



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
November 5-6, 2010**

**Omaha, Nebraska**



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Sharon K. Cassler, MMC

**President** Term ends: May 12, 2011  
Clerk of Council  
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Cambridge, OH 43725  
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### Colleen J. Nicol, MMC

**President Elect** Term ends: May 12, 2011  
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### Brenda M. Cirtin, MMC

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### Mary Lynne Stratta, MMC

**Immediate Past President** Term ends: May 12, 2011  
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### James G. Mullen, Jr.

**Region I Director** Term ends: May 24, 2012  
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### Linda L. Spence, MMC

**Region I Director** Term ends: May 23, 2013  
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### Diane G. Fitzhenry, MMC

**Region II Director** Term ends: May 23, 2013  
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### Jane E. Williams-Warren, MMC

**Region II Director** Term ends: May 12, 2011  
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Paterson, NJ 07505  
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### Melissa E. Small, MMC

**Region III Director** Term ends: May 24, 2012  
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City of Temple Terrace  
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### Tiny B. Washington, CMC

**Region III Director** Term ends: May 23, 2013  
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# IIMC Board of Directors Roster

## **Barbara Blackard, MMC**

**Region IV Director** Term ends: May 12, 2011  
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## **Deborah L. Miner, CMC**

**Region IV Director** Term ends: May 24, 2012  
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**Email:** deborah.miner@harrah-ok.gov

## **Debra Batliner, MMC**

**Region V Director** Term ends: May 23, 2013  
City Clerk/Treasurer  
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## **Tami K. Kelly, MMC**

**Region V Director** Term ends: May 24, 2012  
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## **Carol S. Alexander, MMC**

**Region VI Director** Term ends: May 24, 2012  
City Clerk  
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Beloit, WI 53511-6234  
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**Fax:** (608) 364-6649  
**Email:** alexandc@ci.beloit.wi.us

## **Shari A. Moore, CMC**

**Region VI Director** Term ends: May 12, 2011  
City Clerk  
City of Saint Paul  
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## **Karen F. Goodwin, MMC**

**Region VII Director** Term ends: May 24, 2012  
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Florissant, MO 63031  
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## **Jerry Lovett-Sperling, MMC**

**Region VII Director** Term ends: May 12, 2011  
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## **Stephanie Kalasz, CMC**

**Region VIII Director** Term ends: May 12, 2011  
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## **Debra Owen**

**Region VIII Director** Term ends: May 23, 2013  
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Sioux Falls, SD 57104  
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# IIMC Board of Directors Roster

## **Margaret Hawker, MMC**

**Region IX Director** Term ends: May 24, 2012  
City Recorder/Special Projects Director  
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## **Kristie L. Smithers, MMC**

**Region IX Director** Term ends: May 23, 2013  
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## **Laurie Darcus, MMC**

**Region X Director** Term ends: May 23, 2013  
Director of Corporate Services  
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Pitt Meadows, BC V3Y 2B5  
CANADA  
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**Fax:** (604) 465-2404  
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## **Marc Lemoine, MMC**

**Region X Director** Term ends: May 12, 2011  
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Council Bldg-510 Main Street  
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CANADA  
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## **Francois Allers**

**Region XI Director** Term ends: May 24, 2012  
Exec. Mgr: Legal & Admin. Svcs.  
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Kempton Park 1620  
SOUTH AFRICA  
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## **Nick Randle**

**Region XI Director** Term ends: May 12, 2011  
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Society of Local Council Clerks  
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UNITED KINGDOM  
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**International Institute of Municipal Clerks**  
**Board of Directors ~ Annual Meeting Agenda**  
**November 5-6, 2010**  
**Hilton Hotel ~ Omaha, Nebraska**

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16) Report From Directors	
a) Reports from Directors	
17) Other Business and Announcements	
18) Adjournment	

IIMC BOARD OF DIRECTORS  
ANNUAL BOARD MEETING  
MAY 21 and 22, 2010  
RENO, NV

The meeting was called to order on Friday, May 21, 2010 by President Mary Lynne Stratta at 3:15 p.m. (Pacific Time).

## ROLL CALL – MAY 21, 2010:

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

Others Present: IIMC Executive Director Shalby  
Parliamentarian/Rec. Secretary Dornan  
Various IIMC Staff Members  
Various Guests

## APPROVAL OF AGENDA:

Motion by Reese, Second by Kalasz, to approve the agenda as published.

## Motion Carried Unanimously.

## **CONSENT AGENDA:**

a. **Draft Minutes of Mid-year November 7-8, 2008 Board Meeting – Riverside, Ca.**

Motion by Young, Second by Cassler, to approve the minutes of the Mid-Year Board Meeting held November 7-8, 2008 in Riverside, CA as corrected and submitted this date.

## Motion Carried Unanimously.

**b. Draft Minutes of May 18, 2009 – Board Meeting – Chicago, IL**

It was noted these minutes had been approved at the mid-year board meeting in November, 2009; no action required.

**c. Draft Minutes of Mid-year November 6 & 7, 2009 Board Meeting – Albuquerque, NM.**

Motion by Cassler, Second by Warren, to approve the minutes of the mid year board meeting held November 6-7, 2009 in Albuquerque, NM, as submitted.

Motion Carried Unanimously.

**d. Draft Minutes of November 7, 2009 Executive Session.**

It was advised these had already been approved at the mid year meeting; no action was necessary.

**e. Draft Minutes of January 11, 2010 Board Teleconference.**

Director Miner requested that the minutes on Page 3, third paragraph, be amended to indicate that she was late in participating in the meeting, but not absent.

Motion by Young, Second by Burns-Small, to approve the minutes of January 11, 2010, with the amendment noted above.

Motion Carried Unanimously.

**f. Draft Minutes of January 11, 2010 Board Teleconference Executive session.**

It was advised these would be distributed and considered for approval later in executive session.

**g. Draft minutes of February 22, 2010 Board Teleconference.**

Motion by Cassler, Second by Miner, to approve the minutes of the February 22, 2010 Board Telecom meeting as written.

Motion Carried Unanimously.

**MCEF REPORT:**

Mr. Dale Barstow addressed the Board, and referenced the annual report provided to them in their packets. He advised that the Clerks from Illinois who will be contributing a restricted endowment in honor of the passing of Marianne Edwards, the City Clerk of Normal, Illinois who passed away this year. He spoke on the work of MCEF

during the past year, noting they had lost the services of Wayne Hussey, who resigned due to other commitments. He stated MCEF will continue to work on the Planned Giving component and other fund raising efforts, advising the MCEF Foundation, while small, is in better shape than others of comparable size.

Mr. Barstow advised there was approximately \$1.27 million in their account, but noted that voluntary contributions were down by 4% last year. He encouraged the Board Members to talk to the members in their region about continuing the voluntary donation with their dues and other donations as well. He advised the voluntary donations are a major revenue source for MCEF.

Mr. Barstow spoke on other fundraising activities, including raffles, auctions, and the annual Hawaii trip, which is still doing well. He noted he was excited about IIMC's new website, which was financed through MCEF funds and feels it's a great improvement for the organization. He spoke on the MCEF loan to IIMC, advising the amount has gone from \$250,000 to \$158,000 and that they appreciated the prompt repayment efforts.

Mr. Barstow thanked the Board for their support of MCEF, this week's silent auction and other activities. President Stratta thanked Mr. Barstow for the report and for the partnership and continued help of the MCEF to the IIMC.

#### **EXECUTIVE DIRECTOR UPDATE- CHRIS SHALBY:**

ED Shalby reported that over the past year, he and staff have concentrated on resolving the education issues which was done through amendment by the Board at the mid year meeting of the education guidelines, paying down on the line of credit to MCEF, maintaining membership, searching for a new Education Director, developing the strategic plan, creating and implementing the new web site, overseeing the codification of the new policy manual and making the 2010 conference in Reno a premier event and revenue generator. He provided a synopsis of some of the key events. He then requested that the Board enter into executive session discussion.

#### **EXECUTIVE SESSION:**

Motion by Reese, Second by Mullen, to enter into an executive session at 3:27 p.m.

Motion Carried Unanimously.

The Board met in executive session at this time; The Board reconvened back into regular session at 4:50 P.M.

#### **ADOPTION OF MEMBERSHIP-DRIVEN LONG-RANGE STRATEGIC PLAN:**

President Stratta noted that this plan was the result of many hours of work by all of the Board Members, both present and past and that the Strategic "Business Enterprise" Plan as written will be a guide to IIMC for many years to come on how to

conduct business and provide education to its membership. She called upon the chairs of each of the KRAs to provide a synopsis of the KRA component they worked on. Reports were provided as follows:

#### Key Result Area 1 – Membership.

Objective 1 – Create an effective advertising and marketing program to enhance and promote IIMC member benefits and attract and retain members

Objective 2 – Conduct comprehensive assessments to find potential new markets and members

Objective 3 – Improve the membership recruitment process

Objective 4 – Create an effective and usable membership forum

Objective 5 – Increase membership benefits by expanding on-line learning opportunities.

#### Key Result Area 2 – Finance

Objective 1 – Create an organization that is financially healthy

Objective 2 – Continue to enhance the financial reporting process that assures accuracy and appropriate oversight

Objective 3 – Implement an inclusive, broad-based conference planning process

#### Key Result Area 3 – Communications Technology

Objective 1 – Expand technology opportunities/website

Objective 2 – Enhance online learning

Objective 3 – Improve membership services

Objective 4 – Develop financial support for and determine the feasibility of, proposed communication technology improvements

#### Key Result Area 4 – Board Development

Objective 1 – Develop and improve recruitment strategies

Objective 2 – Educate prospective nominees and new Directors

Objective 3 – Promote ongoing development for Directors

Objective 4 – Increase financial support for Regional Directors

Objective 5- Identify specific objectives in all categories for Regions X and XI

#### Key Result Area 5 – Education

Objective 1 – Build trust and rapport throughout the IIMC enterprise

Objective 2 – Expand online education

Objective 3 – Streamline the review of certification applications

Objective 4 – Implement programs for international members

Objective 5 – Assist State Certification development

Objective 6 – Celebrate achievements

Discussion was held on each of the KRAs in place; each KRAs objectives and objectives that had already been accomplished. It was noted that many of the things listed had already been accomplished in the last year and many others were on-going at this time, to be implemented soon.

Discussion was held on KRA 5 – Education, Objective #5 – *Assist State Certification Development* and the role of IIMC in these type programs. It was determined that the wording as presented in the plan should be re-worded and re-considered by the Board before adoption of the entire plan took place. KRA Education Chair Nicol advised that she would work on revised language this evening and present wording to the Board at the continued Board meeting tomorrow.

**ADJOURNMENT for day:** The meeting was adjourned at 4:55 pm (Pacific Time) for the day.

**CALL TO ORDER:** The meeting was reconvened and called to order on Saturday, May 22, 2010 by President Mary Lynne Stratta at 8:00 a.m. (Pacific Time).

ROLL CALL – MAY 22, 2010:

PRESENT:	Board Members
	Executive Committee: Stratta, Cassler, Nicol and Reese*
	Region I: Dixon and Mullen
	Region II: Jacobs and Williams-Warren
	Region III: Small (Burns) and S. Kelly
	Region IV: Blackard and Miner
	Region V: T. Kelly and Young
	Region VI: Alexander and Moore
	Region VII: Goodwin and Lovett-Sperling
	Region VIII: Kalasz and Simmons
	Region IX: Hawker and Kolacy
	Region X: Lemoine and White
	Region XI: Allers
Absent:	Region XI: N. Randle
Others Present:	IIMC Executive Director Shalby
	Parliamentarian/Rec. Secretary Dornan
	Various IIMC Staff Members
	Various Guests

**PRESENTATION BY HOST CLERK, MONICA SIMMONS:** Ms. Simmons welcomed President Stratta and the Board to Reno, NV on behalf of the entire host committee and noted the welcome basket provided to each Board Member as a token of their appreciation. She introduced each of the host committee members present, stating they were small in numbers but had worked long and hard to plan for a great conference. She thanked them for their dedication and leadership in putting this conference together. She introduced the representative in charge from the Grand Sierra Resort, who also welcomed IIMC and provided general information

about the hotel and convention center. Ms. Simmons highlighted the events taking place during the week to come.

President Stratta noted the host committee was small, but very mighty! She advised that this committee only had two years to plan and get ready for this event, due to the change in location from Sydney, Australia to Reno, noting most cities have five years to do what they have done in two. She extended her heartfelt appreciation to the Committee for all their effort and hard work.

IIMC Executive Director Shalby introduced the representatives of the new company hired to help assist IIMC with conference planning, noting the assistance they had provided for Reno.

Several guests were present. They introduced themselves which included incoming board members, institute directors and others.

President Stratta introduced Laurie Darcus, the incoming Region X Director, noting she was not able to be present yesterday as she was being recognized at home by her own community as their “Citizen of the Year.” Laurie provided a short personal bio to the board members.

#### **EXECUTIVE DIRECTOR UPDATE- CHRIS SHALBY (Continued):**

**APPOINTMENT-IIMC EDUCATION DIRECTOR:** President Stratta noted that the Board needed to confirm through a motion at a regular, public meeting, the appointment of the new IIMC Education Director; which was discussed yesterday in executive session.

Motion by Nicol, Second by Kalasz, to approve the Executive Director’s recommendation and name Ms. Jane Long as the IIMC Education Director, under the employment package and specifications as outlined by ED Shalby.

Executive Director Shalby explained that the hiring of Ms. Long would be effective September 1<sup>st</sup>. He spoke on her credentials and the expertise she would be bringing to IIMC.

Motion Carried Unanimously.

#### **STRATEGIC PLAN (continued):**

President Stratta advised that during the discussion yesterday of the Strategic Plan, the Board had requested that wording be revised on KRA Objective 5. Suggested revised wording was read and presented by KRA-Education Committee Chair, Nicol.

Motion by Nicol, second by White, to adopt the Strategic Plan for Education as submitted, with inclusion of the new language for Objective 5 as presented at this meeting.

Motion Carried Unanimously.

President Stratta thanked the Board Members and staff for all their hard work on the Strategic Plan Document. She noted several of the key issues to come out of this document and key improvements made within the organization over the last year, including improvements to the education guidelines; the fact that the debt owed to MCEF had been reduced considerably and that not only the monthly minimums are being made, but that two larger payments had been made as well; that a new Director of Education has been hired; the fact that they are attending a first-rate conference in Reno with a great education program which was all done in a two year time period, that while the number of delegates is down in numbers due to the country's economy, there are still good numbers of those participating and that due to this venue, money will not be lost by IIMC with this conference. She spoke on the better financial status of IIMC as a whole, and noted her appreciation to staff for all their hard work and everything they do for IIMC; that every staff member does a great job.

### **EDUCATION DEPARTMENT REPORT:**

Staff Member/MMC Verification Specialist, Emily Maggard, reviewed the following items on behalf of the Education Department:

Guidelines: She thanked the Board for making the changes, noting things were going well in this area; that they have not had complaints since their approval. She indicated applications for MMCs were going smoothly; and they are communicating regularly with the State Institute Directors and State Education Chairs.

Athenian Dialogues: Ms. Maggard noted that since the Board approved points for the Athenian Dialogues, more are being held. She advised that staff was encouraging the Institutes to sponsor these as well. Discussion was held on how certificates are awarded to attendees of dialogues.

Ms. Maggard noted that members can obtain eight points for attending this annual conference; explained that scanning is being introduced here and outlined the communications and publicity done to explain this to members and attendees both before the conference and information being provided here at the conference.

Ms. Maggard advised there are seven on line classes currently being offered; and that there is a new, approved subject matter list on the website which hopefully will be used by State Association education personnel.

Ms. Maggard indicated she is catching up on MMC applications, noting that Marilyn Sanzo, CMC Verification Specialist, had resigned, but would be replaced soon. She advised the wait period for MMC applications is basically 8-12 weeks. She commented on the status of webinars and credit amounts for those; that there is no more CD Rom program – these are being replaced with the webinars and that the Institute Director guidelines are now separate from the regular education guidelines and are listed separately on the website as well and easier to read.

Discussion was held on the Education Ambassador program. Ms. Maggard noted that they will start collecting names for this program soon and that basically this is a program for MMC people who want to help other members become certified. She noted it is similar to the mentoring program, but specifically for focus on the education guidelines components.

Ms. Maggard explained new software in the office now, which is an automated system that will create and send letters from staff to those members who have applied for and/or received their certifications. She noted the letters will be sent automatically once the application is received or completed.

Discussion was held by the board on webinars and disseminating information to members regarding CMC/MMC requirements and frequently asked questions. It was asked if there was a possibility of offering free webinars to the members. Staff advised that a session was being held at this conference outlining the new education guidelines and how to apply for certifications. It was noted by Jan Daudt that several memberships were saved from cancellation with the changes in the education guidelines that were approved by the Board.

President Stratta thanked the education staff members for their hard work and urged them to keep certification applications moving and approved in a timely manner.

\*Immediate Past President, Dyanne Reese arrived at 8:25 a.m.

#### **EDUCATION ITEMS:**

##### **A. New Education Initiative – Kassie Van Remortel, University of Wisconsin, Green Bay:**

Kassie Van Remortel addressed the Board and outlined a proposal regarding a proposed partnership with IIMC to provide members the ability to earn 3 college credits on-line for attendance at any IIMC approved Clerks Institute or 30 hours of Master Academy/Athenian Dialogue programming or to earn an on-line Associate or Bachelors Degree. She described the proposal in detail and highlighted the parameters of program. She also spoke on the possibilities of providing webinars to members across the country through the help of Wisconsin Public TV.

Discussion was held by the Board on the program, how it would work and be provided to the membership, etc. Ms. Van Remortel requested the Board's support of this proposal as an added value to IIMC members.

President Stratta requested comments from staff on this proposal. ED Shalby noted that this program, along with others to be considered today, are programs that the membership has been asking for. He feels this gives more options to members; the programs being offered are good; and that additional educational opportunities make the organization stronger. He advised that there would be no additional cost to IIMC to market and promote these programs to members and recommends that the Board approves and moves forward with the request.

President Stratta thanked Ms. Van Remortel for pioneering this issue and putting the initiative together, noting this is something that IIMC Staff and the Board have been talking about for years – the issue of clerks going to institute and earning college credits at the same time.

Vice President Nicol commented that she feels other institutes would welcome this type program as well; that it provides additional value to existing land institutes.

Motion by Alexander, Second by Moore, to approve the education initiative/partnership being offered through Kassie Van Remortel and the University of Wisconsin, Green Bay.

Motion Carried Unanimously.

#### **B. New Education Initiative – Ina Wintrich, Arizona State University**

ED Shalby outlined this proposal to the Board in the absence of Ina Wintrich. He advised that this was an on-line international certificate program designed for global administrators and managers being offered through Arizona State University. ED Shalby noted that this could be particularly interesting to those members in Region X and XI and that Ms. Wintrich is asking if IIMC would support this endeavor and help market this program. He advised that they have not worked out all the details, but noted they have agreed to rebate a portion of each course fee paid back to IIMC. ED Shalby indicated that Ms. Wintrich is asking the Board to approve this program in concept and agree to help market the program at this time and that she would come back to the Board with more information and details later. ED Shalby advised that this program is another way to provide education to members around the world and that the program concept coincides with education guidelines already in place. Discussion was held by the Board. It was noted that this program could appeal to all members, but agreed that it may be especially appealing to those members in Region's X and XI.

Motion by Cassler, Second by T. Kelly, that the IIMC Board supports in concept the program being outlined and offered by Arizona State University through Ms. Ina Wintrich

Motion Carried Unanimously.

#### **C. New Education Initiative – Jack Novack, Professor, Dalhousie University Halifax, Nova Scotia, Canada**

ED Shalby outlined this proposal to the Board in the absence of Mr. Novack. He noted this was a Self-Study Program, which would be developed specifically for the municipal clerk who wished to be certified by IIMC. He advised this would be offered internationally using the internet and would most likely be comprised of about 20 courses or modules. ED Shalby noted that Mr. Novack is requesting the Board to approve this program in concept, with more details to follow. He stated he felt this would be an attractive program to offer, but that he has concerns about the costs.

