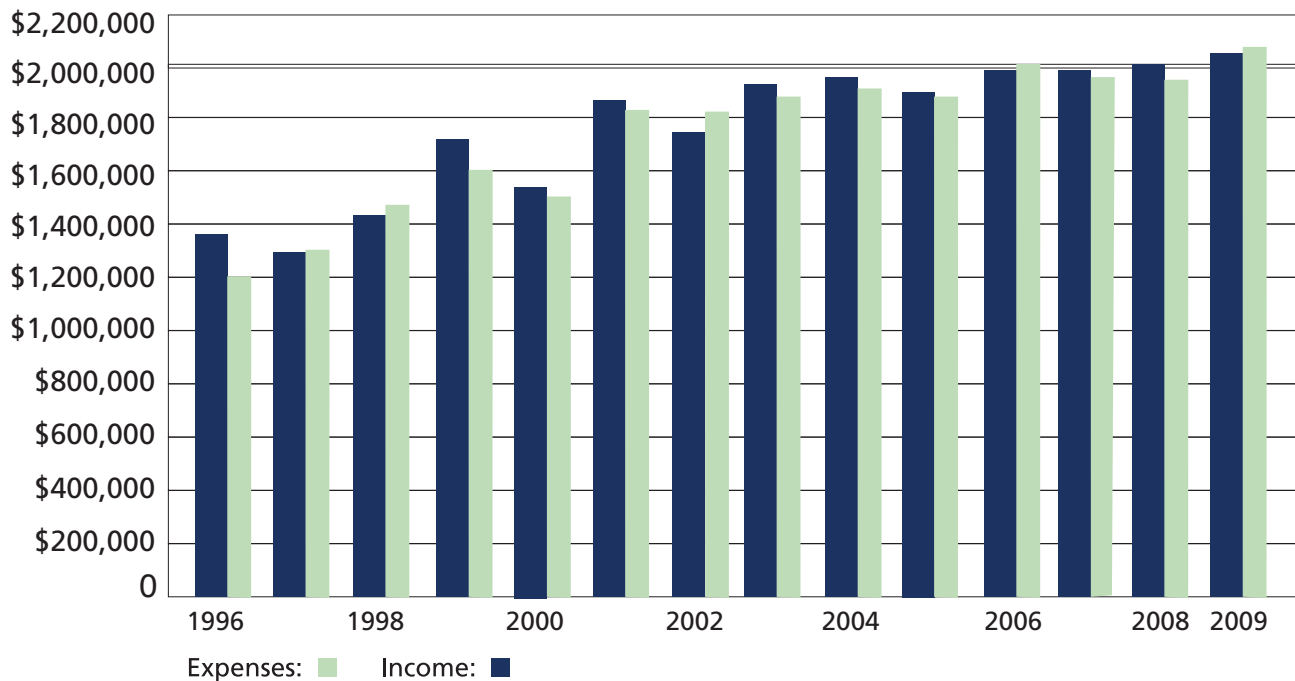
The Certified Municipal Clerk program began in 1971.