However, he hopes Dr. Novack can go back and do some reductions that would make this more affordable for members to use. He urged the Board to approve this in concept and allow staff to continue to work with Dr. Novack on this project, including work on reducing costs and completing the details. He also indicated this would allow IIMC to affiliate with other non-profits, which would widen the pool in order to better share educational resources, etc.

Director Kolacy commented that she realizes this program is very preliminary, and noted that any benefits towards certification resulting from this program would need to be discussed further by the Board.

Director Lemoine addressed the comment relative to the Canadian market, noting there was a possibility of 4,500 local governments in Canada in which to participate, along with other entities around the world and the huge number of participants which could result, which could also result in membership possibilities to IIMC.

Vice President Nicol commented that she feels this is three hits in a row regarding education endeavors for IIMC members, which are all great ways in which to help clerks achieve certifications and education degrees.

Director White also spoke on the potential of 80,000 members to IIMC and fact that each of these on-line endeavors talked about today are very positive, reachable to members that may not have been reachable in the past, and that he feels the Board should proceed.

Motion by White, Second by Nicol, to approve in concept the Self-Study Program, needing better cost analysis from Dr. Novack and the Dalhousie University College of Continuing Education in Canada, working with the IIMC's new Education Director.

Motion Carried Unanimously.

**D. Update on Institute Status: Oklahoma (MMC Academy); Missouri; Louisiana; Pennsylvania, The Netherlands (VvG); U.K. (SLCC/ILCM); U.K. (ADSO); South Africa (IMASA):**

MMC Verification Specialist Maggard advised the Board of the following:

**Oklahoma:** MMC Academy has been approved; is up and running. She noted paperwork is coming through; the Clerks seem happy.

**Missouri:** This group finished paperwork just before coming to Reno; they are up and running.

**Louisiana:** This is in process; staff is working with them. They continue to communicate on issues but staff is confident that it will be finalized soon. President Stratta spoke on the history of this institute; past issues; its leaving IIMC, etc. and noted her hopes that this institute will return to IIMC this year.

**Pennsylvania:** President Stratta spoke on the history of losing this Institute. Director Jacobs reported on the status of this program, indicating they want to be ready for a new program to start in May, 2011. She advised that meetings continue; they are on schedule and are moving forward. She stated that she appreciated the help and assistance of ED Shalby and IIMC Staff.

Past President Reese stated that on behalf of the Pennsylvania members, they appreciate the help and support of President Stratta and staff; that they are moving slowly and carefully, but that she is confident this will happen.

**VvG (Netherlands):** ED Shalby advised that this is the new Dutch Association; that this Association thought they had submitted a proper proposal for their institute, however, what they submitted was not complete; that Staff has given them a full, completed proposal to use as a sample/template document; that there are plans to meet with them; and there are hopes they can be up and running soon.

**SLCC:** Has approved institute; they are very excited; they already have people participating in the program.

**ADSO:** President Stratta reported on this, noting that IIMC staff is looking at their qualifications; that they are working on a proposal now.

**IMASA:** ED Shalby advised that he had spoken with Francois yesterday and that they are trying to get a group together to meet this week in Reno to see if an Institute for this group can be accomplished by working through the program proposed by Arizona State University/Ina Wintrich that was just discussed and approved by the Board. He noted that Francois is in charge of pursuing this; one problem is with the finances; and that they are hoping to work this out.

### **COMMITTEE REPORTS – REQUIRING NO ACTION:**

#### **A. Budget and Planning Committee**

President Stratta noted that Chair Bob Pritchard could not attend this meeting and that incoming B & P Chair Marian Karr will make the budget report at the annual business meeting. She advised that Mr. Pritchard had done a phenomenal job on this committee; has worked very hard and done an outstanding job. She urged the Board members to thank him for his work and leadership.

Vice President Nicol spoke on the difficulty of reading the reports presented. Discussion was held. Staff offered to review the reports with the Board members during the week from an instruction/how to read and interpret type meeting.

#### **B. Election Committee**

Chair Brenda Cirtin was present and reported to the Board. She spoke on the preparation of the constitutional amendments which will be presented to the membership at the annual business meeting on Thursday. She advised that the

Committee is still working on an elections manual, which will be completed next year. Ms. Cirtin advised that they have performed all duties and met all criteria related to the posting and advertising of the constitutional amendments coming before the membership. President Elect Cassler noted that the Elections Manual will be the first priority of the Committee next year, which is being chaired by Terri Kowal in Michigan. President Stratta thanked Chair Cirtin and the Committee for their hard work this past year.

### **C. Mentoring Committee**

Board Liaison Lovett-Sperling advised that Mentors will be introduced at the first timer orientation meeting tomorrow, noting they are a small group, but continuing to grow each year.

### **D. Policy Review Committee**

President Stratta reported that all of the proposed changes from this Committee were done and considered at the mid-year board meeting and that no new items were submitted for this meeting. Board Liaison Moore stated that this was a busy committee who worked in conjunction with the elections committee on the proposed constitution amendments and that there are already several items to review for next year. President Stratta noted the hard work done by this Committee in order to be ready by mid year and she thanked the members for their time and dedication.

ED Shalby advised the Board that the IIMC Policy Manual has now been codified and will be uploaded to the website in the next few weeks. He advised that any future changes will be done through the code company and much easier to keep updated.

## **COMMITTEE REPORTS – ACTION REQUIRED**

### **a. Conference Committee**

Board Liaisons Hawker, Simmons and Moore provided this report to the Board. Director Hawker summarized the goals worked on but not yet completed in which the Committee should continue to study next year.

Director Simmons outlined the recommendations developed thus far for a four-day IIMC Conference. She advised that more discussion was warranted with staff in order to work out details; that the Committee feels strongly that a four-day event needs to be considered due to economy issues and the expanding opportunities for on-line education. She noted the primary concern of the conference is cost.

ED Shalby commented that the recommendation received was a good first effort; that he would like staff involved in the review of the ideas presented for a final report submission next year.

President Elect Cassler stated that she personally has heard for several years from members as to their desire to reduce the number of days of the annual conference;

that she has received a few samples of what a schedule might look like and that she has asked the committee to finalize a recommendation on this issue as their first priority for next year.

Director Moore advised that her sub-committee had worked on revisions to the conference manual; that this document is in dire need of updating and revision, and that they did not get this done and hoped the Committee would continue working on this next year.

ED Shalby reviewed his management recommendations for this Committee report.

Rec #1: He feels the Committee needs to work on developing a contingency plan regarding future conferences and disasters and relocation possibilities and a contingency plan on disasters occurring while Delegates are attending a conference. He spoke on the possibilities of both occurring. He noted there is no insurance in place at this time to refund delegates money in these types of circumstances.

Rec #2: ED Shalby noted that it is imperative that this Committee make the off-site program for Region X and XI Delegates as weighty as possible, if the program continues, as participants in this program are not earning education points for this day through the new scanning program.

Rec. #3: ED Shalby noted the development of a flow chart relative to how speakers are suggested; topics for education programs chosen, etc.

Rec. #4: ED Shalby advised that the effort done to date for a four-day conference was good; that staff needs to be involved in the discussions relative to the effects on the education program, points, finances and other budgetary items. He feels staff can work with the committee and provide a more comprehensive report at the mid year meeting.

REC. #5: ED Shalby agreed the conference manual needs to be revised; that many changes and policies for conference have been approved over the past few years that need to be incorporated in an updated manual.

Motion by Cassler, Second by Nicol, to receive the report of the Conference Committee with the Management's Recommendations as outlined.

Unanimously Carried.

#### **b. Education and Professional Development Committee**

This Committee report was provided by Chair, Kathy Dornan. She advised that the recommendation needing action was that of IIMC establishing and providing webinars for members as another means of on-line education for members not able to leave their offices, travel, etc. She advised that per the discussion already held by the Board and with the commitment already made to provide webinars on-line with

the implementation of the new website, she feels this request has already been honored.

ED Shalby agreed that the new website would make offering webinars for on-line instruction possible; that partnerships with other states could be considered; and that he was also looking for feedback from this Committee next year on the conference education program being provided in Reno.

Motion by White, Second by S. Kelly, to accept the report of the Education and Professional Development Committee with the Management Recommendation as submitted.

Motion Carried Unanimously.

#### **c. Ethical Standards Committee**

Discussion of this Committee Report was done in Executive Session.

#### **d. International Relations Committee**

Director Allers summarized this report and its recommendations to the Board. He outlined the provisions of the Committee's proposed Business Plan.

ED Shalby outlined the Management Recommendations as follows:

#1: He provided some background history for the creation of the business plan and advised the Board to adopt this plan which should be incorporated with the IIMC Strategic Plan.

#2: He indicated he will ask the Budget and Planning Committee to include \$800 in the 2011 budget for the 2011 Study Abroad Program. He requested the Board hold on any approvals for the 2015 program, as there is a possibility of IIMC holding its conference outside of North America in 2015.

#3: He noted the new website was up and running and that the global feature of the site would make it more attractive to members from Region X and XI.

#4: He noted that IIMC would be happy to further promote the Exchange Program.

#5: He advised that IIMC currently plans to publish several articles on the Study Abroad program received from U.S. participants and noted that any and all International Articles would also be published whenever received.

#6: He spoke on a session being held in Reno on the subject of Conference Committee topics and speakers of global relevance; noting the planned tour of the Reno City Hall this week as part of the outreach program.

#7: He spoke on the new IIMC approved institute in the United Kingdom and noted that the IIMC is working together with the SLCC to grow and with the VvG to develop a similar institute.

President Stratta noted that one of the goals assigned this committee was the development of a business plan which would address the concerns of the International Delegates. She spoke on the successful plan submitted, and commended Tom Van der Hoven and his committee for the great job done in preparing the document as presented. She noted that reduced membership fees have been extended to other Region XI entities; that IIMC has signed additional affiliation agreements; and that she feels the business plan is a huge asset to the organization.

Director T. Kelly commented that Francois Allers has put together a wonderful study abroad program in South Africa for 2011, and that SOLAR would like to host a program for 2013. She agreed with staff's recommendation to hold on any approval for a conference for 2015 until the mid year meeting in November.

Director Allers reported on the 2011 study tour details to date. President Stratta noted the progress made this year with International efforts and her appreciation to all involved for making so many positive advancements in this area.

Motion by Cassler, Second by Alexander, to accept the report of the International Relations Committee; to accept the International Business Plan 2010-2013 as presented and to include this document as Appendix 1 to the IIMC Strategic Plan

Motion Carried Unanimously.

#### **e. Membership Committee**

Director Miner summarized this report and work of the committee through the year.

Director of Member Services, Jan Daudt, commented that Committee members were asked to make “good will” calls to members; that a few followed through on this task, but that there needs to be more enthusiasm and follow through in this area. She feels this committee needs people who are going to be active. She noted that they had mailed 1,300 postcards to Native American council clerks, and had received four back; that they are hopeful for those four and more to become new members.

President Stratta encouraged the Region Directors to look at the monthly membership report provided to them through the website, noting it was each of their responsibility to contact members who have cancelled and dropped their membership, etc. She noted that personal contact is critical and that Region Directors play a vital role in this issue.

ED Shalby outlined his Management's Recommendation to approve the updated Power Point Presentation for membership recruitment and to approve the

continuation of the two membership recruitment campaigns – the Region Directors Challenge and the Recruit a Member Program.

Motion by T. Kelly, Second by Jacobs, to accept the report of the Membership Committee with the Management's Recommendations as submitted.

Motion Carried Unanimously.

#### **f. Program Review & Certification Committee**

Board Liaison Young noted this Committee worked hard under the leadership of Chair, Nancy Vincent. She advised that all goals were completed prior to the mid year meeting and since then, the Committee has been reviewing various policies and support documentation. She noted the committee had been requested to review the applications for new institutes and the new policy for the scanning process at conference.

She also noted they had re-written the policy regarding the conduct of Athenian Leadership Dialogues relating to points earned, etc. and is requesting the Board's consideration of this policy.

ED Shalby advised that the Dialogue policy approved by the Board at the mid year meeting is working and recommends that nothing be changed at this time. Discussion was held on the points allowed for a dialogue, the practice of allowing half points, etc.

Board Liaison Burns-Small noted that the best practices document took a back seat to all the other work done by the Committee this year and that this document should be reviewed again by the Committee next year and then sent to State Associations and Institute Directors for feedback, etc.

Motion by S. Kelly, Second by Jacobs, to accept the report of the Program Review & Certification Committee with the Management's Recommendations as written, with no changes made regarding points earned for Athenian Dialogues.

Motion Carried Unanimously.

#### **g. Public Relations & Marketing Committee**

- a. PR & Marketing Power Point Presentation 2009-2010
- b. Job Shadow
- c. Job Shadow Volunteer Application
- d. Job Shadow Volunteer Clerk
- e. Job shadow Flyer
- f. Job Shadow Evaluation
- g. 2010 Marketing Plan

Board Member/committee liaison Goodwin outlined the report, noting the final version of the power point presentation was included in the Board's packet, along with related documents outlining the job shadow program. It was noted that both the CMC recertification slide and the Athenian Dialogue slide needed correcting within the power point presentation.

Discussion was held on the power point presentation and how this was going to be kept updated and current. It was agreed that this would be the responsibility of the Committee.

ED Shalby reviewed the Management's recommendations, noting that advertising in different venues and publications as suggested in the report costs considerable dollars and that if the Board wants to do this, it would have to be discussed further relative to budget implications.

A question was raised regarding the job shadow program; and what this would entail. This proposal was explained to the Board. Director Jacobs spoke on the possibility of advertising this program in State Program brochures, along with IIMC marketing documents.

Board Liaison Dixon advised that in the past letters have been sent to town Mayors and Administrators regarding Municipal Clerks Week by the committee members, but that this year they were sent by IIMC directly which was much more successful. Discussion was held by the Board on the Job Shadow program, its benefits, purpose, etc. It was noted that this type of program has already been developed in some communities and is working well. It was suggested that the proposal for IIMC needs more work and further details before implementation.

ED Shalby reviewed the Management's Recommendations. He advised that the power point presentation, once corrected, will be ready for inclusion on the new website. He requested more time to work with the committee relative to the details and workings of a Job Shadow Program.

Motion by Nicol, Second by Warren, to accept the report of the Public Relations & Marketing Committee with the proposed updates to the Power Point presentation and the concept of the Job Shadow program, with further detailed information to be provided to the Board in the coming year on all aspects and details of the program.

Motion Unanimously Carried.

#### **h. Records Management Committee**

Director Jacobs summarized the written report, noting the Committee could not complete all goals assigned. She advised they had some difficulty understanding the responsibilities assigned and added because of this, a flow chart is being developed by ED Shalby for committees to use in the future.

Director Shalby outlined each of his Management's Recommendations from the report. He spoke on the need for an outside service to help in future surveys and the cost of doing these.

He spoke on the comments relative to staff reported in the Committee's year end report, noting that he would like permission to eliminate these comments when putting this report on the website.

President Stratta advised she feels the flowchart will be helpful in the future and that she could not support the expenses requested for sending a member to headquarters to help with records management as there are members in that area who can and are willing to help with this already.

Motion by Young, Second by S. Kelly, to accept the report of the Records Management Committee with removal of the first general recommendation paragraph, and with the Management's Recommendations as written.

Motion Carried Unanimously.

#### **i. Research and Resource Committee**

Board Member and Committee Liaison Kolacy summarized this report. She spoke on the on-line resource center which will be a part of the new website.

ED Shalby advised that Tammy Schultz is the staff liaison to this committee and does a great job assisting. He agreed the new website would help assist with the resource center as requested by the Committee.

Motion by Dixon, Second by Warren, to accept the report of the Research & Resource Committee, with the Management's Recommendation.

Motion Carried Unanimously.

#### **j. Small Cities Task Force**

President Stratta noted that this issue had not been discussed at the mid-year meeting as the data gathered was so extensive that it needed to be summarized; that this has been completed and the response received was overwhelming. She advised that this information had been compiled and submitted to the Board in their packets.

Committee Chair Debbie Batliner was present at this meeting and provided the report to the Board. She reported that they received a 47% response rate to the survey which was very good. She advised that the Board has already addressed many of the issues noted in the survey and feels webinars through IIMC will reach out to small city clerks who will never be able to travel and attend outside educational functions. She agreed this was very much needed.

President Stratta noted that the survey indicated that annual membership dues was not an issue with small cities, which is what was being thought in the past. Comments were made by staff liaison Jan Daudt on survey results and concerns expressed by the small cities/town clerks. She agreed that webinars will be very important to them.

It was noted that 48% of those surveyed had no staff to cover for them while they were out of the office.

Director Kalasz spoke on the fact that many small communities did not get the survey because they cannot afford to join IIMC and that she feels we still need to market to those groups as these could be potential members.

President Elect Cassler commented on the need to assist members on issues reported on the lack of recognition by peers and members of management, etc. It was noted that the data gathered is very important and should be shared with the other committees of IIMC.

Ms. Daudt summarized the survey priorities, noting time management was high on the list of needs, along with many other things. She felt that anything IIMC can do for them at no or low cost is important and that education needed to be developed on issues that face them day to day.

Director Warren suggested reaching out to the State Presidents and Associations to help assist these small town clerks and to assist IIMC in providing educational opportunities as well.

ED Shalby pointed out that 77% of group that responded has a CMC or MMC. He stated that he understands the issues being reported, but that a huge point of this is that they have still been able to obtain their certifications. He felt it was more important to get additional members and that he is hoping the new Education Director can work on this issue by perhaps conducting a small cities roundtable at next year's conference, etc.

Motion by Warren, Second by Young, to accept the report of the Small Cities Task Force with the Management's Recommendations as written.

Motion Carried Unanimously.

## **FINANCIALS**

### **A. 2009 Year-End Audit Report**

- h. IIMC Management Letter
- i. IIMC Financials Letter
- j. IIMC Financials 2009

Pilar Archer presented the 2009 Financials overview to the Board via a power point presentation. She outlined budget overages and under amounts as compiled to date. She then summarized the 2009 Audit overview, noting the findings resolved and

findings pending to date per the Management and Financials letters received. She reported the year to date net profit for IIMC.

- b. 2009 Year-End Budget with notes:**
- c. 2010 Year to Date Budget with notes**

Ms. Janet Pantaleon, IIMC Finance Specialist, spoke on the year to date/2009 year-end financials for the organization and various departmental financials. Also outlined was the 2010 Year to Date Budget with related notes.

Ms. Archer expanded on the task center module for computer education software which was explained earlier, noting this helps to streamline the certification application review process.

President Stratta complimented staff on a clean audit, noting the organization has come a long way since 2006, stating this is due to the tremendous job being performed by each of the staff members and the Budget and Planning Committee.

ED Shalby advised that the IIMC Policy Manual is newly codified and will be kept up to date by the outside company whenever a change is made. He spoke on Directors and Officers insurance, noting the organization did not have this type of insurance during the litigation occurrences; that there was some coverage under the IIMC property insurance coverage, but advised there is now a policy in place to have this coverage at all times and that the cost for this is covered in the new budget.

Discussion was held on the headquarters building variable mortgage interest rate. ED Shalby advised that he has looked into refinancing this mortgage in order to save money, however, because the organization uses an accrual base for finance reporting, the bank does not recognize a current income status. He stated he will continue with his attempts to communicate with banks in hopes of re-financing headquarters.

ED Shalby reported that regarding the MCEF extra 2% line of credit which they were holding, that these monies have now been applied to the balance of the loan and has been recalculated accordingly.

Motion by T. Kelly, Second by Small, to accept the IIMC Financials report as submitted.

Motion Carried Unanimously.

## **STAFF REPORTS:**

### **A. Membership (Janis Daudt)**

Ms. Daudt advised that IIMC has lost membership, most likely due to the economy. She advised that Member Services was being proactive in this regard, and outlined the efforts taken to retain current members and attract new members. She stated

that IIMC needs the assistance of everyone – staff, institute directors, region directors, and current members to sell IIMC membership to others.

President Elect Cassler encouraged the Directors to have a conversation with the Institute Directors in their region to make sure they are physically handing out information regarding IIMC membership to their attendees. She agreed it takes all of us to keep membership going and that everyone needs to think of innovative ideas and provide input on how to do this.

### **B. New Website (Cox, Shalby)**

ED Shalby commented that the new website is a drastic improvement over the old one and advised that Twitter is now available from the IIMC website. He spoke on all he has learned about this and other social sites and the possibilities and uses these offer. He noted that Office Manager, Denice Cox, did 99% of the work on the development of the site.

Ms. Cox commented that this was a fun project for her; that the site has a forum module for members; a separate forum module for the Board Members; possibly one for Institute Directors, State Association Directors; and that others can be established as well. She noted that she was still in training for the site and that the site is still being developed. She advised that this is a content management module type site, whereby each department will be keeping up their own portion of the site.

President Stratta commented that she knows Ms. Cox has put in many hours and lots of work on the site and that this will mean a great deal to the members who use it. She thanked Ms. Cox for all her energy and hard work on this project on behalf of the Board. ED Shalby also thanked Ms. Cox for all her work on this.

### **ANNUAL CONFERENCE UPDATES:**

#### **a. 2010 –RENO, NV**

ED Shalby advised that this will be an excellent conference and week, noting that many of the costs have been reduced by 50%. He stated the hotel and other entities have been great to work with and that he is not sure of the bottom line as yet for costs/profit, but is optimistic it will turn out positive.

#### **b. 2011 – NASHVILLE, TN**

ED Shalby noted that he had spoken with a hotel contact a week after the flood; that the Opryland Hotel is currently closed for six months; but that he had received assurances that it will be up and running prior to next May. He advised that he has a teleconference scheduled in August with appropriate personnel and that he will advise the Board after that as to the status.

#### **c. 2012 – PORTLAND, OR**

ED Shalby advised that all contracts are signed; that plans and issues are on-going at this location.

**d. 2013 – ATLANTIC CITY, NJ**

ED Shalby advised that all contracts are signed; that plans and issues are on-going at this location.

**e. 2014 – MILWAUKEE, WI**

ED Shalby advised that all contracts are signed; that plans and issues are on-going at this location.

**f. 2015 – UNITED KINGDOM**

ED Shalby noted the report included in the Board's packet from Nick Randle. He advised that they are suggesting a conference for May, 2015, in the United Kingdom and outlined four properties for potential conference locations. ED Shalby advised that he would like to report more information, details and better cost estimates to the Board at their mid-year meeting, which will be after he does a site review. He is requesting the Board to delay a decision for the 2015 conference until mid-year and that if the conference does not work out for Region XI, then RFP's would be put out in November, with a decision on a location to be made by the Board at their annual meeting next May in Nashville.

Director White urged the Board to be very cautious about scheduling a conference outside of the U.S. He reminded that if the strategic plan states IIMC is to make money on the conference, the Board should not consider a location with the possibility of losing money. He feels we now have in place a study tour and exchange program and additional venues in which to participate in Region XI activities. He advised to be cautious of the PR portion of this matter, reminding that the Board has to make a sound business decision in this regard; that it cannot be done just out of loyalty or emotion for our Region XI members.

Discussion was held. It was determined that the Board would need concrete costs and all detailed information in order to make a proper decision on this issue. Director Lemoine suggested the organization survey the members on this idea.

President Elect Cassler noted this would take extensive consideration due to the current economy and out of state travel issues with so many clerks and that it would be very important that a full, complete study of this be done prior to any decision being made.

Motion by White, Second by Dixon, to accept the Management's Recommendation on the possibility of the 2015 conference being held in Region XI, and to direct ED Shalby to collaborate with Nick Randle and the SLCC and bring back a full, complete study on this issue for consideration by the Board at the mid year meeting in November, 2010.

Motion Carried Unanimously.

## NATIONAL AFFILIATION AND ASSOCIATION ACTIVITIES:

A. **SOLAR:** President Stratta reported she visited Scotland in March as a guest of SOLAR and that she and the SOLAR President signed an affiliation agreement at that time. She noted it was a good conference and that she enjoyed the trip and getting to know this group better. She advised this agreement needs Board ratification.

Motion by Cassler, second by Nicol, to ratify the agreement between IIMC and SOLAR signed in March, 2010.

Motion Carried Unanimously.

## REPORT FROM DIRECTORS:

### A. Three-year Term for Region X Director (Bernie White)

Director White noted he considered this request as a house keeping issue with the Board. He stated that with the delay of the constitutional amendments not being taken to the membership last year, as a consequence it was necessary for him to fill a one-year term on the board for Region X. He advised that Region X now has a candidate ready to move into the Region Director position, but that it is not clear now whether he filled one year of a three year term and the new director would fill the remaining two years, or whether the new director (Laurie Darcus) would begin serving the three year term when she takes the oath this coming Thursday. He advised that after reading the constitution, which is not clear, he feels the interpretation should be that he had completed an additional one year term and that the new appointment should be for a full three year term. He also mentioned the constitutional amendment which would reduce the criteria for Region X and XI Directors. He noted that he is looking for acceptance and clarification on this and consideration by the Board of granting Ms. Darcus a new three year term, adding that he feels the Board has the power and authority to do this.

ED Shalby agreed that the portion of the constitution covering this situation is vague; and that the appointment could be for a three year term.

Motion by Alexander, Second by Nicol, to accept the recommendation from Director White and declare that incoming Region X Director, Laurie Darcus, will serve a three-year term on the IIMC Board of Directors.

Motion Carried Unanimously.

### B. Region II Report on Region Director Representation (Jacobs)

Director Jacobs referenced the report provided in the Board's packet. She gave a brief summary of the issue, providing the history of how region directors are

appointed in Region II, noting that the issue is that the state of New Jersey has always had a Director from that State due to its membership size. She advised that it is now felt that each state in Region II should have equal ability to have a Region Director on the same basis. She advised the Board of the creation of ad hoc committee to study this issue; their findings; the vote on the issue by the committee; and the fact that there was no concrete resolution reached on the issue. She stated this was discussed at the 2010 business meeting for the Region; that there was a heated debate; and that most of the opposition to changing was voiced by the New Jersey members.

Director Jacobs noted that this issue was sent to the Policy and Review Committee who reported their findings that as a courtesy to everyone, the right thing to do was to allow more equal representation in the region by rotating directors from each of the states as they do in many other regions. They also determined, however, that this should be resolved within the region and within its own membership.

Director Jacobs commented that as a possible solution, she requested this issue be brought to the Board at this meeting and was asking the Board for consideration of the issue as a possible amendment to the IIMC Constitution.

President Elect Cassler stated she appreciated the work done on this and that it was her personal opinion that it has already been reviewed by the appropriate committee and that it needs to be resolved with the membership of its own region, not by the Board of Directors.

Member Warren advised that she is the current director from New Jersey and that when this issue was first brought to her and the region's attention, it was decided that the issue would be sent to the State Presidents for review and that the Region Directors would not participate. She noted that it had been discussed in length at the Region's business meeting, noting at no time was it the intent of the New Jersey members to disrespect the feelings of any other Region member. She noted that at that meeting it was agreed by everyone that the issue be sent to the IIMC Policy Review committee for review; that New Jersey did not have an issue with this being looked into; and that she has stayed neutral on this issue from the beginning.

Past President Reese commented that she was at the Region II business meeting when this issue came up; that she understands how it puts the Region in an uncomfortable situation but feels it is now putting the Board in an uncomfortable situation. She believes that somehow the Region members themselves need to resolve this issue on their own.

Vice President Nicol stated the constitution committee is the policy review committee, and that the issue has already gone there for review. She felt that each region has worked out the way in which they select their directors on their own and that she is not comfortable imposing something like this on 20 other region directors who sit on the Board who do not have this issue. She encouraged everyone in Region II to keep the dialog going on this matter to see what can be worked out.

Director Warren advised that New Jersey has not closed the door on this issue, noting that New Jersey is a team player and not a monopoly on issues. She agreed the discussion on the issue in the Region is not over; and that she intends to continue the dialog to see what can be worked out.

Director Kolacy noted the Board just adopted a strategic plan and that part of that plan was a survey on how they appointed region directors and that perhaps Region II could use the study data supplied in that report.

Director Small commented that Florida is the state with the most members in their Region but that it is still a matter of fairness for each state to have a turn at having a region director, thus they rotate.

Director Jacobs thanked the Board for their consideration; noting she appreciated the response of the policy review committee as well. She advised that it was good to hear from Director Warren that New Jersey is still open to further dialog on the issue and that they will continue to talk about this and study the issue within their own region.

### **C. Report from Other Directors:**

Several other Region Directors reported on things happening within their Regions. Several noted that the membership was very pleased with the changes made to the Education Guidelines. Many of the outgoing Region Directors offered their thanks to other board members for their respect and friendship and moments shared on the Board of Directors.

Director Simmons commented on the opportunity to work with such a fine group of individuals on the Board and announced her retirement from the City of Henderson, NV, and of her new position as clerk for the City of Seattle, WA.

Director Hawker thanked Director Kolacy for her work as Director the past three years, advising that Pam had just been acknowledged as Clerk of the Year in her State.

Director White thanked the IIMC staff for their diligence and hard work, noting they had earned the utmost respect of the Board of Directors.

Director Lemoine thanked the IIMC for the increased attention given to Region X over the years, noting he is proud of the work of the Board and what they have accomplished over the last few years and announced that he is a candidate for IIMC Vice President for 2011.

Past President Reese noted this was her very last Board meeting, and thanked the Board for their support and the opportunity to serve Region III and the entire IIMC membership. She stated she has much respect for those who serve on this Board; and that the IIMC is a professional organization serving professional clerks and provides every opportunity for them to do well. She added that from all the troubles

and trials over the past few years, this has helped to make IIMC the better organization which it is today.

Vice President Nicol thanked everyone, noting the outgoing Board Directors; the work of Past President Reese and President Stratta, stating that the year ahead with President Cassler will be inspiring.

President Elect Cassler congratulated the Board on their hard work and dedication, adding she was hopeful they were all aware of the tremendous work accomplished here and at mid year.

President Stratta commented that it has been a tremendous honor for her to serve with each of the Board Members. She thanked the staff for being patient with her; she thanked recording secretary Kathy Dornan for her service; and noted she was very pleased to work with everyone here today.

Many Board comments were given to President Stratta for her dedication, being a tremendous leader, gracious, and a great ambassador for IIMC. She was prided for having grace under pressure, for being a true, Southern Belle, and for her kind and caring spirit for everyone. Acknowledgement was given for her positive attitude and recognition of her love for IIMC through her work and deeds.

President Stratta thanked everyone for the wonderful comments, noting that she is leaving the IIMC in great hands. She stated she was very proud of the Board; that they all stepped up to the plate, made tough decisions, got the job done, and listened to and made the members happy.

**NEW EDUCATION DIRECTOR:**

ED Shalby introduced the new Director of Education, Jane Long, to the Board. Ms. Long stated she was very excited to be chosen as the IIMC Director of Education; that she considers this a wonderful opportunity; that she loves working with clerks, and is looking forward to doing so on a full time basis beginning September 1<sup>st</sup>.

**ADJOURNMENT:**

There being no further business, the meeting was adjourned at 3:30 p.m. (Pacific Standard Time).

Respectfully Submitted,

Mary Lynne Stratta, President

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Kathryn A. Dornan, Recording Secretary

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## MINUTES OF BOARD OF DIRECTORS MEETING

MAY 27, 2010 AT 3:00 P.M.

GRAND SIERRA HOTEL  
RENO, NEVADA



President Sharon Cassler called the IIMC Board of Directors meeting to order. Those in attendance were:

President Elect Colleen Nicol  
Vice President Brenda Cirtin  
Immediate Past President Mary Lynne Stratta  
Region I Directors: James Mullen, Jr.  
Region II Directors: Diane Fitzhenry and Jane Williams-Warren  
Region III Directors: Lisa Small  
Region IV Directors: Deborah Miner  
Region V Directors: Debbie Batliner and Tami Kelly  
Region VI Directors: Shari Moore and Carol Alexander  
Region VII Directors: Jerry Lovett-Sperling and Karen Goodwin  
Region VIII Directors: Stephanie Kalasz and Debra Owen  
Region IX Directors: Kristie Smithers and Peggy Hawker  
Region X Directors: Marc Lemoine and Laurie Darcus  
Region XI Directors: Francois Allers

Also present was IIMC Executive Director Chris Shalby.

President Cassler announced the Executive Committee will be meeting with the Budget Committee August 5, 6 and 7, 2010 at IIMC Headquarters. President Cassler asked for a motion to appoint Phillip Campbell to the Budget Committee. Carol Alexander moved, Jim Mullen seconded to appoint Phillip Campbell to the Budget Committee. The motion carried unanimously.

President Cassler stated the Mid Year Board Meeting will be held in Omaha, Nebraska on November 4, 5 and 6, 2010. Executive Director Shalby stated the meeting will be conducted in the Omaha Hilton. Staff was able to negotiate a great rate with little requirements. Omaha is also centrally located.

President Cassler reviewed the travel invitations received from State Associations. The President and Executive Committee will accept as many invitations as possible. President Cassler stated she will focus on attending institutions that are experiencing problems. Jim Mullen moved, Tami Kelly seconded to approve President Cassler's travel requirements. The motion carried unanimously. Immediate Past President Stratta stated the President cannot accept each invitation and commended President Cassler for taking a strategic approach on travel. It was asked that Region Directors attend State Association and Institutes as well.

President Cassler announced the Records Management Committee has received a NHPRC Grant in the amount of \$20,163. This grant money will be used to fund electronic bulletins.

**Executive Director Update**

Executive Director Shalby asked the Board to provide contact information for the media. The Power Point Presentation will be distributed to all Board members. Executive Director Shalby stated he will provide weekly updates to the Board every Friday. Executive Director Shalby reported that staffing levels at headquarters is down one person and is a priority to fill. Jane Long, the newly hired Education Director will begin her new duties on September 1, 2010. All Board members will receive the monthly Finance Report. Executive Director Shalby stated he will be traveling to Nashville, Tennessee for a site visit. Board members are required to change their password on IIMC's website. Tonight's Board reception is at 6:00 p.m. in the Crystal Room.

Marc Lemoine asked about the back-up plan for the Nashville hotel since the facility experienced flooding earlier this year. Executive Director Shalby stated he will know more in August but the Gaylord Opryland is expected to reopen in December.

President Cassler distributed the Top Twenty Tips to all Region Directors.

There being no further business, Jim Mullen moved, Shari Moore seconded to adjourn the meeting. The motion carried unanimously.

The meeting adjourned at 3:25 pm.

Mary J. Johnston, MMC  
Recording Secretary  
Clerk of Council  
Westerville, Ohio

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



## MINUTES OF BOARD OF DIRECTORS MEETING

JULY 19, 2010 AT 12:00 P.M. (Eastern Time Zone)

## BOARD TELECONFERENCE

President Sharon Cassler called the IIMC Board of Directors meeting to order. Those in attendance were:

President Sharon Cassler

President Elect Colleen Nicol

Vice President Brenda Cirtin

Immediate Past President Mary Lynne Stratta

Region I Directors: James Mullen, Jr.

Region II Directors: Diane Fitzhenry and Jane Williams-Warren

Region III Directors: Lisa Small and Tiny Washington

Region IV Directors: Deborah Miner and Barbara Blackard

Region V Directors: Debbie Batliner

Region VI Directors: Carol Alexander

Region VII Directors: Jerry Lovett-Sperling and Karen Goodwin

Region VIII Directors: Stephanie Kalasz

Region IX Directors: Kristie Smithers and Peggy Hawker

Region X Directors: Marc Lemoine and Laurie Darcus

Region XI Directors: Francois Allers

Also present was IIMC Executive Director Chris Shalby.

Carol Alexander moved, Colleen Nicol seconded to adjourn into Executive Session to discuss pending litigation. The motion carried unanimously.

Immediate Past President Stratta moved, President Elect Nicol seconded to adjourn out of Executive Session, restate the motion and to have no discussion. The motion carried unanimously. The meeting adjourned out of Executive Session.

James Mullen, Jr. moved, Diane Fitzhenry seconded to reconfirm with the VvG the Board's decision to not deviate from the requirement of a two year waiting period to certify an institute. The motion carried unanimously.

There being no further business, the meeting adjourned at 12:56 p.m.

Mary J. Johnston, MMC  
Recording Secretary  
Clerk of Council  
Westerville, Ohio



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## MINUTES OF BOARD OF DIRECTORS MEETING

SEPTEMBER 14, 2010 AT 12:00 P.M. (Eastern Time Zone)

## BOARD TELECONFERENCE



President Sharon Cassler called the IIMC Board of Directors meeting to order. Those in attendance were:

President Sharon Cassler

President Elect Colleen Nicol

Vice President Brenda Cirtin

Immediate Past President Mary Lynne Stratta

Region I Directors: Linda Spence

Region II Directors: Diane Fitzhenry and Jane Williams-Warren

Region III Directors: Lisa Small

Region IV Directors: Deborah Miner

Region V Directors: Debbie Batliner and Tami Kelly

Region VI Directors: Shari Moore

Region VII Directors: Jerry Lovett-Sperling and Karen Goodwin

Region VIII Directors: Stephanie Kalasz and Debra Owen

Region IX Directors: Kristie Smithers and Peggy Hawker

Region X Directors: Marc Lemoine and Laurie Darcus

Region XI Directors: Francois Allers and Nick Randle

Also present was IIMC Executive Director Chris Shalby.

Executive Director Shalby discussed a proposed membership dues increase in the amount of \$10.00 annually to all full members. This request is being recommended by the Budget and Planning Committee. Executive Director Shalby stated the last increase was four years ago. After discussion, Peggy Hawker moved, Debra Owen seconded to increase the membership dues of full members \$10.00 annually. The motion carried unanimously.

Executive Director Shalby discussed extending the 2011 Conference discount program to IIMC Regions III, IV and V. This program began in 2009 and continued at the 2010 Conference. The goal is to attract first timers to the 2011 Conference. This extension could be extended to Regions VI and VII in March depending on registrations. After discussion, Debbie Batliner moved, Jane Williams-Warren seconded to extend the 2011 Conference discount program of \$50.00 to IIMC Regions III, IV and V. The motion carried unanimously.

Executive Director Shalby provided an update on the Amendments to the Constitution. All amendments passed electronically. The Elections Committee will count the hard ballots received at Headquarters and will provide a final report after each vote has been tabulated.

Discussion was held on a report from the Program Review and Certification Committee regarding the requirement of an Assessment for the Athenian Leadership Society Dialogue. The Committee reviewed if a Dialogue assessment was required for clerks who do not seek to earn points toward their CMC/MMC (the clerk is simply working toward their Fellowship). Executive Director Shalby explained the Management's Recommendation which is to maintain the current policy that states that Clerks must complete an assessment in order to earn education points or Fellowship credit. Immediate Past President Stratta stated no assessment was required early in the program and was never part of the program initially. Immediate Past President Stratta recommends sticking to the original program as it was set up. Diane Fitzhenry and Tami Kelly stated MMC's participating in the Dialogues are fulfilling their Life Long Learning pledge. President Elect Nicol stated she has a different take on this and felt the assessment shows validation for participation and learning. Peggy Hawker stated she agrees with President Elect Nicol and felt the Board needs to discuss continuing education. Tami Kelly moved, Diane Fitzhenry seconded to adopt and approve the requirement of an Assessment for the Athenian Leadership Society Dialogue as recommended by the Program Review and Certification Committee. The motion carried. There were three nay votes, Nicol, Hawker and Smithers.