### Total active clerks as of June 30, 2010



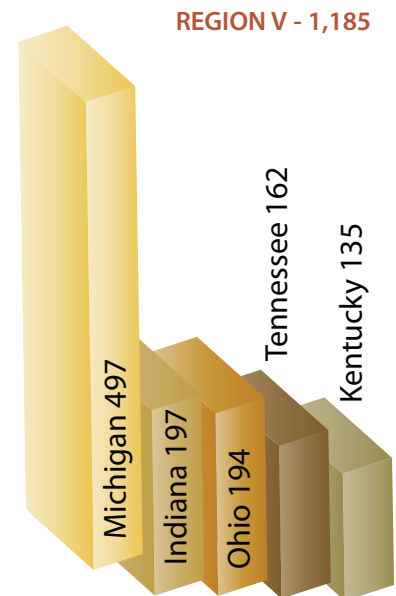
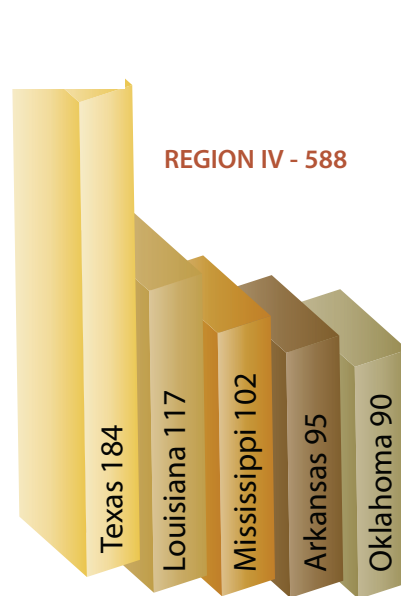
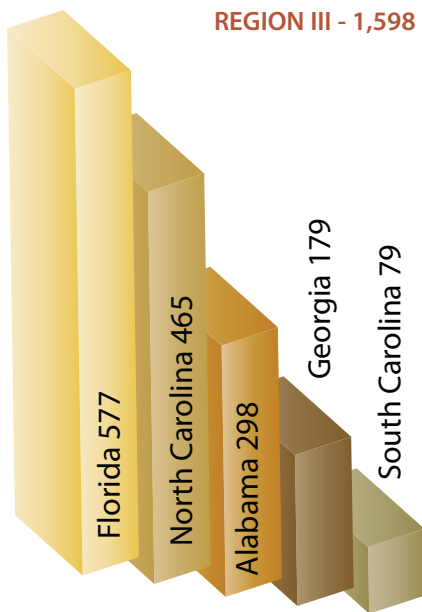
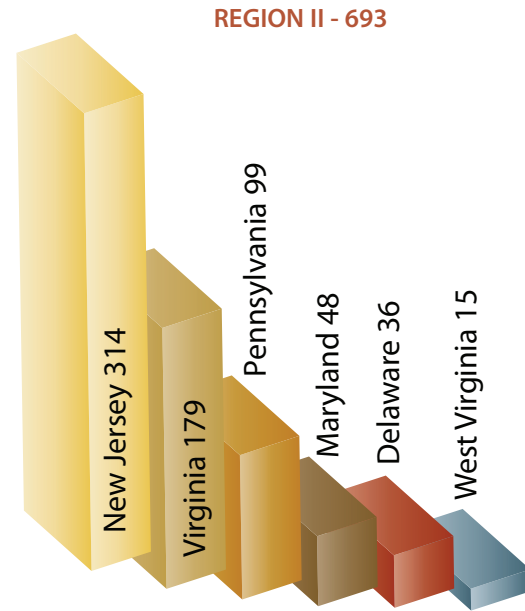
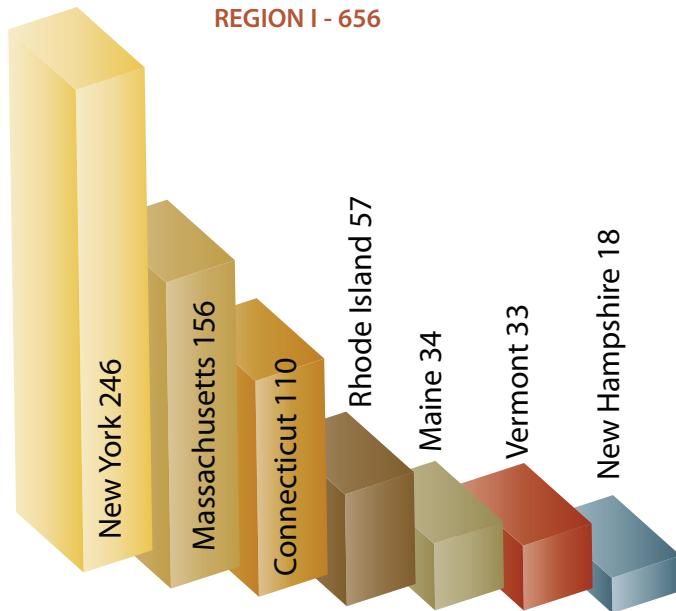
NOTE: In January 2010, IIMC's Education Guidelines were revised to reflect major changes including the elimination of Recertification. IIMC's CMC's program has increased by five percent and MMC participation has increased by 60 percent.