President Elect Nicol moved, Vice President Cirtin seconded to adjourn into Executive Session to discuss Executive Director Shalby's status as a full-time employee effective January 1, 2011, pay out line of credit using IIMC reserves and to hear an update from the Ethics Committee. The motion carried unanimously.

Jane Williams-Warren moved, President Elect Nicol seconded to adjourn out of Executive Session. The motion carried unanimously.

Tami Kelly moved, President Elect Nicol seconded to approve Executive Director Shalby as a full-time employee effective January 1, 2011. The motion carried unanimously.

Diane Fitzhenry moved, Lisa Small seconded to pay off the line of credit using IIMC reserves and to hold off official notification until November. The motion carried unanimously.

President Cassler asked the Board Members to complete their performance evaluations of the Executive Director. President Cassler requested Board members to assist the Research Committee who sent a survey to State Education Chairs regarding Notary Public information. She asked that Board Members follow up with the State Education Chairs to complete the survey.

There being no further business, the meeting adjourned at 1:10 p.m. Eastern Time Zone.

Mary J. Johnston, MMC  
Recording Secretary  
Clerk of Council  
Westerville, Ohio

## **MCEF/IIMC PURCHASE OF SERVICES AGREEMENT**

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

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

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

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

### **1. Staffing & Expenses**

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

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

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

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

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

## 2. Term

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

## 3. Contract Amendments

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

## 4. Payment

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

## 5. Disposition of Funds

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

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

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

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

- a) Web-site Advertising which exceeds IIMC 2005 levels  
This shall include all revenue derived from selling advertising space on the IIMC/MCEF web-site in excess of 2005 actual revenue.
- b) Broadcast fax and e-mail advertising
- c) News Digest Advertising which exceeds IIMC 2005 budget levels
- d) New Affinity programs  
This shall include all new affinity programs currently in development or as yet unplanned.
- e) Any other programs, services or ventures that raise revenue for IIMC but shall not include donations in-kind or goodwill.

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

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

## 6. Disputes

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

## 7. Controlling Law

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

## 8. Headings

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

## 9. Final Agreement

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

## 10. Notices

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

To Foundation:

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

To Company:

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

## 11. Severability

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

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

The International Institute of Municipal Clerks

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President

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Executive Director

The Municipal Clerks Education Foundation

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President

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Secretary

## **MANAGEMENT'S RECOMMENDATION**

We recommend continuing our partnership with MCEF and believe the reciprocal provisions in this contract are fair and amenable to both parties. We also agree with the revision to the existing contract that now has the contract renewing automatically annually without notice to the Boards. There is a separation agreement to terminate the contract by providing a 6-month written notice.

Attachment A

**MCEF IIMC Legacy Donor Recording Protocol**

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

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



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47-54**

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## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** October 1, 2010

**Subject:** Executive Director's Update

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Overall, staff has been diligent with projects, committee work, continuing communication with members and the Board. We continue to maintain and improve our Education programs while waiting for our new Education Director to begin with us (see below). In August, we hired Ashley Durmisevich our new CMC Verification Specialist and she is blending in wonderfully. Our Membership Department continues to find ways of recruiting new and maintaining current members. We had an excellent Budget and Planning Committee meeting in August and are now bearing down on the upcoming 2011 Conference in Nashville.

We continue to be concerned with membership recruitment and retention in light of the economy and will continue to perform due diligence in reaching out to members (see member services report). We also have concerns with the 2011 Conference. I've highlighted some of the key areas regarding costs and attrition for this event. In mid January 2011, President Cassler, our event management company Partners, Ltd., and I will be in Nashville on our site visit. Usually, the future conference site visit is held in summer, but with the flooding in Nashville last April, we've had to reschedule. As of this writing, the Gaylord Opryland Hotel, our host hotel, is scheduled for a grand opening on November 15, 2010.

### MCEF LINE OF CREDIT

Verbal discussion.

### DIRECTOR OF EDUCATION - UPDATE

Jane Long's new start date now will be mid-January 2011. A personal matter regarding Long's health has delayed her starting date from September 2010 to mid-January. We look forward to having her on board full-time. In the meantime, however, Long has been involved with IIMC's Education Department and Committees in teleconferences and was also involved in the hiring of our new CMC Verification Specialist. The Education Department keeps her in the loop on all IIMC education issues and concerns.

### 2011 CONFERENCE – NASHVILLE, TN

The majority of our concerns regarding this Conference are addressed in the 2011 financials and Management's notes. We believe, once again, that the education program is first-rate and is already in place. For the second consecutive year in a row we will be using our scanning procedures for the education programs.

Opening Reception – will be a dessert and live music event held in the Exhibit Hall. This reception was originally scheduled for the country western music hall of fame, but since the hotel's food and beverage minimums were extraordinarily high, IIMC, in conjunction with the host clerk and host committee, decided to relocate this event and keep it in the hotel. This will help with our F&B minimum and keep the exhibit hall open for the exhibitors and the MCEF silent auction. We believe that our members will also enjoy an evening of networking, music and camaraderie in a setting specifically for this event. We have a recommendation in our 2011 financials about reducing IIMC's portion of the cost of future opening receptions. We anticipate a successful opening reception and hope that future host cities will follow in this path.

All Conference Event – this event will be held at the Wild Horse Saloon in downtown Nashville. Since the Hotel owns this property, all food and beverage costs at this event will be applied to our overall F&B costs at the Hotel.

The Gaylord Opryland Hotel has not been amenable to renegotiating the contract, specifically with reducing the room block. Currently, we have 800 rooms assigned to us during peak nights and we've asked for a reduction to 600 peak. As of this writing, we're still in discussions with the Hotel.

Our host clerk, Marilyn Swing and her committee have been incredibly cooperative and wonderful to work with. Regardless of the cost factors associated, specifically, with the Hotel, I'm optimistic that we will attract enough Delegates to keep our expenses to a minimum and be able to produce a premier conference.

#### **CANADA ON-LINE INSTITUTE – INITIAL REPORT AND MOU ATTACHED**

“Funding is imponderable. The budget that was put forth was based upon a pan Canadian program. We would still need to identify and secure other funding. Having IIMC ready and able to financially support this program would make the challenge of securing the remaining funds easier and more probable. So yes your contribution of 25k would be much appreciated. My experience suggests that we would likely need as much as a year to secure the remaining funds and to consult with stakeholders. Development of the program would start after that and take between four and six months of concerted effort. These are my best guests at this time.

“I am also keenly interested in the international arena. This though is more complicated since the exact costs are dependent upon a number of variables. For example which countries or group of countries would be involved, would Dalhousie be sole deliverer or work with/through a local post secondary institution (Dalhousie would still be responsible for academic standards), how much adaptation of the content would be necessary to reflect local/region conditions and finally how deep would the transaction costs be to get such an effort under way.”

#### **LIBERTY MUTUAL – Affinity Program**

Since 2004, IIMC has had an affiliation agreement with Liberty Mutual, an automobile and home insurance carrier. As part of the agreement, IIMC receives rebates for each policy they sign with IIMC members. Since 2005, IIMC has realized \$7,367 in rebates, approximately \$1,000 in rebates per month.

<b>Year</b>	<b>Amount</b>
2005	\$1,281.68
2007	\$1,084.57
2009	\$1,511.09
<b>Total</b>	<b>\$7,367.81</b>
	• 2006 \$936.55
	• 2008 \$1,662.79
	• 2010 \$891.13

However, the past few years, policy renewals and new sign-ups have dwindled. We received a letter from Liberty Mutual informing us that they will terminate the agreement on October 14 on the grounds that the program did not meet their expectations.

Liberty Mutual and our other affinity company Bank of America (formerly MBNA) have not much in terms of marketing their companies through IIMC's magazine or exhibit program. We've offered complimentary advertising and booth space at conferences. They've declined and state that that type of marketing is not part of their overall strategy in acquiring new business.

## **SOCIAL MEDIA AND LEGAL RISK MANAGEMENT**

Since our new web site launched, we've been looking into the possibilities of creating either a facebook or linkedin page for our members. Some of the challenges we've encountered have more to do with the legal risks that non-profits are facing these days.

Social Media creates new and challenging business and legal risks. Organizations need strategies and policies to manage social media for:

- Members/Prospects
- Employees (internal and external communications)
- Management
- Stakeholder communications
- Intellectual capital creation
- Intellectual property protection

We will continue to look into critical elements of social media strategies and do our best to avoid the pitfalls of why most social media projects fail to meet objectives.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Jennifer Ward, Associate Director of Education  
**Date:** September 27, 2010  
**Subject:** Education Department Mid-Year Report

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Since we met last May, the Education Department has had a productive summer.

1. **Education Department Staff Changes** - After the 2010 Annual Conference the Education Department began its search for a new CMC Verification Specialist. We are happy to report that on August 30, Ashley Durmisevich joined our department. Director of Education, Jane Long will join our Department in January 2011. We are very excited to have Ashley and Jane on our team!
2. **CMC and MMC Application Review Time** - The Education Department is happy to report that application review time has been drastically cut down. This is due to the streamlining of processes (iMIS Automated Task Manager), the persistence of Emily Maggard and the hiring of Ashley Durmisevich. The CMC application review time is currently at 4-5 weeks and the MMC application review time is currently at 6-8 weeks.
3. **Athenian Leadership Society Assessment Clarification** - With the assistance of the Program Review and Certification Committee, we clarified the Athenian Leadership Society Policy with regards to the assessment. Staff needed clarification if MMCs had to take the assessment at the end of each Dialogue in order to qualify for the Fellowship. The committee recommended to the Board that MMCs do not need to complete the assessment for Fellowship. The Board agreed with the committee's recommendation and approved the clarification. Staff implemented the policy and posted the revision on the website, <http://www.iimc.com/index.aspx?NID=135>.
4. **Education Guidelines** - Since these guidelines were implemented at the Mid-Year Board Meeting and put into effect January 1, 2010, Staff has received nothing but accolades from the membership. They find the new guidelines and processes refreshing and understandable, which has had a positive effect on the increase in the number of applications received at headquarters.
5. **iMIS Database Automated Task Manager** – The Education Department is now able to automatically send out letters of receipt of documentation, applications, certification notifications, etc. with the click of a button! This has saved many steps in the review process, which has allowed us to review applications and provide status reports at a faster rate. The Education Department expresses its gratitude to Jennifer Strawn and Pilar Archer for their diligence in putting this process in place.

6. **2010 Annual Conference and Scanning** – The Education Department feels that the 64<sup>th</sup> Annual Conference Education Program was one of the best! With the exception of one session, 60 sessions went off without a hitch.

For its first run, the scanning system also went off without a hitch. Staff had a total of ten scanners during the week with no more than eight on the floor during session time. The scanners worked well and we did not experience any problems. After the conference the data was reviewed and transcripts were emailed to all Delegates.

Per the Conference Evaluation, 63% of the Delegates felt that the scanning system was easy.

Some Delegates felt that they were being “policed” when they were scanned into sessions and did not feel they needed to have their movements tracked by IIMC. They felt that they needed to leave when an important call came in and that it was not practical to have to be “buzzed” in & out. The Conference Schedule is posted on our website at least one month prior the conference. Staff feels that the Delegates have been provided proper notice of the education schedule and hopes that Delegates can schedule their phone calls and interruptions around that schedule. While we understand that “duty calls,” it is also very disruptive to the presenter and presentation, and other Delegates when a select few continue to answer their phones, text and leave the session to take care of business. Maybe we need to make the Delegates aware of this and the fact that scanning provides stability to the program and a clear explanation for the amount of points that are awarded.

7. **New Institute Update** - With the assistance of the Program Review and Certification Committee this year we have reviewed and approved three new Institute proposals – Oklahoma MMC program, Missouri Institute and SLCC UK Institute.
8. **Webinar Guidelines** - As of 3/5/10, the IIMC Education Department in conjunction with the Program Review and Certification Committee approved webinar produced training provided they meet the current Education Guidelines, the content is above the basic level for the MMC program, go through course review and have an assessment. Webinars are extremely helpful to those members whose budgets have been slashed and cannot leave their office to attend training programs. These guidelines are listed on our website at <http://www.iimc.com/DocumentView.aspx?DID=535>.
9. **Committee Work** – The Education Department has been working with the Program Review and Certification and Education Professional Development Committees to complete their goals. In addition, Jennifer Ward has been working with the Conference Committee to complete their goals. Our comments regarding these committees will be included in the Management’s Recommendation section of the committee reports.
10. **Strategic Planning Update** – The Education Department will work with Jane Long to fulfill the strategic planning goals of our department.
11. **Communication** – The Education Department continues to maintain communication with the Membership and Institute Directors regarding all education changes and program requirements via E-Briefings, the News Digest, and website.

**12. Inactive to Active CMC Members** – At the beginning of this year, the Education Department mailed 409 letters to the Inactive members who may have dropped their membership due to the Recertification requirement. As of 9/30/10 we have received 25 membership forms back from Inactive Members who are now Active!

**13. Replacement CMC Certificates** - At the beginning of this year, the Education Department also mailed a letter to all CMC holders whose CMC certificate had an expiration date stating that IIMC would replace that certificate free of charge with a new one that did not have an expiration date on it.

- As of 9/30/10, we have processed and replaced 648 CMC Replacement Certificates out of 4,350 CMC designations.

**14. Recertification to MMC Program** – As of 9/30/10, the Education Department is happy to report that approximately 75% of the members, who were in the Recertification program, have successfully moved into the MMC program.

The Education Department is currently working on:

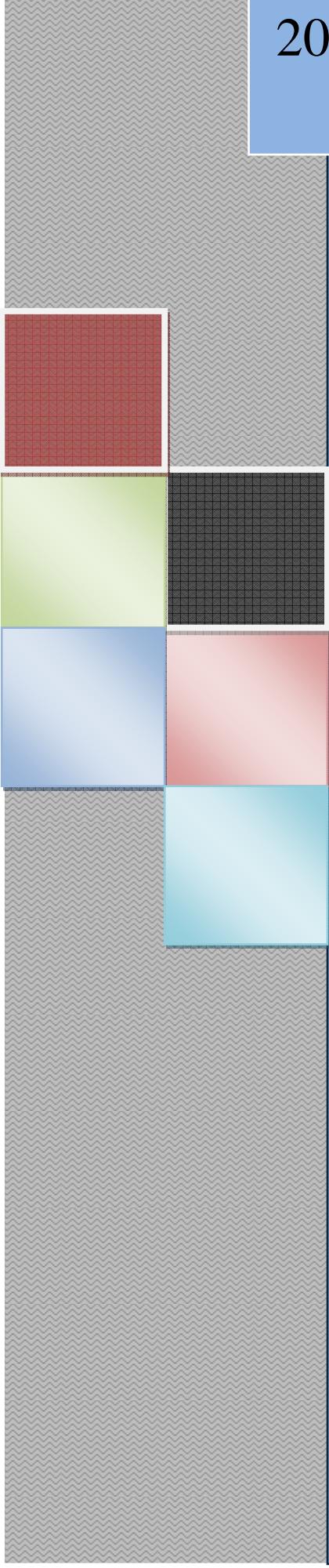
- **Training** – Jennifer Ward is currently cross-training Emily Maggard on the Conference Education Program. Emily is learning to confirm and contract presenters.

Emily Maggard is currently training Ashley Durmisevich on the CMC and MMC applications verification processes. I'd like to thank Emily for her diligence and guidance in training Ashley. Ashley has caught on to the processes quickly and is doing a wonderful job.
- **2011 Annual Conference Education Program** - The Education Department is currently working on confirming speakers for this conference education program. We have confirmed 3 General Session speakers, 10 Academy speakers and are in the midst of confirming the 42 Concurrent Education speakers. We thank everyone who submitted an education session proposal.
- **2011 Annual Conference Education Handouts** – With the blessing of the Conference Committee, the Education Department will go green with education handouts beginning with this conference. We are working with Executive Director Chris Shalby to see if we can either put the handouts on a memory stick, CD ROM or on the website for downloading prior to the conference. Budget and sponsorship will decide in which direction we proceed.
- **Indiana Institute Issue of Non-Compliance** - In July 2010, the Education Department notified the Indiana Institute that they were not in compliance with the guidelines. They have ignored repeated requests for Annual Reports, our emails regarding courses that are not applicable to the guidelines and our emails regarding wrong incorrect information disseminated in their brochures and to the Indiana Members regarding certification. President Cassler and Region V Board Member Tami Kelly have assisted us in trying to resolve these issues. As of 9/30/10, we have not received the reports and additional information as requested. We plan to follow up to see if we can assist them in resolving the issue of non-compliance.

- **Possible Institutes** – There are five other possible Institutes in the works right now; South Dakota, South Africa, Pennsylvania, the Netherlands (VVG) and Louisiana. The Education Department has sent them the requirements and is waiting for their proposals. In a gesture of goodwill, the Ohio/West Virginia and Virginia Institutes both reached out to the Pennsylvania Clerks this summer to offer their programs to them.
- **Education Ambassadors Program** – The Education Department and the Program Review and Certification Committee have created an outline of this program. However, we have decided to wait until Jane Long begins her employment as the new Director of Education in January 2011 before proceeding any further with this program. Our reason for holding off for Jane is that she may provide new ideas and insights to enhance this program.
- **Webinars for IIMC** – The Education Department would like for IIMC to begin offering webinars to the membership. We would like to begin offering these training programs after Jane Long begins her employment. IIMC could offer these programs at low costs and bring in additional income. We could also offer 1-2 webinars per year for free as an added benefit of IIMC membership. This would be a marketing tool for the Membership Department.
- **Additional IIMC Online Course Offerings** – The Education Department would like to add additional online courses to our current list of course offerings. We would like to offer these training programs after Jane Long begins her employment.
- **Additional Subject Matter** - IIMC has never accepted courses that provide Updates (such as legislative, etc.) toward the MMC designation. The Education Department feels if the Update is at the advanced level, our membership should not be denied credit for these items that may be vital to their job performance and duties. Staff has asked the Program Review and Certification Committee for their recommendation to accept Advanced Updates toward MMC credit. The Education Department will implement this the way we did with Advanced Election credit. The credit will not be retroactive, but instead begin from a chosen date forward.
- **Further Streamline Application Process** - Staff has been working with the Program Review and Certification Committee to define and clarify categories on the MMC Application for Designation. Clerks have a hard time knowing what these categories mean, unless they have called the Education Department for a definition and examples. It was the Education Department's hope that the Program Review and Certification Committee could come up with a concise explanation of these categories for those who are completing the MMC Application form, so applicants do not miss out on point opportunities.

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

This Department has tackled some extraordinary issues these past 18 months. They've operated mostly on their own with minor oversight from the Executive Director. Their initiative, collaborative efforts and collegiality have been instrumental in putting education on the right track while maintaining high standards.



2010



# International Institute of Municipal Clerks

## Proposal for a Self-Study Program

Dalhousie University College of Continuing Education  
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[www.dal.ca/cce](http://www.dal.ca/cce)



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## Summary

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

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

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

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

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

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

## Dalhousie University

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

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

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

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

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

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

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

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

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

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

## Our Competencies

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

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

## Selected Comparable Experience

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

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

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

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

## Proposal

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

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

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

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

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

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

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

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

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

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

## **Delivery Methodology**

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

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

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

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

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

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

## **Program Curriculum**

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

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

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

The program of study will be characterized by:

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

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

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

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

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

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

## **Evaluation**

The evaluation of courses is an important component of our program design/delivery. Participants will have the opportunity to evaluate each course in a formal evaluation questionnaire which will be administered at the end of each course. Participants will be asked to assess:

- the degree to which the learning objectives were met
- the appropriateness of the content to meet their learning needs
- the method of delivery
- the appropriateness of the support material and additional resources
- the relationship with the College staff and faculty

## **Budget**

The operation of the program including program administration, academic oversight, instructor support and student support would be supported through tuition. We would need to identify sources of funding to support a needs analysis, the development of course materials and an appropriate instructional design model. Our initial estimate of costs is as follows:

### **Needs analysis**

This would involve consultation with the stakeholder community, professional associations and individual learners. We would also conduct two focus groups; conduct many informal conversations especially with leaders in the municipal community and review pertinent legislation. Estimated cost \$ 25,000

### **Instructional design**

This would involve the development of the instruction template. The template would include overall program outcomes, specific course objectives, online design element, student assessment and program evaluation. Estimated cost \$ 15,000

### **Course development**

The development of each course would vary depending on the amount of material that is readily available versus that which will have to be researched and written. The estimated average cost for each course is \$4000 which includes some time for stakeholder consultation and field testing. Estimated cost \$ 80,000

The process is consultative for two reasons. We believe that the consultative approach simply produces better results. We also believe that through consultation we build commitment to the program that translates into student registrations.

## Suggested Timetable

<b>Completed by:</b>	
July 1, 2010	Approval by IIMC
December 1, 2010	Funding in place
February 1, 2011	Needs Analysis and multi stakeholder consultations completed
February 1, 2011	Instructional Design completed
April 1, 2011	Promotional program underway
June 1, 2011	First 10 courses developed
September, 2011	Course begins
December 1, 2011	Second 10 courses developed

### MANAGEMENT'S RECOMMENDATION

This is a comprehensive and detailed report whose contents would be attractive to any clerk in the world. We have two concerns:

1. The cost of the needs analysis and implementation. Currently, if we need funds for education programs, we rely on our foundation (MCEF). However, they don't have that type of funding. We may be able to procure the initial \$25,000 to start the process, but that would not be delivered until year end 2010. The rest of the monies would take us several years to fund. Our sponsors are not of the ilk where those types of dollars would flow freely. In essence, I would hate to start and then put it on hold for awhile.
2. With the hiring of the new education director who will start on September 1, 2010, it would be beneficial to have this person on board if we move forward. There may be areas where this individual can help.

Management agrees with Dr. Novak that this is a four stage process. First it is critical to have the proposal and the underlying changes to the certification process endorsed by the IIMC Board. Without this there is no partnership. The second stage will involve securing the necessary financial support by working together to see what doors to knock on. We are stronger if we do this together. The application of the program to developing nations means that there may be more doors than we think. For the right agency/department/foundation/bank the budget would not represent an obstacle if the proposal is seen as having merit. The third stage will be to develop the curriculum and the last stage will be to market and deliver the program.

I have a propensity for moving quickly and have reflected this in a rather ambitious timetable but will yield to your judgment as it applies to your Board and organizational context.

**Memorandum of Understanding  
Between  
Dalhousie University  
And  
The International Institute of Municipal Clerks**

**Preamble**

**WHEREAS**, The International Institute of Municipal Clerks is a professional association dedicated to promoting the education and certification of municipal clerks and

**WHEREAS**, Dalhousie University is one of Canada's leading universities offering a full range of undergraduate, graduate and professional programs and

**WHEREAS**, Dalhousie University is recognized by the International Institute of Municipal Clerks as a Municipal Clerks Institute and

**WHEREAS**, Dalhousie University has been providing in service training and development programs for municipal clerks for more than seventy years and

**WHEREAS**, Dalhousie University and the International Institute of Municipal Clerks have a common interest in advancing the municipal clerk profession and

**WHEREAS**, Dalhousie University and the International Institute of Municipal Clerks recognize the important role played by the municipal clerk in the fostering of democratic values and good government and

**WHEREAS**, The International Institute of Municipal Clerks has approved, in principal, the Dalhousie University proposal for a Municipal Clerks Online Self Study Program for Region X and Region X1

**Nature of Understanding**

This Memorandum of Understanding between Dalhousie University and the International Institute of Municipal Clerks establishes the framework for a cooperative working relationship between the two parties that has as its object to develop and promote a Municipal Clerks Online self Study program that will advance the profession of the municipal clerk, contribute to good government and promote membership, participation and certification with the International Institute of Municipal Clerks from Region X and Region X1.

## **Responsibilities of the Parties**

Dalhousie University and International Institute of Municipal clerks hereto agree as follows;

### **Dalhousie University**

Dalhousie University will be responsible for all academic and administrative matters associated with the development and administration of the Municipal Clerks Online Self Study Program.

Dalhousie University will ensure that the program content meets or exceeds the educational requirements for the C.M.C. designation as established by the International Institute of Municipal Clerks.

Dalhousie University will award a Dalhousie University Certificate at the successful completion of the Municipal Clerks Online Self Study program.

Dalhousie University will recognize the participation and support of the International Institute of Municipal Clerks in promotional and course materials.

Dalhousie University in collaboration with the International Institute of Municipal Clerks and other municipal associations will promote membership and certification in Region X and Region XI.

### **The International Institute of Municipal Clerks**

The International Institute of Municipal Clerks will recognize the Dalhousie University Municipal Clerks, Online Self Study program as satisfying all the educational requirements for the C.M.C. designation.

The International Institute of Municipal Clerks will recognize candidates as being eligible for the C.M.C. designation if they have successfully completed the Dalhousie University Municipal Clerks Online Self Study program, they have been a member in good standing with the International Institute of Municipal Clerks for two years, and they have two years of work experience as a municipal clerk, deputy clerk or equivalent as defined by the International Institute of Municipal Clerks.

The International Institute of Municipal Clerks will work collaboratively with Dalhousie University in identifying sources of funding for the development of curriculum for the Municipal Clerks Online Self Study program.

The International Institute of Municipal Clerks will assist Dalhousie University in promoting the Municipal Clerks Online Self Study Program.

## **Terms of Understanding**

The term of this Memorandum of Understanding is for a period of five (5) years from the effective date of this agreement and may be extended upon written agreement of Dalhousie University and the International Institute of Municipal Clerks.

This Memorandum of Understanding shall be reviewed annually by both parties to ensure that it is fulfilling the objects for which it was undertaken and may be amended with the consent of both parties.

## **Effective Date**

The parties hereto have executed this MOU as of the date listed below.

Representing: Dalhousie University

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Date

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(Name: Please Print)

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(Signature)

Representing: International Institute  
of Municipal Clerks

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Date

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(Name: Please Print)

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(Signature)

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

Although this MOU does not list the initial fees from Professor Novak, there is an upfront cost of \$25,000 for which IIMC is responsible. We still believe this program is an excellent distance education project and one in which our members could utilize to their advantage. Cost is an issue and that our new education director, who at the time of Professor Novak's initial proposal was scheduled to begin work in September. We still need our education director's input into this program prior to seeking funding.

## **Key Results Area**

### **Strategic Plan Update**

The following are the five Key Results Areas that the Board has adopted from the Strategic Plan. There are Management Updates for each objective but, overall, the Plan is a work in progress.

#### **FINANCE**

Objective #1 – Create an organization that is financially healthy

1A: By December 31, 2010, operate with a budget that includes a reserve, and continue to contribute to the operating reserve.

**MANAGEMENT'S UPDATE:** This is an on-going process since financial health has no limits. Currently, we have approximately \$247,815 in reserves of which \$20,000 is allocated to the building reserve fund.

Objective #2 – Continue to enhance the financial reporting process that assures accuracy and appropriate oversight

2A: By October 31, 2012, provide complete and open access to financial data to all Board members immediately and upon request.

**MANAGEMENT'S UPDATE:** We can provide complete and open access to financial data to all board members right now.

Objective #3 – Implement an inclusive, broad-based conference planning process

3A: By November 15, 2010, establish permanent policies to guide the Board in selecting conference locations.

**MANAGEMENT'S UPDATE:** This project will need more time to research and develop and will need involvement from our Event Management Company as well.

#### **EDUCATION**

Objective #1 – Build trust and rapport throughout the IIMC enterprise

1A: Through May 31, 2013, continue to rebuild trust and improve rapport among membership, Institute Directors, State/Provincial/National leadership, and staff through inclusive dialogue and decentralization of decision-making regarding levels of education offerings and regional relevancy.

**MANAGEMENT'S UPDATE:** We've made good progress in keeping the lines of communication open between IIMC and the Institute Directors, Association leadership, Committee Chairs and the membership. I believe the Education Department is working hard at maintaining communications with all of the stakeholders. This is and will be an on-going objective beyond the 2013 deliverable date.

Objective #2 – Expand online education

2A: By December 31, 2013, expand online education by offering six (6) new online classes to IIMC members. Pending budget.

2B: By December 31, 2015, expand online education by offering an additional (6) online classes for a total of twelve (12) new online classes to IIMC members.

**MANAGEMENT'S UPDATE** – We will have better information and progress with this objective once our new Director of Education begins at IIMC in January 2011.

Objective #3 – Streamline the review of certification applications

3A: Through May 31, 2013 and within existing staff resources, continue to simplify and streamline administrative application review processes for certification.

**MANAGEMENT'S UPDATE** – The Education Department has made great strides personally and through electronic methods (IMIS Task Manager) to streamline the application process.

3B: Annually, through May 31, 2013, assess IIMC's progress in simplifying and streamlining administrative applications for certification and submit a report to the Board of Directors.

3C: By December 31, 2010, research and report to the Board of Directors alternatives and costs of implementing an application review status tracking tool for membership.

**MANAGEMENT'S UPDATE** – This deadline has been extended to 2012 in order to provide the new Director of Education time to study the current process.

3D: Through May 31, 2013, continue to improve customer service to members pursuing certification by increasing efficiency, strengthening rapport between staff and members, and mentoring.

**MANAGEMENT'S UPDATE** – there's been a considerable reduction in member complaints. The Education Department has made concerted efforts regarding any member service issues and the improvement has been palpable.

3E: Annually, through May 31, 2013, submit a report to the Board of Directors on improved customer service in certification. See mid year Education Department Report.

Objective #4 – Implement programs for international members

4A: By May 31, 2012 and continuing into the future, working with international leadership, assist with development of relevant programs and training experiences for international members and provide membership-wide "international" program opportunities for all IIMC members.

**MANAGEMENT'S UPDATE** – IIMC is looking into several outside programs – mainly, Arizona State University, University of Green Bay, Wisconsin and Dalhousie University in Canada as potential "international" programs for IIMC members.

Objective #5 – Assist state certification development

5A: By May 2010 and continuing into the future, assist with development or enhancement of State certification programs that complement IIMC certifications.

**MANAGEMENT'S UPDATE** - Staff wishes to refer this objective back to the Board for further clarification. As it is stated, we feel this is in direct competition with our certification programs and is not in our Business Plan.

Objective #6 – Celebrate achievements

6A: By May 31 2011, identify opportunities to celebrate achievement of certification.

**MANAGEMENT'S UPDATE** – there's been huge progress in celebrating member achievements. We've started to publish names of those who received their CMC and MMC in the Digest.

## **COMUNICATIONS TECHNOLOGY**

Objective #1 – Expand technology opportunities/website

1A: By December 31, 2010 secure the resources to fund website development and maintenance.

**MANAGEMENT'S UPDATE** – The new web site was unveiled at the Conference in Reno in May 2010. We continue to look for ways to improve and add new features.

1B: By December 31, 2011 develop communications systems that provide easy access for IIMC members to a multitude of online professional/educational resources.

1C: By December 31, 2011 enable all IIMC members to access and engage in professional/educational online networks using a variety of vehicles to share their innovations, best practices, expertise in all core service areas.

Objective #2 –Enhance online learning

2A: By December 31, 2011 secure the resources to adequately staff the online learning programs. Pending Budget

2B: By December 31, 2012 double the membership access to online courses for the CMC/MMC Certification. Pending Budget

2C: By December 31, 2013 increase the number of online courses offered by 15.

**MANAGEMENT'S UPDATE** - 1B, 1C, 2A, 2B, 2C are dependent on budget and the hiring of the new Director of Education who would bring new expertise and resources to these areas.

Objective #3 – Improve membership services

3A: By December 31, 2015 IIMC will secure the funding to hire 2-5 new staff members to assist with current understaffing and workload issues. Pending Budget

Objective #4 – Develop financial support for, and determine the feasibility of, proposed communication technology improvements. Pending Budget

4A: By December 31, 2011 identify new funding mechanisms to carry out the identified communication technology objectives.

## **BOARD DEVELOPMENT**

Objective #1 – Develop and improve recruitment strategies

1A: By September 1, 2012 create new recruitment strategies.

**MANAGEMENT'S UPDATE** – Currently working on this aspect of board development for it involves strategies and marketing materials. We recommend that the Board address certain areas based on the Strategic Plan's need to improve recruitment strategies and direct staff to present a report in May 2011 regarding the need to strengthen the qualifications and revise the deadline: They are:

- Review deadline criteria
- Review qualifications (which may involve Constitutional amendment)

### **See attached survey on Board/Staff Comments**

Objective #2 – Educate prospective nominees and new Directors

2A: By May 31, 2011, educate prospective nominees and new Directors.

**MANAGEMENT'S UPDATE** – this aspect is improving as new board member orientation is achieved via teleconference prior to the annual conference. We are working on a new materials geared to educating incoming board members and are looking at the possibility of holding additional teleconferences between January, the time the incoming board has officially met the deadline and May when they are sworn in officially. Monthly teleconferences will help bring the incoming board up to speed on IIMC issues, finances and board governance.

Objective #3 – Promote ongoing development for Directors

3A: Beginning November 1, 2010, promote ongoing development for Directors.

**MANAGEMENT'S UPDATE** – Board development is now part of the mid-year and annual meeting Board's fabric. This process is on-going and will be continuous as new processes and policies come into play to help with educating the board.

Objective #4 – Increase financial support for Region Directors

4A: By January 2011, increase financial support for regional directors.

**MANAGEMENT'S UPDATE** – IIMC's Policy Committee did not support this concept.

Objective #5 – Identify specific objectives in all categories for Regions X and XI

5A: By May 2011, identify specific objectives for Board development for Regions X and XI.

**MANAGEMENT'S UPDATE** – Specific needs, including providing a stipend for Region XI travel costs are now part of IIMC's annual budget.

## **MEMBERSHIP**

Objective #1 – Create an effective advertising and marketing program to enhance and promote IIMC member benefits to attract and retain members

1A – Through December 31, 2012 continue to develop and enhance a benefits-based marketing plan that targets potential, current, and former members within Regions I – IX

1B – Through December 31, 2012, continue to develop and enhance a benefits-based marketing plan that targets potential, current, and former members within Region X

1C – Through December 31, 2012, continue to develop and enhance a benefits-based marketing plan that targets potential, current, and former members within Region XI

**MANAGEMENT'S UPDATE** – The Department continues to work on this project. We have created a recruitment letter for Region XI that is in the process of being vetted.

Objective #2 has been dropped due to Objective #1A, B and C provides enough information. (Conduct comprehensive assessments to find new members)

Objective #3 – Improve the membership recruitment process

3A: Through December 31, 2013, increase IIMC net membership by 15% from the current baseline (9200).

**MANAGEMENT'S UPDATE** – This is an on-going project

Objective #4 – Create an effective and usable online membership forum

4A: By September 30, 2010, initiate an online membership forum that enables us to hear what our membership needs, wants and expects from IIMC so that we can better serve them.

**MANAGEMENT'S UPDATE** – Our new web site provides this feature, but it is not operable. However, our service provider Civic Plus has been working on repairing it.

Objective #5 – Increasing membership benefits by expanding on-line learning opportunities

5A: By May 31, 2011, our members will receive additional benefits.

**MANAGEMENT'S UPDATE** – this is very plausible but also needs the Education Department's input, which is also part of their objective. Education and membership growth tend to go hand in hand, and enhanced educational opportunities strengthen membership benefits.

## BOARD/STAFF COMMENTS ON CURRENT CRITERIA

Debbie Batliner Personal Opinion, I think they should be a clerk for more than 3 yrs and should be an "active" member of IIMC by serving on a committee. I just think they should have an understanding of how the organization works and I don't believe you get that just being a clerk for three years and attending 3 conferences.

Jane Williams THINK WE SHOULD HOLD A WORKSHOP AT THE CONFERENCE FOR MEMBERS WHO MAY WANT TO BECOME BOARD MEMBERS ..EITHER IN THE FUTURE OR IN THE NEXT YEAR OR TWO...I THINK THE WORKSHOP SHOULD CONSIST IF POSSIBLE OF PAST BOARD MEMBERS WHO RECENTLY WENT OFF THE BOARD AND CURRENT BOARD MEMBERS..AND A STAFF TIME PERMITTING .....A SMALL GROUP COULD DO A LOT SUCH AS 5 TO 10 PEOPLE....ON THIS COMMITTEE  
  
SINCE ONCE ELECTED THEY MOVE INTO THE LEARNING PROCESS.....DISCUSSIONS REGARDING TECHNOLGY REQUIREMENTS, READING MATERIAL AND PARTICIPATION AND DIALOGUE... ALSO NETWOKING WITH OTHER STATES IN THEIR REGION

James Mullen I think everything is under control.

Nick Randall I think I am broadly happy with the requirements as far as they affect region XI members. I would not like to see them get any tougher at the moment however.

Jerry Sperling I agree with Debbie to a point. I think if serving on a committee can be used as points toward certification, then it should certainly be a part of qualifying to serve on the board of directors.

Debra Owen I would prefer not to have the "active member status" include the mandatory provision of serving on an IIMC committee as a condition precedent to becoming a Regional Director.  
  
Serving as a Regional Director is both a coveted position and one of honor for our membership. With this dynamic, it is my preference that members within each region have wide discretion on these matters. However, if it is the will of the Board to add this as a new qualification for new board members, please consider broadening the provision beyond those who are presently serving on an IIMC committee by adding language which would recognize the service of members on committees in previous years.

Peggy Hawker Region IX director candidates get the endorsement of all the states in the region. We also have a rotation, among the states in the region, so that there can be a representative, even from the small (member-wise) states like Alaska, Washington, and Oregon. If we didn't do that, it is certainly possible that all our region directors would be from California whose membership surpasses that of the other three states combined.  
  
I think this process is equitable, and it is important for region candidates to obtain the endorsement of all the region's states.

Shari Moore I agree with Debra. I don't feel it should be mandatory that someone be serving on an IIMC committee as a condition to becoming a regional director. I don't feel that we need to make it harder for a region to find someone who is able to be a director.

Peggy Hawker I agree with Debra as well on this point.

Carol Alexander And I agree with Shari, knowing what a challenge it has been at times in Region VI to recruit board members (spoken from a return board member's point of view).

Diane Fitzhenry I would be more willing to add a few extra years of service as a Clerk or a few additional years as a member of IIMC before I would be willing to require service on a committee. I would not have been eligible for service on the board if such a rule was in place. I personally met the other qualifications, but have never served on a committee. It seems difficult enough to get people who are willing to serve and have the current requirements covered to run for office. I think we want people who have an interest, whether they have served on a committee or not. Everyone has their own reason for seeking office. I don't think we want to stifle someone's interest, if they haven't served on a committee.

Mary Lynn Stratta With the passage of Constitutional Amendment Number Nine submitted to the membership following the Reno conference, the below provision in the Constitution will be changed to allow board members from Regions X and XI to have only attended two conferences.

With this one change as approved by our membership, I don't believe the rest of it is "broken"; so, I agree with the statements so far to just leave it as it is and not add additional requirements (or lessen the ones we have).

Lisa Small I agree with the points stated – it is a challenge sometimes and with the economic problems now, and many cities refusing to allow travel outside their states, that is another limitation placed on those who wish to serve.

In Region 3 we currently have the flexibility in each of our own states to determine how we select, based on IIMC's qualification criteria, of course, and the openings are rotated among the five states. Although it may seem harsh to someone who comes along immediately after a person is selected from their home state and they are interested, but now have to wait 5 years for the next turn, it is similar to California, in that if there was an election among all members, it would likely fall to the state with the most votes or to someone who is financially able to spend a lot of money to promote themselves across state lines.