### Revenue & Expenditure Chart



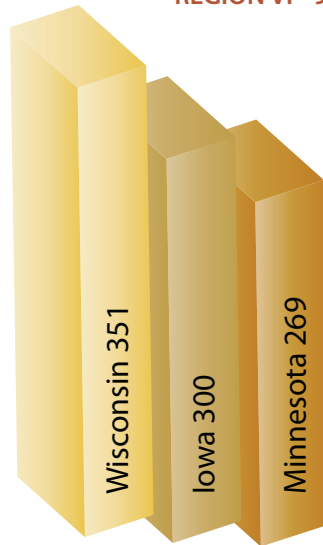
## IIMC STATE/REGIONAL/NATIONAL MEMBERSHIP

The following chart represents IIMC membership in each state, province and country. As of July 7, 2010, California leads all states in membership with 863. Region III (AL, FL, GA, NC and SC) leads all Regions in total membership with 1,598. British Columbia leads all members in Canada with 100. England leads all countries in Region XI with 39 members. IIMC's total membership is 9,409.

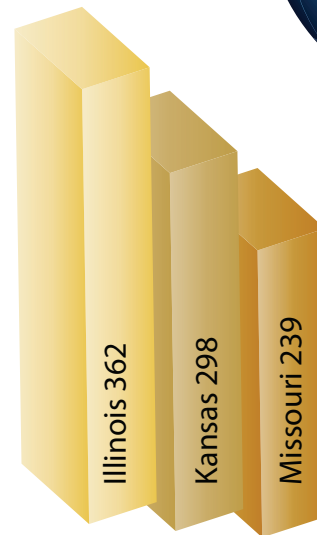




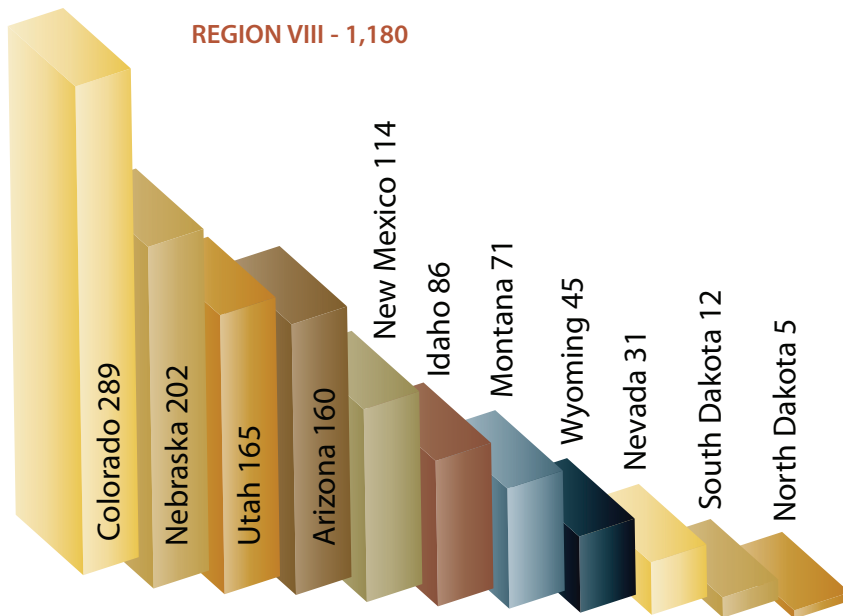
REGION VI - 920



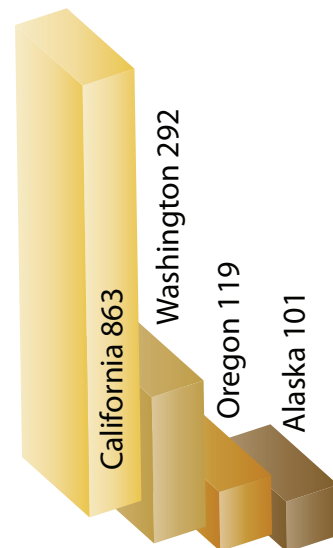
REGION VII - 899

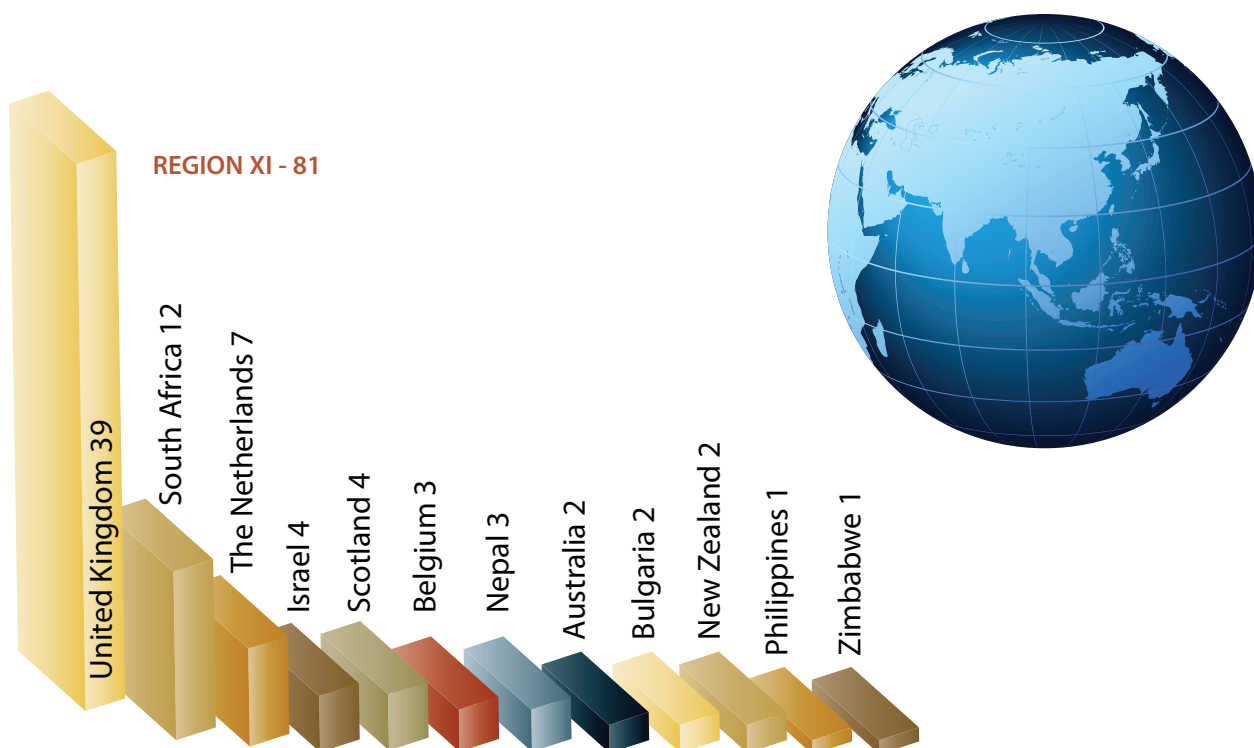
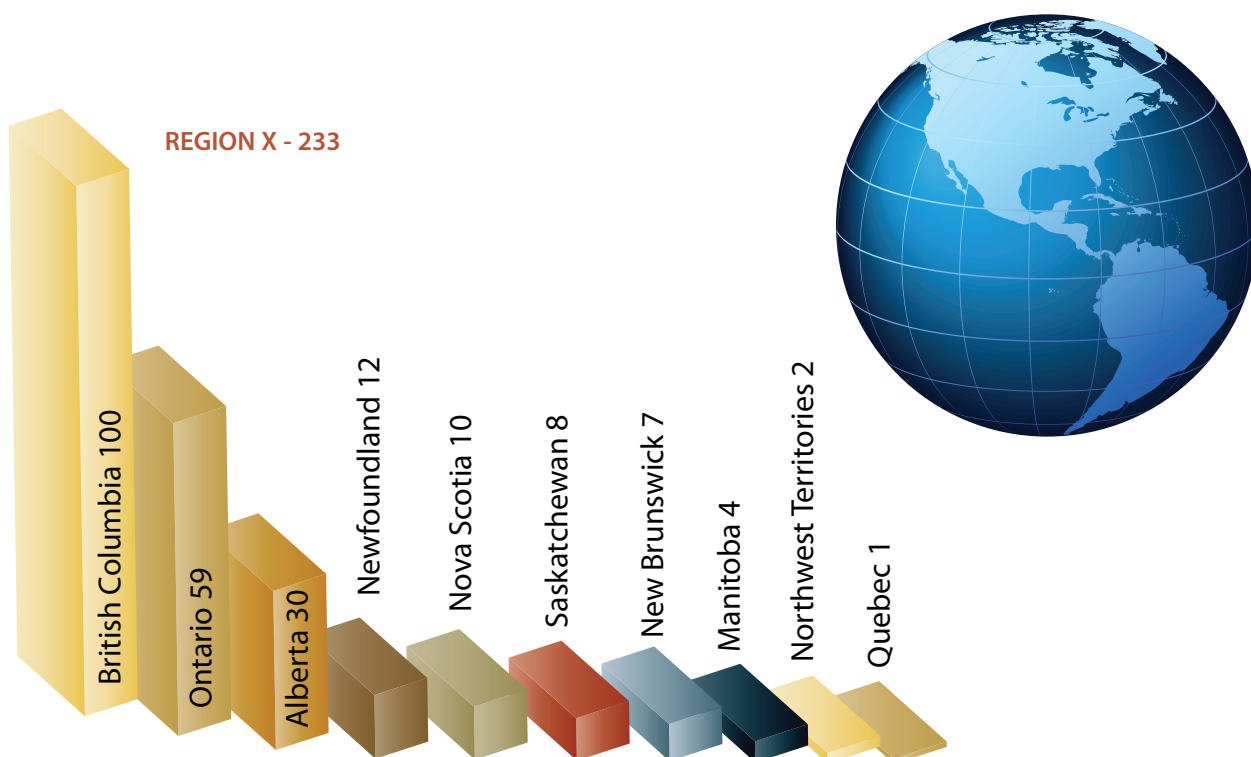


REGION VIII - 1,180



REGION IX - 1,375





## BOARD OF DIRECTORS



**PRESIDENT**  
**Mary Lynne Stratta, MMC**  
City Secretary  
Bryan, TX



**PRESIDENT ELECT**  
**Sharon Cassler, MMC**  
Clerk of Council  
Cambridge, OH



**VICE PRESIDENT**  
**Colleen J. Nicol, MMC**  
City Clerk  
Riverside, CA



**PAST PRESIDENT**  
**Dyanne C. Reese, MMC**  
Clerk of Council  
Savannah, GA

### DIRECTORS 2010 EXPIRATION

**Bernice Dixon**  
Town Clerk  
Vernon, CT  
Region I

**Carol L. Jacobs, MMC**  
City Clerk  
Ocean City, MD  
Region II

**Stephanie C. Kelly, CMC**  
Deputy City Clerk  
Charlotte, NC  
Region III

**Brenda Kay Young, MMC**  
Town Clerk-Treasurer  
Nashville, IN  
Region V

**Monica M. Simmons, MMC**  
City Clerk  
Henderson, NV  
Region VIII

**Pamela R. Kolacy, MMC**  
City Clerk  
Port Townsend, WA  
Region IX

**Bernie White, MMC**  
Municipal Clerk  
Cape Breton Regional Municipality,  
Nova Scotia, Canada  
Region X

### DIRECTORS - 2011 EXPIRATION

**Jane E. Williams-Warren, MMC**  
Municipal Clerk  
Paterson, NJ  
Region II

**Barbara Blackard, MMC**  
City Clerk/Treasurer  
Clarksville, AR  
Region IV

**Shari Moore, CMC**  
City Clerk  
Saint Paul, MN  
Region VI

**Jerry Lovett-Sperling, MMC**  
City Clerk  
Lindsborg, KS  
Region VII

**Stephanie Kalasz, CMC**  
City Clerk  
Moscow, ID  
Region VIII

**Marc Lemoine, CMC**  
Deputy City Clerk  
Winnipeg, Manitoba, Canada  
Region X

**Nick Randle**  
Chief Executive, SLCC  
Taunton, United Kingdom  
Region XI

### DIRECTORS - 2012 EXPIRATION

**James G. Mullen, Jr.**  
Town Clerk  
Milton, Massachusetts  
Region I

**Melissa (Lisa) Small, MMC**  
City Clerk  
Temple Terrace, Florida  
Region III

**Deborah Miner, MMC**  
City Clerk  
Harrah, Oklahoma  
Region IV

**Tami K. Kelly, MMC**  
Clerk of Council  
Grove City, Ohio  
Region V

**Carol S. Alexander, MMC**  
City Clerk  
Beloit, Wisconsin  
Region VI

**Karen Goodwin, MMC**  
City Clerk  
Florissant, Missouri  
Region VII

**Peggy Hawker, MMC**  
City Recorder  
Newport, Oregon  
Region IX

**Francois Allers**  
Executive Manager  
Ekurhuleni Metropolitan, South Africa  
Region XI





INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS  
8331 Utica Avenue, Suite 200  
Rancho Cucamonga, CA 91730  
[www.iimc.com](http://www.iimc.com)