Once the state whose turn it is has selected their candidate, that person is "nominated" by that state at our regional meeting and voted on by the members from all states who are present at that meeting. There has only been one nomination from the floor that I can recall in recent years, and it came from a region meeting first-time. Among our states, some states have several interested parties and they elect from within; others may only have one qualified interested party, and the State Association's Board votes to give its support to that person by Resolution that is ratified by their membership. It may not be a perfect system, but it has worked well for our Region to date.

I do agree with Debra's statement that it should not be confined to those currently serving on a committee – there could have been issues in their city or personal issues that prevented their full participation in that year, and now they are ready and able to serve.

Sharon Cassler

Region V has a similar rotation to what Peggy addressed below. We have one seat that is filled with either Ohio or Michigan and the other seat is rotated with Indiana, Tennessee and Kentucky. We do have Standing Rules that were adopted by our Region that address the rotation and the endorsement of the candidates. I hear both sides of the discussion regarding Committee involvement. As you all know, as Board Members, you serve on a Committee. For some, that may be the first time you have participated in the Committee structure for IIMC - I can see where some feel it would be helpful to have had that experience before you became a Board member. I don't have a strong opinion one way or the other as to whether we should make that an additional requirement. I'm anxious to hear the comments of others.

Colleen Nicol

I agree with Mary Lynne.

Individual Board members represent and are elected by the members within their Region only. Each Region may have different ideas about what – in their mind – are qualifications that will serve them best. It may be a State/Provincial/National Presidency, service on local committees, service on IIMC committees, visibility within the Region, financial support for travel, experience on non-profit Boards, or none of the above.

Additional criteria, if any, I believe, lies with each Regions to identify as they see fit.

Lisa Small

With that further reminder from Mary Lynne and Colleen, I agree with them.

Jerry Sperling

Ok, I'm convinced. I'm changing sides!!!

Tami Kelly

I agree with Debra Batliner in that it doesn't seem like we require very much of a member to be on the Board of Directors and I believe that we would all agree that we want members who are active and have knowledge of what our organization is all about. (Incidentally, I believe our current Board is/does.) However, the more requirements you put in the Constitution, the smaller the pool of people who can serve becomes.

I know my State has its own review process and additional qualifications they look for before nominating a person to our Region for the Director's seat. It sounds like many of you do the same.

I made a call to a couple of other International Organizations for comparison. I only heard from one. Their Constitution only requires that you be a full member (no amount of years) and that you are currently & remain In Service to a local government. However, they do have State Screening Panels that each have further qualifications that they look for before recommending a person to be on the Board. This sounds very similar to what many of us are doing.

I think the existing requirements are fine, but it does give a new perspective on our new goal of recruiting members to be on the Board. I think this was one reason the Board was asked to look at these requirements.

Brenda Cirtin I agree with the comments that have made. Any qualifications above what currently exist should come from the Regions, not IIMC. Each Region knows what qualities they want & need in a Director, so I say let's leave it as is, except for the change Mary Lynn noted.

Kristie Smithers I agree with Brenda too. Thanks! Kristie Smithers

Tiny Washington I don't have any problems with the current requirements as outlined in the Constitution for members to serve on the Board of Directors. We have a rotation system in Region 3, which has worked well for us.

Karen Goodwin I have read all of the comments and I tend to agree that we should not make it any more difficult to qualify than we have to. I agree with having some experience but being on a committee doesn't necessarily mean that you are well versed in the ways of IIMC, I think that happens once you jump in. I think the requirements are sufficient and if the Regions want to tighten them up then they can.

Stephanie Kalasz I think we could consider leaving the qualifications the same but to apply, in addition to the application, the candidate must return a signed form (yet to be created) that indicates that the person is aware of the duties/expectations of a Board member and have as many as possible listed out (e.g. attend Board meetings, work cooperatively with fellow Board members and IIMC Staff, participate in Board training exercises, correspond with IIMC members, serve on IIMC committees, promote IIMC membership, promote education, assist in fund raising for MCEF, etc.)

Jane Williams I AGREE WITH BRENDA ALSO....REGIONS WILL KNOW WHO IS QUALIFIED TO REPRESENT THEM ... & I AM IN AGREEMENT WITH MY CO DIRECTOR DIANE..SHE IS QUITE RIGHT..IT IS DIFFICULT TRYING TO GET CANDIDATES..SO WE MUST BE CAREFUL THAT MEMBERS FEEL THAT THEY CAN BE BOARD MEMBER AND FILE AS A CANDIDATE, ONCE THEY HAVE MEANT ALL THE QUALIFICATIONS SETFORTH THANKS

Francois Allers It is my view that the current Qualifications of Candidates for Region Directors as provided for in the IIMC Constitution should be retained and that the Regions be allowed to develop further criteria as they may deem expedient.

Debbie Batliner Great discussion, all good points!

My comments were a result from comments I had previously heard someone made about lack of participation from Region Directors and the quality of candidates for the positions. Now having said that, and not having previously served on the board, I am not sure there is a problem but, something must have attributed to it being KRA#4.

If there are problems, they could very well be addressed on a state by state, region by region basis. Perhaps IIMC could draft a suggested model policy/guidelines (best practices) for states to use to help guide them on selecting the best candidates for their Region Directors. This would simply be guidance and not a mandate. This may help ensure IIMC is getting the best of the best.

Currently, Kentucky is looking into some type of policy for the selection process of the Region Director. Region V has the state rotation, as some of you do. When it has been Kentucky's turn in the rotation, the Association Board has always made the selection however, this was called into question recently.

For Kentucky, it is not only an honor to serve as the Region Director, but also brings interest to some because KMCA pays the Region Director's expenses for the IIMC Conference and the Region Meeting. Even though the KMCA Board vote was 15-1, this member pursued it and brought the issue to the membership meeting, and made the request that future appointments be made by the membership. This brought several concerns to some of the current board members because it can become a popularity contest and viewed as an opportunity to travel. We have had several clerks over the years attend IIMC conferences which would meet the current requirements, but doesn't mean they would serve IIMC or our Region well. This is a huge time commitment, it can be overwhelming, and may not be adequately expressed currently, what the expectations are of the Region Director's to the IIMC Board and to the membership they represent.

Chris Shalby

Here are ASAE's qualifications:

Demonstrated commitment to ASAE & The Center and to the nonprofit community;  
Strong background in committee and volunteer work;  
Management experience;  
Enthusiasm to serve our community; and  
The ability and desire to mentor and teach future leaders of our profession.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** The Executive Committee & Board of Directors  
**From:** Terri Kowal, MMC; Elections Committee Chair  
**Date:** October 1, 2010  
**Subject:** Mid-year Report

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## Background

The Elections Committee has undertaken a major task in the last several months, which was to administer the election for the IIMC Constitutional Amendments.

In addition, the Committee is currently working on updating the Election Policy manual to bring it into synchronization with Membership and Constitution requirements. The first sections are with the committee members for review now. The committee will make recommendations for updates to be decided by the Board and other pertinent committees.

## Discussion

The election was conducted both by email and USPS mail. The membership received 3 notices of the upcoming election from IIMC, and many state presidents sent out notices to their individual members. Approximately 730 votes were cast. Of those, 222 were cast as absentee ballots. Joe Bridgeman, Election Committee member and Clerk of Plymouth Twp., MI, along with Tonni Bartholomew, Clerk of the City of Troy, MI, assisted with the counting of the absentee ballots. The ballots were destroyed one week after counting them with the concurrence of the committee.

The e-voting was very successful. We were able to easily interpret the results without disclosing how a member voted, and the security was intact to insure the integrity of the election.

The 9 proposed amendments all passed with an overwhelming majority. (A results report is part of this document.)

## Financial

The only expenditures for this committee were the cost of printing and mailing ballots. The information will be forthcoming from IIMC Staff.

## **Summary**

The election was very successful using the internet. The savings in using this process was very large. Rather than mailing out ballots to each member, we mailed to only those for whom we did not have an email address. The committee members concur that the voting process was very easy, and the committee did not receive any complaints regarding it.

## **Recommendation**

We recommend that elections into the future continue using the internet method of voting for those who have access.

In addition, we continue to stress the importance of updating the manual to have consistency in all IIMC election processes and will continue to work toward that goal.

We hope that the Executive Board and the Board of Directors will recognize that the staff at IIMC headquarters was extremely important in conducting this election. The committee could not have been successful without their assistance and support.

In addition, we respectfully request that you will accept this report.

## **MANAGEMENT'S RECOMMENDATIONS:**

The electronic election regarding the amendments to the Constitution went well, process wise. It's unfortunate that approximately 8 percent of the membership voted. Yet, the process worked.

The financial impact of printing and mailing hard ballots to the 800 members who cannot access electronic messages was approximately \$1,100.

We realize the Elections Manual is not an easy task, but it is an important one since we've not had a current Elections Manual in quite some time.

Utilizing this Committee to vet election materials, constitutional amendments, etc., prior to distributing to the membership is highly important in maintaining transparency, impartiality and inclusivity.

**AMENDED SEPTEMBER 24, 2010 TO INCLUDE ABSENTEE BALLOTS**

Voting Results

1. Article II – New Mission Statement  
**PASSED by E Vote:** YES = 474 NO = 21 1 BLANK  
**AV votes:** YES = 218 NO = 4  
**TOTAL:** YES = 692 NO = 25 BLANK = 1
2. Article III – Honorary Membership  
**PASSED by E Vote:** YES = 469 NO = 37 1 BLANK  
**AV votes:** YES = 205 NO = 17  
**TOTAL:** YES = 674 NO = 54 1 BLANK
3. Article III – Retired Members  
**PASSED by E Vote:** YES = 501 NO = 5 2 BLANK  
**AV votes:** YES = 221 NO = 1  
**TOTAL:** YES = 722 NO = 6 2 BLANK
4. Article IV – Board Vacancy  
**PASSED by E Vote:** YES = 482 NO = 20 2 BLANK  
**AV votes:** YES = 211 NO = 11  
**TOTAL:** YES = 693 NO = 31 2 BLANK
5. Article V – Board Absences  
**PASSED by E Vote:** YES = 464 NO = 22 2 BLANK  
**AV votes:** YES = 219 NO = 3  
**TOTAL:** YES = 683 NO = 25 2 BLANK
6. Article V – Executive Committee  
**PASSED by E Vote:** YES = 487 NO = 15 2 BLANK  
**AV vote:** YES = 215 NO = 7  
**TOTAL:** YES = 702 NO = 22 2 BLANK
7. Article VI – Education Director  
**PASSED by E Vote:** YES = 482 NO = 13 2 BLANK  
**AV vote:** YES = 221 NO = 1  
**TOTAL:** YES = 703 NO = 14 2 BLANK
8. Article X – Ethical Standards  
**PASSED BY E Vote:** YES = 466 NO = 23 3 BLANK  
**AV vote:** YES = 214 NO = 8  
**TOTAL:** YES = 680 NO = 31 3 BLANK
9. Article XI – Region X Director  
**PASSED by E Vote:** YES = 472 NO = 23 1 BLANK  
**AV vote:** YES = 214 NO = 8  
**TOTAL:** YES = 686 NO = 31 1 BLANK



**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**



**To: MADAME PRESIDENT AND MEMBERS OF THE  
IIMC BOARD OF DIRECTORS**

**From: DIANE COLLINS, MMC,  
MENTORING COMMITTEE CHAIR**

**Date: OCTOBER 2010**

**Subject: COMMITTEE REPORT**

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**Current Goals**

- 1. Increase of the number of mentees by 1/3 In May of 2010 there were 65 Mentors and 49 Mentees. Currently there are 72 Mentors and 57 Mentees.**
- 2. Provide a “welcome first timers” table at the conference, providing information regarding the annual conference in ways to obtain the maximum benefit of attendance, while promoting the Mentoring program. Matching first timers with mentors.**

For the third year in a row the Mentoring Committee operated a Welcome Table. The first time attendees were greeted and given an explanation of the conference program booklet, especially pointing out the first-timers session. The table was manned Saturday, Sunday and Monday. The table was located close to registration and worked out well there. The committee felt better signage is needed at the table to identify its purpose. A budget request was made to purchase a table cover. Pins were donated to the table to give to attendees that visited the table. This proved very popular the last couple years. We would like to have all members bring new or old pins to the next conference for the same purpose.

Janis Daudt sent First Timers and visitors to the table a follow-up letter and brochure after the conference.

**3. Showcase the Mentoring Program and its importance through articles in the News Digest.**

An article written by Mary Haynes ran in the News-Digest in August 2010.

**4. Provide an opportunity for retired clerks, mentors and mentees to be introduced at the First Time Delegates Orientation Session**

The retired clerks, Mentors and Mentees were introduced at Reno during a session and the Conference Committee has been asked to provide this session at the 2011 conference also.

**5. Recommend Educational Sessions for Retired Clerks at the Annual Conference to the Conference Committee for inclusion in the conference program**

Topics suggested include: Pre-retirement planning, Trends and Issues in Senior Living, Philanthropy, peer giving as retirees, Changing environment for retirees (medical coverage etc.), Building active retiree associations and Wellness

**6. Work with the Public Relations and Marketing Committee to prepare an advertisement tool that can be sent to the State Presidents**

I just made contact with Aimee Nemer.

**Conference**

**Additional work done:**

Reminded the Mentor Committee Members to promote the committee in their own regions

The committee members reviewed the IIMC Mentoring Program brochure and made a couple suggestions to improve it.

**Ideas from the Committee Members:**

Do something in an e-briefing to promote the Mentor program??

Possibly come up with a gimmick mail out challenging States Organizations to propose the most names for either mentor or mentee with a prize for the most. Possibly \$1,000 donation to the State Organization's Scholarship Program. Possibly the money for the prize could come from the IIMC Education Foundation in support of the Mentoring Program.

Put something in place for the IIMC Mentor Committee to work with the local mentoring Committees.

**MANAGEMENT'S RECOMMENDATIONS:**

IIMC staff will handle the Committee's request for better signage at its table during the IIMC Conference. \$200 was allocated to this committee's annual budget that includes teleconferences and other miscellaneous expenses, of which a portion of the \$200 will be used to create signage.

Management and staff will collaborate with the Public Relations Committee on projects involving the Mentor committee and will promote programs in E-Briefings and News Digests. The 2011 conference program will include these topics that relate to mentors/retirees -- **Planning For Your Future: A Global Perspective on Mentoring and How To Stay Involved In Your Community After Retirement.**

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Officers and Board  
**From:** Lisa Johnston, RM Chairman  
**Date:** 10/01/10  
**Subject:** Records Management Committee Mid-Year Report

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## Background

The Records Management Committee received six tasks for 2010-2011:

1. Recommend Records Management education sessions for the Annual Conference.
2. Prepare a minimum of two articles per year regarding Records Management for the News Digest.
3. Utilize the Research and Resource Committee to conduct a survey of the membership to determine their most challenging records management issues. Upon completion of the survey, work with Research and Resource Committee to develop the analysis and recommendations for the future.
4. Administer grant for Records Management technical bulletins.
5. Utilize the Research and Resource Committee to gather data about Cities' most costly Records Management problems in order to utilize this information to educate City Managers and City Councils about the cost of poor records management.
6. Assist IIMC Headquarters in developing their Records Management and Archival Records program and expand the use of imaging.

## Discussion

Progress on the tasks:

1. *Recommend Records Management education sessions for the Annual Conference.*  
**[Completed]**

The Records Management Committee has submitted 11 topics for consideration for the 2011 conference. Topics submitted included:

- Emergency Response & Recovery (Academy)
- Applying Archival Principles (Academy)
- Applying Archival Principles – short version
- Microfilm – why it's still a good practice
- Setting up a records center
- Social Media Issues, Polices and the Law
- A Vital/Essential Records Strategic Plan
- Integrating Compliance into your Disaster Plan
- 10 Steps to implementing a Records Management system
- Records Management for small cities and/or small budgets (Panel discussion)
- Email Archiving (Panel Discussion)

In addition, the committee submitted the names of two well-respected Record Management professionals (Jim Michael Pemberton and John T. Phillips) from Knoxville, TN who could speak on a number of topics that would be of interest to municipal clerks. The committee prefers to recommend regional experts whenever possible, to help defray costs to IIMC.

*2. Prepare a minimum of two articles per year regarding Records Management for the News Digest. **[In progress]***

Committee member Stephen French (Moraine, OH) has volunteered to write an article. He is coordinating with Chris Shalby on when it will appear. Lisa Johnston will write an article on the on-line training classes (IPER) sponsored by the Council of State Archivists. Additional articles will be added, as we can locate authors.

*3. Utilize the Research and Resource Committee to conduct a survey of the membership to determine their most challenging records management issues. Upon completion of the survey, work with Research and Resource Committee to develop the analysis and recommendations for the future. **[In progress]***

The Committee is reviewing the questions that were drafted last year. The next step will be for the committee to answer the questions, to determine if the responses “tell” us what we want to learn. We hope to complete this step by the end of November. Since we are not professionals survey writers, the committee still has concerns that we may not get the information we really want, because we don’t know how to structure the questions. Once no further revisions are necessary, we can then submit the questions to Research and Resource committee for their concurrence, then request that IIMC staff launch the survey.

*4. Administer grant for Records Management technical bulletins. **[ In progress]***

Committee member Paul Bergeron (Nashua, NH) is serving as the Project Director for the grant. Vice-Chairman Daniel Karin is serving as the liaison between Paul and the RM committee, and will help coordinate the activities of the RM committee in regards to the grant.

At present time, the Editor has been selected and authors are being solicited for the bulletins. Contracts for authors are being issued as they are selected. The grant is progressing on schedule.

*5. Utilize the Research and Resource Committee to gather data about Cities’ most costly Records Management problems in order to utilize this information to educate City Managers and City Councils about the cost of poor records management. **[Not started]***

We have some concerns on how to approach this. Until we have completed Item No. 3 (the survey), it could be difficult to begin working on this item. We might be able to develop a form to capture anecdotal stories, as we come across them, in sufficient detail that they may be useful in the future.

*6. Assist IIMC Headquarters in developing their Records Management and Archival Records program and expand the use of imaging. **[ In progress]***

In September, Chris Shalby and Lisa Johnston discussed the current state of records management for IIMC HQ: current status of scanning, use of Laserfiche and potential next steps. Chris reported that HQ is utilizing the records retention schedule that had been developed by member Diane Gladwell. Chris will prepare a status report on current practices. This will assist the committee and HQ as options for improvements are discussed.

## **Financial**

None requested at this time, depending on the pilot results of the survey.

## **Summary**

To date, the committee has completed its assignment for Goal #1 (Recommend Records Management topics for the annual conference) and has forwarded its recommendation to Jennifer Ward of the IIMC Education Department. We look forward to learning which topics have been selected for Nashville. The remaining goals, except Goal No. 5 are also in progress. As Goal #3 (survey) moves to completion, we hope to have a clearer idea on how to accomplish Goal #5.

## **Recommendation**

Now that IIMC is using scanning to track attendance at sessions, we were able to summarize attendance at Records Management sessions in Reno.

The numbers are:

Total number of unique attendees at an RM session – 224  
(note: the total number of attendees would be higher, as many people attended more than one session)

Total States represented – 41  
Total Outside US – 7 (Canada – 4, UK – 3)

CMCs – 97    MMCs – 51    Not certified – 76

The Committee has been most energetic and enthusiastic as a mostly email committee. We hope to continue this trend and complete our goals by the end of the year.

Member Paul Bergeron is to be commended for serving as the project director for the NHPRC grant to revise the Technical Bulletins on Records Management.

## **MANAGEMENT'S RECOMMENDATIONS:**

Records Management Track at Conference -- Once again, the Committee's recommendations for a records management track at the conference is complete and replete with speakers and topics.

News Digest Article – we have already communicated with Steve French about publishing an article in the Digest. As of this writing, we are waiting for his final version that we will publish upon delivery.

Membership Survey on RM issues – Surveys are difficult to write – other than for yes or no answers – this particular survey may take more time than what is allotted and may need an expert in framing questions and quantifying answers.

RM Grant – As of this writing, the RM Committee with the help of Paul Bergeron received a Grant for \$20,000. The grant monies will be used to write technical bulletins. Bergeron was able to use MCEF as the foundation seeking the grant.

IIMC HQ and Records Management – we will provide this Committee with a status report as to where HQ sits with its records management needs. To date, Denice Cox has overseen this area and some progress has been made. We're still a ways to go. Any help would be appreciated.

We also distributed an E-Briefing in late September regarding IIMC Conference delegates in Reno and the ability to utilize IIMC's RM sessions toward NAGARA Certification.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Chris Shalby, Executive Director

**From:** Randy Reed, CMC, Chair Research & Resource  
Dawn Abrahamson, MMC, Vice Chair

**Date:** October 1, 2010

**Subject:** Mid-Year Report

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

**Discussion:** Research and Resource Committee met on May 27, 2010 in Reno, Nevada in conjunction with the 64th Annual IIMC Conference. In attendance were: Chair Randy Reed, Sedona, AZ; Vice-Chair Dawn Abrahamson, Fremont, CA; President Elect Sharon Cassler; Vice President Colleen Nicol; Board Liaison Barbara Blackard, Clarksville, AR; and Board Liaison Debra Owen, Sioux Falls, SD.

## 2010/11 Goals & Objectives:

1. Review and update all publications offered to the membership.
2. Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, other Committees and Staff and compiling, analyzing and reporting responses.
3. Utilize the new website by uploading questions and answers and creating an FAQ Library.
4. Develop a structured online resource center of Ordinances, Policies, best practices, etc., that IIMC members can access as needed.

The Committee has responded to various requests from clerks for information. It's always interesting to see the requests the committee receives and the variety of responses from committee members.

At the request of IIMC President Sharon Cassler the committee created a short survey regarding what different states require to be a licensed notary public. This information was requested by the Program Review and Certification Committee as they had received requests to extend Certification Points for Notary training. The survey results accompany this report in a separate PDF file.

**Financial:** None

**Summary:** The Research and Resource Committee has jumped into the tasks of the year with much enthusiasm. However many committee members are experiencing severe workload increases and stress levels at work that are beyond what has been experienced in the past. The economic crisis is impacting workloads and staffing and affecting the ability to contribute to the committee as had been planned. This has slowed our progress, but not our determination to “get er done.”

**Recommendation:** The Committee still needs to review the Technical Bulletins and suggest updates, potential other publications or perhaps discontinuing publications. The Committee also needs to continue work on the FAQ’s page for the new IIMC website.

#### **MANAGEMENT’S RECOMMENDATIONS:**

We realize the workload our committee members are experiencing and understand that comes first. We look forward to this Committee’s research in the coming year.

This Committee distributed a survey regarding Licensed Notary Public and was to provide the results to the Program Review and Certification Committee. However, approximately 18 members responded to the survey, which is not an adequate number to base a decision regarding whether or not to award education points. Our suggestion is to revise the survey, with the Education Department’s input, and resubmit to the membership if this is still a viable issue.

# Zoomerang Survey Results

Research Resource Committee Survey 2010

Response Status: Completes

Filter: No filter applied

Sep 29, 2010 1:39 PM PST

## 1. Is holding a Notary Public license a mandatory requirement for a Clerk in your State?

Yes	2	12%
No	15	88%
<b>Total</b>	<b>17</b>	<b>100%</b>

## 2. Is training required?

Yes	6	35%
No	11	65%
<b>Total</b>	<b>17</b>	<b>100%</b>

## 3. If so, please provide the number of hours training a Notary is required to take in order to be licensed.

0-5	5	62%
10-May	3	38%
20-Oct	0	0%
More	0	0%
<b>Total</b>	<b>8</b>	<b>100%</b>

## 4. Is there an exam required to become a Notary in your State?

Yes	9	53%
No	8	47%
<b>Total</b>	<b>17</b>	<b>100%</b>

**5. If so, is there a minimum score that must be achieved to "pass" the exam to receive a Notary Public license?**

Yes	9	75%
No	3	25%
<b>Total</b>	<b>12</b>	<b>100%</b>

**6. The minimum score must be?**

70%	3	33%
80%	4	44%
90%	0	0%
95%	2	22%
<b>Total</b>	<b>9</b>	<b>100%</b>

**7. How long is the Notary Commission granted for?**

1-4 Years	13	76%
5-9 Years	4	24%
<b>Total</b>	<b>17</b>	<b>100%</b>

**8. What is the process to renew one's Notary Commission? (NOTE: the process to renew may or may not be the same as obtaining the initial commission) (Please check all that apply)**

Renewal application	16	94%
Documentation of education hours	1	6%
Exam	2	12%
Timed Exam	4	24%
Open Book	1	6%
Must have a passing score	5	29%
Pay the appropriate fee	15	88%

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Marian Karr,  
Budget and Planning Chair

**Date:** October 1, 2010

**Subject:** Budget and Planning

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## Background

The Budget and Planning Committee met on Friday, August 6, 2010 at IIMC's Headquarters in Rancho Cucamonga. On the Agenda were the following:

1. Review 2010/2011 Goals and Objectives
2. 2010 YTD projections with Notes
3. 2011 annual budget projections
  - a. 2011 Management's Concerns and Recommendations
4. Personnel matters
5. Director of Education new starting date to reflect 2010 bottom line.
6. Suggested Policies - Shalby
  - a. Allocation of EC/Presidential travel funds
  - b. Establish Future Conference reserve
7. Other business

## Discussion

The committee accepted balanced budgets for the 2010 year-end and 2011 projected budget with minor adjustments. For more information on these two items, please refer to the 2010 and 2011 financials and notes in this Agenda.

## Financial

There are no additional recommendations regarding financials other than what is stated in the 2010 and 2011 budgets. The Budget Committee did approve an expenditure of approximately \$13,000 to repair the headquarters' parking lot and sidewalk areas around the building. This project was completed in early September.

## Summary

Overall, IIMC has made excellent strides in maintaining financial discipline and adhering to internal processes that has kept the Organization healthy in this area. The Committee continues to work with the Executive Director and Finance Department to ensure good governance, monitor monthly financials prior to distribution to the Board and maintains an open form of dialogue regarding improvements to the financial area. The committee also commends the Executive Committee and Board for sound financial judgment and decisions these past few years.

## **Recommendation**

The Budget Committee has two recommendations that it will forward to the Policy Committee. Both of these recommendations will further ensure fiscal reliability for IIMC.

### **Policy Recommendation On Presidential Travel**

That Presidential Travel in the Executive Committee budget year is to be divided equally between the current President/EC and the Incoming President/EC. This policy will ensure that Presidents/ECs use only the allotted 50% of their budget for each half of their term. This also includes American Express points since those are considered cash.

### **Policy Recommendation On Future Conference Reserves**

Policy to ensure that IIMC has additional funds in reserves to pay down any attrition and penalties (accommodations, food and beverage, etc.) applied to an IIMC Conference. This fund is not to be used to help meet Host Committee expenses or commitments, but for IIMC to have in case attendance and high conference costs are above projected revenue.

## **MANAGEMENT'S RECOMMENDATIONS**

Management appreciates the on-going, open and communicative relationship it has formed with this committee the past few years. Management agrees wholeheartedly with the Budget Committee's recommendations regarding Presidential/EC travel and creating Future Conference Reserves.

# I INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **Board of Directors**  
**From:** **Elisa D. Olson, MMC**  
**Conference Committee Chair**  
**Date:** **October 1, 2010**  
**Subject:** **Mid Year Board Meeting Report**



**Members of Committee:** Vice-Chair – Carol Jacobs; Melissa Autry; Vincent Buttiglieri; Tracy Davis; Susan Domen; Kurt Frederick; Christie Jamieson; Denise Carey; Sherry Morton- Ellis; Lynnett Ogden; Karen Spoonts; Marilyn Swing; Christina Wilder; Catherine Bennett; Vikki Zuehlke; Linda Alire-Naranjo. **Board Liaisons:** Deborah Miner and Jane E Williams-Warren. **Staff:** Chris Shalby and Jennifer Ward.

This has been a GREAT committee so far this year. They have provided excellent input and comments on subjects we discuss. They are a Committee Chair's "Dream Team." ☺

## Background

The Conference Committee is tasked with making recommendations on conference education topics, speakers, sessions, and general speakers. It also works with staff in viewing the overall conference process and how to improve upon existing formats.

The goals that have been set for the committee this year are:

1. Evaluate and review the content and suitability of the educational components of the Annual Conference, collaborating with IIMC's Education Department to ensure that the varying levels of education, experience and job responsibilities of all IIMC members are being met. Make recommendations for improvements to IIMC's Education Department, the Education and Professional Development Committee and Program Review and Certification Committee.
2. Recommend annual conference education sessions to staff to include those that would be beneficial to Region X and XI members.
3. Work with staff to ensure that the flow chart for the Annual Conference is being followed (steps in the process; Host Committee; Director of Education; Conference Committee).
4. Develop a plan for a four day Annual Conference striving to maintain the same number of educational opportunities while maintaining as many current social events as possible.

## Discussion

Goal #1 – the Committee reviewed and commented on the Conference Education and Proposals for the 2011 annual conference. We also reviewed the surveys of the 2010 conference in Reno and provided comments back to staff on that conference. In addition to the foregoing, this committee also submitted comments to staff regarding the use of the scanners at the Reno conference.

Goal #2 – My sub-committee chair for this goal has contacted the chair and vice-chair of the International Relations Committee to ask for their input with regard to ideas they would have for sessions to benefit Region X and XI members. We hope to have more at the annual board meeting. For the Portland 2012 conference, the State is working on an education session for Region X and XI members that include attending a Portland City Council Meeting, going to the State Archives for a tour and several other things.

Goal #3 – This goal needs to be reviewed to see if already accomplished last year.

Goal #4 – The committee reviewed the 2009-10 subcommittee recommendations for a 4-day conference and found the following:

1. **Consider offering MMC Academy sessions throughout a four-day conference in addition to the concurrent education sessions.** In general, the committee agreed with the suggestion to hold the Academy sessions throughout a four day conference in addition to the concurrent education sessions. One member was concerned about the elimination of too many CMC offerings. Two committee members felt that if the Academy sessions were held throughout the conference, it would take away the ability for the attendee to gain the maximum amount of education points for their certification.
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.** Some members were in favor – some not.
3. **Hold the Opening Reception at the host hotel, not offsite.** Some agreed, some disagreed – the ones that agreed to this were based on financial considerations.
4. **Eliminate DJ and Dancing.** Some agree it should be eliminated, some think it should only be one night. Perhaps have DJ and Dancing at the opening reception. It would be a cost savings.
5. **Reduce the number of general sessions to one and consider a boxed lunch to Grab&Go to the general session, preferably the day of the all conference event.** Most members like the general sessions but want to be mindful of the amount of funding spent on the speakers.

I have attached to this document **ALL** responses that I received for the Board to review as there were so many great suggestions/ideas/comments.

## **Financial**

None at this time

## **Recommendation**

Direct Staff to review the suggestions, prepare a draft 4-day conference and work with this Committee to finalize.

## **MANAGEMENT'S RECOMMENDATIONS:**

The 2011 Conference Education program is in place and features a comprehensive list of sessions from Academies to concurrent.

There did not seem to be any issues this year with the structure and flow of the process from start to end. The “flow chart” that the Education Department created two years ago seems to be most helpful in keeping things on track. NOTE: This goal was accomplished a year ago.

#### 4-Day Conference

Management recommends that the Board and the President direct staff to draft a proposal for a 4-day conference. Although the committee provides good suggestions on how a shortened conference would work, there are many elements and components that go into creating a conference to which this Committee has no access. Areas that need to be considered include: the exhibit hall, sponsorships, food and beverage minimums, room block, education sessions, off site events, etc.

I believe staff with its experience and knowledge of conferences can draft a plan for a 4-day conference and present it to the Committee for their input. Staff would then present this plan to the Board at the May meeting in Nashville with an optimum start date of 2015.

## Goal #4 - Four Day Conference

Carol L. Jacobs, Retired City Clerk

Town of Ocean City, MD

I basically support the recommendations from the 2009-2010 subcommittee with a few exceptions or additional clarification comments.

1. Offer master Municipal Clerk Academy sessions throughout three of a four-day conference in addition to concurrent education sessions. Academy Sessions scheduled whenever a 4 hour block of time can be scheduled, no less than four.
2. Hold the Opening Reception at the host hotel, not offsite (whenever possible).
3. Eliminate the DJ and Dancing except during the opening reception. Offer more substantial light fare or hors d'oeuvres so Delegates can skip dinner and stay for dancing. If musical entertainment is provided during the reception, extend for dancing.
4. Reduce the number of general sessions to one. I don't support the Grab n Go boxed lunch to be eaten during the session. Too noisy and a distraction.

My suggested schedule would be for a Wednesday through Saturday conference. Travel days would be Tuesday and Sunday. Delegates would be able to get their week started before leaving and be ready to return to work on Monday.

Tuesday – travel day

Wednesday – Opening ceremony 8:00 to 9:30

Education Sessions, morning and afternoon. Academy session in the afternoon  
Lunch in the exhibit hall  
President's Reception at 6:00 followed by DJ (or live music) & Dancing

Thursday - Education sessions morning including Academy and Athenian Dialogue

Lunch in exhibit hall

Education sessions afternoon including Academy and completion of Athenian Dialogue

Friday - Education including Academy in morning

Business meeting & lunch 1:00 – 3:00.

Voting, if needed, would have to be done before lunch (12 to 1)

All Conference event off site. \*

Saturday - General Session

Education sessions

Lunch

Regional Meetings 1:30 to 3:30

Banquet 6:00 until

Sunday - Travel day

\*Although bussing may be required, the offsite All Conference Event should remain, giving Delegates an opportunity to enjoy the flavor or special attractions of the area.

Beginning with the 2011 conference, IIMC will go "green" with conference handouts. An E-Briefing could announce when the conference registration is online. Hard copies would be mailed to only those requesting.

**RESPONSES AND COMMENTS RECEIVED FROM COMMITTEE MEMBERS  
CONCERNING PROPOSAL BY 2009-2010 SUB COMMITTEE ON  
4-DAY CONFERENCE**

**#1. Consider offering MMCA session throughout a four-day conference in addition to concurrent education sessions.**

I particularly like the recommendation to hold Academy sessions throughout the course of the conference. However (while I've never reviewed the numbers on how many CMCs/MMCs vs. non-CMCs attend the conference), the newer clerks are the future of IIMC so we want to make sure there are sufficient concurrent sessions offered with good content and variety to meet the needs of that category of attendees, if we significantly reduce the number of concurrent sessions with a shorter conference week and more Academy sessions.

Need to offer some 'nuts and bolts' sessions for new clerks, or those non-CMCs who may desire a refresher course in some of the basics. Maybe take our 8 core duties and offer sessions on best practices for those areas.

Agree with incorporating the academy sessions throughout the conference, but do not eliminate to many of the CMC offerings, because that sends the message that the conference is only for a certain group. The technical areas seem to be well attended and it allows the participants to take back tools that they can use immediately in the workplace.

I think that having the opportunity to receive CMC and MMC credit throughout the conference is definitely the way to go. It would be beneficial to the membership to have the ability to receive those credits in a manner that doesn't require them to take additional time away from their office, arriving 2-3 days prior so that they can take the Academy Sessions. This way, they will be able to do so within the parameters of the "regular" conference. I know, first hand, the increasing difficulty in getting out of the office for longer than absolutely necessary so this would be extremely beneficial to our membership.

I also agree a four day conference is workable and shortening it was suggested several times in the evaluations. The IIMC will never make everyone happy, and it seems obvious that money can be saved by shortening it, while still keeping it educationally strong for the attendees and cost effective for the municipalities that send representatives. I love the social venues, but completely understand it's not the only reason that I'm there. It would be disappointing to not offer these at all. Yet, by keeping more on site, this would allow for more time to have classes, keep costs down and would be an excellent compromise.

As for the educational classes, some suggestions I really liked from the evaluations were repeating some of the more popular classes, bringing some basic core classes for newer clerks, and having classes broken down by population so they are more relevant to everyone in the class. I also agree with Marilyn Swing that the conference needs to keep a focus on the new clerks that aren't there for the advanced certification classes. I'm one of those people and would not have gone if that's all that was offered or it was too heavily weighted towards that.

I've always differentiated between the Academy session and the conference itself. You have the choice if you want to only attend the conference or to combine the conference with an opportunity to attend the Academy sessions. With training dollars being scarce these days, I think IIMC needs to continue to offer separate Academy and Athenian sessions, either pre or post conference. If the Academy sessions were held throughout the conference, you would take away the ability for the attendee to gain the maximum amount of educational points for their certification. With the newly implemented scanning process for general and concurrent sessions, an attendee is earning education points. By attending all of the sessions at the Reno conference, an attendee was given 8 education points. (The attendee has the option to use these points on the experience – CMC or professional and social contribution – MMC). If that same attendee decided to take advantage of the Academy sessions offered on the two previous days before the conference starts, they could have obtained 16 educational points during their trip to Reno. Yes, you have additional lodging expense for those extra nights, but you also are getting a real “bang for your buck” in traveling to one location and gaining that number of points. Under the current format with the conference beginning on Monday, they have the weekend to attend the Academy sessions. This format does not take away additional office time.

This would be beneficial to those not wanting to come on Sat/Sun and would only save 1 night's hotel bill as I assume that the classes will still be offered at an additional rate and not included in the conference costs. (Therefore saving IIMC money but not necessarily the participant)

Having the ability to receive MMC courses throughout the conference would be a more effective use of time for those already having a difficult time taking off work.

#### #2. Reduce the number of concurrent education sessions in order to accommodate the inclusion of Academy session ....

I have no problem with reducing the number of concurrent sessions but the rooms need to accommodate enough people due to the limited offerings.

Concur – Most people would opt to take the Academy Session vs a concurrent session

I don't agree with reducing the sessions in order to include the Academy or Athenian sessions. However, IIMC could reduce the number of concurrent sessions currently offered in order to reduce some of the speaker costs. I do like the tract approach. With all Clerks having such diversified duties, this is important to continue to offer the variety of subjects. It is also important to provide basic education for beginning clerks and some advanced sessions for seasoned clerks.

#### #3. Hold the Opening Reception at the Host hotel, not offsite.

I agree with the reception being held at the host hotel and I think you will have a greater number attend.

I think what makes the IIMC Conference different than our State conferences is the ability to visit different venues in the host city. I'm not in favor of having it at the host hotel, unless that conference's Planning Committee can incorporate some of that city's “flavor” to the event.

On the flip side of that, the hosting cities like the offsite venues as they spread revenue. It's fair for hosting cities to appreciate this, they spend a lot of time and money to be chosen as the host city and get us all there. Something to think about for motel location - if IIMC decides to go with a shorter conference and more on site activities, try having it in a location where people can easily venture out on their own, feel safe, and visit other areas of the city.

I totally agree!!! This would also help IIMC in fulfilling their food and beverage minimums at the hotel as well as cutting down on transportation costs, facility rental, etc...

Personally I think this would be a better option and use of time for those in attendance. Having onsite allows for people who travel all day to get settled and attend event rather than skip or rush out to another venue. Economically it would save on bussing, help meet food quotas, help relieve time for other sessions first day allowing for a shorter conference without removing educational value or points.

#### #4. Eliminate the DJ and Dancing.

I agree with reducing the DJ and dancing to one night. That is an easy way to reduce costs, which affects the fewest number of participants.

Concur – the DJ and Dancing is an expense that doesn't add to the experience. Most people venture out at night so I would assume that this is not utilized by many of those in attendance. The benefit doesn't justify the cost.

I totally agree with this as well. Many hotels we have visited in the past have their own entertainment in their lounges or nearby. Why spend the money to have a separate event. I do agree with the comment that including DJ and Dancing with the opening reception would be good.

I agree with doing away with the separate DJ and Dance night. I know from experience in the past they are not usually well attended. Combining with Opening Reception would still give the DJ and Dance opportunity at a cost savings.

There are many people that enjoy the event...no it does not need to be done every night, but should not be eliminated, just planned better, not on opening night, not on region dinner night as they mostly go out already, etc. Have it start at 8 and only go to 1. Set up an entertainment subcommittee that plans events so things don't overlap and would increase participation.

#### #5. Reduce the number of general sessions to one and consider a boxed lunch to “Grab & Go”

IIMC has always provided a variety of educational opportunities for everyone that chooses to attend. The concurrent sessions have always been more specific and the general have always been more generic that is true, but the general sessions also allow for everyone to come back together and have announcements made and to see those they will not see during the breakout sessions. I don't think that a general session should contribute to “a wind down” I think the last day should be a “build up”.

Reduce the number of general sessions to one and consider a boxed lunch to grab n go to the general session, preferable the day of the all-conference event. I agree with this because it works. *The lunch can be on the last day of the conference, not the first day or first few days.* It would be fun and “different”, and also saves times from the actual serving of a lunch.

I don't agree with this suggestion - IIMC has been very successful in securing great general session presenters and I'd hate to limit those. I think with the reduction in the concurrent sessions, as suggested in #1, you still want to give the attendees high end presenters. The boxed lunch idea was tried in Chicago and I did hear many complaints. I would suggest not providing any meal and allow people to venture out on their own rather than the boxed lunch.

I'm not sure if I agree to reduce the number of general sessions, but IIMC should be cautious in the amount of money spent on general session speakers. They usually are motivational sessions which target personal development. I'm a firm believer that you have to develop personally before you can develop professionally. As for the box lunch, it might be worth a try on the last day of the conference, possibly the day of the banquet providing a lighter lunch before the 3-course meal!

If reducing is necessary I would cut down to 2 not just 1, most of them are great and people get a lot out of them and they count towards the hours for education, still cutting costs for IIMC, which should also be reflected towards the members costs. Great way to start the day, very motivating.

#### OTHER COMMENTS:

I would suggest that the President's reception take place the night before the opening ceremony, and have the academy sessions beginning the next day on Sunday, and go throughout the conference.

I do agree that if the Opening Reception were to be held in the Host Hotel, then perhaps that night we should offer the DJ and dancing but stop it after that.

I understand with the venue cost being a concern, however, many cities use this opportunity to showcase their cities and to share revenues.

Onsite events – have entertainment committee plan (bowling, bingo, etc. more social bonding things that don't have to cost a lot, team competitions, etc.)

#### USB/CD/Flash Drives

- great idea, although passes on costs to participant to print and bring with/pay for in luggage or ship most of time you need the materials for notes etc or they won't be looked at when returned home. Perhaps a printing station if someone wanted to print?

I think more in depth looks at what the ramifications of cutting/adding etc. need to be reviewed/discussed before a decision is made and if the cost savings IIMC will receive will be passed on in lower registration fees? If less points are available, lower registration fees? Will MMCA or Athenian fees be removed if added to Conference Days? Could they be moved to lunch times or evening sessions?

The goal was not to decrease the number of educational opportunities while maintaining as many current social/networking events as possible while cutting a day of the conference. Moving the conference till Tuesday will not save time away from the Office as everyone would travel on Monday still. It would only save time away from home. It can be done and very efficiently and effectively while meeting the other goals, if planned right and some things would obviously have to move around/merge together etc.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Susan M. Phillips, MMC  
Chair Education and Professional Development Committee

**Date:** October 1, 2010

**Subject:** Mid Year Report- Education and Professional Development Committee

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## Background:

This Committee was re-established 2009 by Past President Stratta in an effort to better ensure that IIMC continues to provide excellence in professional education and development programs. Since IIMC's main purpose is Education and Professional Development, this Committee was reinstated to insure that our education program was assessed each year and operating at the highest standards possible.

The Goals assigned from the Spring Board Meeting are:

1. Ensure that IIMC acts as a facilitator in meeting the educational needs of its members.
2. Expand on-line educational offerings (6 new classes by December 2013 and 12 total new classes by 2015) and web-based programs (webinars) as a means for Clerks to obtain additional distance education.
3. Review the report of the Conference Committee regarding the quality of the educational program offered at the Annual Conference.
4. Study the possibility of developing a Leadership Program. Formalize programs for developing leadership competencies. (Multi-year goal)
5. Review "fact sheet" created by staff on the CMC & MMC designation - what does it mean - what value does it add to the position. Make suggestions for any changes you feel might be beneficial.
6. Work with Program Review & Certification Committee and International Relations Committee to begin a conceptual discussion on an "outside the US" section of the current IIMC Education Guidelines

## Discussion

The references contained in this report are a result of numerous hours spent discussing and debating via teleconferences and exchanging countless emails to explore and research programs beneficial to the membership through this committee.

### **Goal #1 Ensure that IIMC acts as a facilitator in meeting the educational needs of its members**

The Committee responded to the International Relations Committee's request for Education Points for Region X and XI Offsite Program at IIMC Conferences. The Committee's response is attached as Exhibit A.

**Goal #2 Expand on-line educational offerings (6 new classes by December 2013 and 12 total new classes by 2015) and web-based programs (webinars) as a means for Clerks to obtain additional distance education**

The EPDC has spent time educating ourselves on software applications for on-line courses and webinars through demos. The Colorado Municipal Clerks Association allowed the Committee to review and host their meeting through their Training Module with Cisco WebEx. Cisco WebEx has several modules in addition to their training modules that would allow for further program enhancement such as online meetings, recordings and reporting capabilities. Cisco Webex has international capabilities, audio telephone, and accountability of participants.

Other platforms to be explored are Moodle and Adobe Agenda Meeting. Moodle is a blackboard “free platform” as an open source and may be good fit for on-line courses. Adobe Agenda Meeting is just one solution to the many components that are offered from Adobe. Many of us through our municipalities are using a web browser and the Adobe Flash® Player which can account for about 98% of Internet-connected personal computers. Adobe offers, web conferencing, webinars, and elearning modules. Adobe can deliver training via virtual classrooms or self-paced courses using learning assets with templates and content libraries. It can also track participation, progress, and course effectiveness.

The Committee has been tasked to identify topics of interest that are compatible with on-line learning. Committee members have contacted California and Florida to review their current webinar topics to see if they would fit into the program without having to recreate the wheel. California has had one webinar and the Florida Clerks have had four webinars which are hosted through their municipal league of cities. This brought up additional conversations regarding the collaboration and partnering with more global rather than region/country specific webinars.

Depending on the direction the IIMC Board would like to proceed, the Committee is willing to explore IIMC hosts its own webinars for education or partner with others who are already providing this type of learning tool.

Other areas that will need to be addressed and developed as the process moves forward for on-line courses would be to include experts to write curriculum, to ensure curriculum is at appropriate level for audience, continue to select topics and keep them up to date, identify the appropriate software to use and keep current. The Committee also identified a need to dedicate some time to look at training for instructors or enlist webinar instructors from other resources.

There will also be a need to communicate opportunities to the membership if webinars are offered, through the IIMC web, or email communication.

The Committee identified a need to gather information from the Institute Directors to determine if there would be a potential impact to the opportunities for Institutes or if the Webinars would be enrichment to the IIMC programs. The EPDC committee would like to know how this will tie into the proposals from Arizona and Wisconsin that were recently approved by the Board.

**Goal #3 Review the report of the Conference Committee regarding the quality of the educational program offered at the Annual Conference**

The Committee reviewed the Conference Evaluation Survey results. The Committee at this time does not have any concerns regarding the results and feels the quality of the educational program offered at the Annual Conference satisfy the membership. Many of the comments from the membership that were made were directed to the procedural and accommodations of the program.

## **Goal #4 Study the possibility of developing a Leadership Program. Formalize programs for developing leadership competencies. (Multi-year goal)**

Most recently, on September 21, 2010, the Committee has been exchanging emails to in to determine the possibility of developing a Leadership Program (Goal #4) which requires further direction from the IIMC Board.

The Committee requests the IIMC Board clarify the following:

1. How does a Leadership Program relate to the Athenian Leadership Society (ALS)? If a Leadership Program is developed is it the intent that it become a different “adventure entirely” where the course content is pre-determined. Will establishment of a new, even though different, “leadership” program diminish interest in the ALS?
2. How does this relate/compete with established Academies which offer leadership training? The EPDC is aware that many of the current Master Academies are offering Leadership Seminars/training as part of their curriculum. Will this impact or diminish the Master Academies?
3. How do we verify that a Leadership Program is something that the membership wants? To dedicate scarce resources before answering that question carries a substantial risk. The EPDC would request the Board consider undertaking a survey dedicated to such a proposal.

There has been several emails expressing concerns regarding the exploration of the member needs/desires. Interest, time, financial resource, and potential return on investment for their participation will obviously be factors to consider. The committee is not sure that this can be successfully accomplished unless members receive some information on what the program would look like. The term leadership is pretty broad – and encompasses a number of competency-based behaviors. As a caution this type of program would require several resources:

1. Development of course content, including the practical application projects
2. Trainers to deliver content and review work product
3. Delivery method (on-line, telecom, correspondence)
4. Time from participants
5. Funding of trainers and delivery methods

## **Goal #5 Review "fact sheet" created by staff on the CMC & MMC designation - what does it mean - what value does it add to the position. Make suggestions for any changes you feel might be beneficial.**

The Committee reviewed the letter that was created by staff on the CMC & MMC designation and did not make any further changes or recommendations.

## **Goal #6 Work with Program Review & Certification Committee and International Relations Committee to begin a conceptual discussion on an "outside the US" section of the current IIMC Education Guidelines**

The EPDC Committee is currently working on this goal and is ongoing. Overall the Committee is in favor of a conceptual discussion for an outside the US Section of the current IIMC Education Guidelines. However, if the outside the US section of the IIMC Education Guidelines differs, does this include a change in the IIMC Institute Guidelines for outside the US? The EPDC desires to work with the PRC Development Committee and the International Relations Committee on this goal but needs further information and guidance.

## **Financial**

No Financial Impact at this time.

## **Summary**

Awarding certification points for the Offsite Program may increase region XI participants in CMC and MMC programs following the recognition of the SLCC and VVG institutes at the 2010 Annual Conference.

Depending on the direction the IIMC Board would like to proceed, the Committee is willing to explore IIMC hosts its own webinars for education or partner with others who are already providing this type of learning tool. The Committee continues to review the tools and research current webinars conducted by State Associations and Institutes.

## **Recommendation**

The EPDC recommends that the IIMC Board of Directors accepts this mid- year report and respectfully requests that the Region X and XI Offsite Program component of the IIMC Conference annually and determine an appropriate number of CMC and MMC education points for attendance. Further, the EPDC requests the Board to submit to the membership a survey to determine the needs and desires for a Leadership Program for Municipal Clerks. In addition, the EPDC request further information and guidance on the conceptual discussion on an "outside the US" section of the current IIMC Education Guidelines.

## **MANAGEMENT'S RECOMMENDATIONS:**

We agree with Goals #3, 4 and 5.

Goal #1 – Request for approval of the Region X and XI Offsite Program from the International Relations Committee.

Background: The “Region X and XI Offsite Program” is not an education program component of the Conference. It came about during the 2007 Annual Conference in New Orleans, when the Host Committee wanted to show the Delegates the devastating toll that Katrina took on the city and how they were recovering. After that, it became a mandate for each Host Committee to showcase parts of their host city.

The Education Department has never been asked to review this tour until this year by the International Relations Committee. IIMC does not award points for tours. The Education Department has never monitored or approved these programs and does not have control over them. Course Review Criteria #11 states, “Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.” If we allow points for this tour for Region X and XI members only, then we feel we are not only going against our guidelines, we are discriminating against our Region I-IX members. The Education Department in conjunction with the Conference Committee puts on a well-rounded and established education program for Regions I-XI.

This tour is not a program that is generated by the Education Department. The Department cannot monitor the quality of the program on-site. If the Board of Directors decides to allow points for this tour, then it should be at the 1 point per 2 in-class contact hours and the Education Department should have the final approval of the program (as stated in the Conference Education Program Guidelines).

Goal #2 – Expand online educational offerings and web-based programs as a means for Clerks to obtain additional distance education.

Staff has asked the committee to review the types of courses that IIMC can offer and to review guidelines for the curriculum to be written. The Education Department has sent several suggested topics to the committee for their consideration. In order for the curriculum to be up to IIMC standards, we need to develop the appropriate curriculum. Jane Long will be instrumental in achieving this goal as she has experience in developing curriculum. Staff's presentation to the committee was that IIMC should be offering its own webinars, possibly offering 2-3 per year at no cost to the membership.

Staff feels that the committee needs more time to review other software applications as we have only reviewed one with the committee. Jane Long has experience with several software applications and will provide us with these resources when she comes on board in 2011.

At this time, we do not know what the impact of IIMC webinars will be on our Institutes. However, we do know that the webinars will be no longer than 2 hours, which would only generate 1 point and they might only be offered bi-monthly, which would not affect the Institutes. The Board approved in concept the Arizona State University and UW Green Bay, Wisconsin education proposals. We are still waiting for the final proposals.

Goal # 6 – Work with the PRC Committee and International Relations Committee to begin a conceptual discussion on an “outside the US” section of the current IIMC Education Guidelines.

Management agrees that the committee should consult with President Cassler and the Board of Directors for clarification regarding this goal.

IIMC does have a section in the Institute Guidelines that states:

“International Institutes”

“IIMC acknowledges that cultural or historic differences in approaches to educational excellence may render current and future IIMC approved programs in Canada and other member countries exceptions to these Education Guidelines, warranting special consideration by the IIMC Program Review and Certification Committee and Director of Education and Research.”

The Education Department feels that IIMC does not need two sets of Institute Guidelines. All Institutes should abide by the same guidelines with the acknowledgement that we may need to warrant special consideration to Institutes outside of the U.S.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Laurie Darcus, MMC  
Region X Director

Tony Russell, Chair  
International Relations Committee

**From:** Susan M. Phillips, MMC  
Chair Education and Professional Development Committee  
Pam Kolacy, MMC  
Vice Chair Education and Professional Development Committee

**Date:** August 21, 2010

**Subject:** Education Points for Region X and XI Offsite Program at IIMC Conferences

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## Background

The International Relations Committee submitted a request for the Education and Professional Development Committee to review a proposal to the Board of Directors to approve CMC and MMC education points for attendance at the IIMC Conference of the Region X and XI Offsite Program, and that the allocation of points be reviewed and determined annually.

## Discussion

The Education and Professional Development Committee (EPDC) discussed the need to increase the awareness of IIMC internationally with the hopes of increasing the number of international members. IIMC has several Affiliation Agreements with international associations and in order to grow our international membership it is very important that IIMC provides value in regards to CMC and MMC recognition to these members.

The recent conference survey completed by attendees identified that education points are one of the key drivers for attendance at conferences. When Region X and XI members choose to attend the Offsite Program, they are faced with losing conference attendance points because they cannot attend the afternoon sessions at the main conference location due to the conflict of those sessions coinciding with the Offsite Program. The EPDC discussed the possibility that the Offsite Program could be scheduled during a different time during the conference to allow participants to attend the other sessions; however, the committee agreed that the Conference time for networking in the evening was just as valued as the sessions. There was also discussion about the type of information that is obtained during the Offsite Program. It was noted that many of the participants have the opportunity to observe other forms of government administration and to learn about best practices. This provides excellent opportunities for transfer of knowledge between countries. The Offsite Program provides an opportunity to be interactive and stimulates discussion for policies and practices which is no different than roundtable discussions held at the Conference.

The EPDC also concurred with the International Relations Committee and recommend that the Region X and XI Offsite Program be reviewed by the IIMC Education Department for educational content on an annual basis to determine the education points that would be awarded to attendees prior to the annual conference.

### **Financial**

No Financial Impact at this time.

### **Summary**

The education components and benefits of the Offsite Program are significant. Having the ability to observe other forms of government administration and be exposed to best practices provides excellent opportunities for transfer of knowledge between countries. The Offsite Program is not only extremely informative, it is interactive and stimulates discussion for policies and practices that can be taken back to the workplace for implementation and continuous improvement goals.

Awarding certification points for the Offsite Program may increase region XI participants in CMC and MMC programs following the recognition of the SLCC and VVG institutes at the 2010 Annual Conference.

### **Recommendation**

The EPDC recommends to the IIMC Board of Directors that the Education Department review the Region X and XI Offsite Program component of the IIMC Conference annually and determine an appropriate number of CMC and MMC education points for attendance.



## **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

**To:** The Board of IIMC

**From:** Tony Russell, Chair

**Date:** October 5, 2010

**Subject:** 2010 Mid-Year Report - International Relations Committee



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This Committee met on Tuesday, May 25, 2010 during the Reno Conference. The Committee has also held teleconferences on June 28 and August 24, 2010 to discuss and provide updates on the Committees' Goals & Objectives. The Board of Directors adopted the Business Plan for Regions X and XI at its meeting in Reno, Nevada during the 64<sup>th</sup> Annual IIMC Conference.

### **Background - Goal 1**

Update the Business Plan for Regions X and XI to identify and provide needed/desired services and increase membership in those regions.

#### **Discussion**

The Updated Business Plan is attached. We have updated the challenges ahead. The Key Results areas that we are concentrating on are:

- Identify and provide needed/desired services.
- Maintain, strengthen and develop new affiliate relationships.
- Increase membership – which will follow if the product is right and attractive.

#### **Recommendation**

Continue to support the Business Plan.

### **Background - Goal 2**

Oversee and promote the 2011 Study Abroad Program.

#### **Discussion**

The 2011 Study Abroad Program is scheduled for South Africa from September 1 – 10, 2011.

It is estimated that the program itinerary (Attachment A) will be finalized in October 2010, after which the committee will begin actively promoting the Program to the IIMC membership. In addition to some fabulous sightseeing opportunities, the group will also participate in the following educational programs:

- Visit Skukuza, the Kruger National Park's largest rest camp and administrative headquarters situated on the southern banks of the Sabie River and meet with municipal officials to discuss the role and activities of Local Government in the National Park. Attend and participate in an educational session regarding "Strategic Adaptive Management" of the Kruger National Park.

- Meet with the Cape Town Municipality City Manager and other senior officials to discuss the institutional make-up of the Municipality and functional activities relevant to the Municipal Clerk.
- Visit the University of the Western Cape Community Law Center and meet with Professor Jaap de Visser for an educational session on the Involvement of the Centre in democratising Local Government in South Africa
- Meet with the Hermanus Municipal Manager and attend an educational session on the Transition of Local Government in South Africa from the previous to a new dispensation.
- Attend and participate in the educational sessions of the IMASA Conference.
- Explore the Cape Town Stadium. Meet with the Director, City of Cape Town entrusted with the 2010 FIFA World Cup to discuss the legacy of the Tournament for South Africa and lessons for Municipalities in staging International events.

We are requesting that all participants of the 2011 IIMC Study Abroad Program receive FOUR (4) POINTS for CMC Education or MMC Advanced Education. Participants will be required to write a practicum essay if they wish to receive these education points.

In an effort to increase participation in the Study Programs, the Committee is requesting that IIMC make available several scholarships to IIMC members. Through IIMC, the Committee will also be sending letters to State Associations requesting that they make available at least one individual scholarship to their members as well. If successful, this would go a long way in ensuring that we meet the minimum number required to host the Program.

A draft brochure has been developed for the Study Abroad Program to promote the overall program and is currently being reviewed by the Committee membership. The brochure should be ready to go to print in October 2010 and coincide with the final itinerary for the 2011 Study Abroad Program. A brochure to market the 2011 tour will be developed once the itinerary is finalized.

Through the tireless efforts of Francois Allers, Frans Palms and Tami Kelly, we are close to securing an affordable and educational Study Program for our members.

We would also like to report that the Committee selected Scotland as the host for the 2013 Study Abroad Program and request that the Board approve this selection.

### **Financial**

\$500 for the printing of the brochures; \$800 for the Program Coordinator; The success of the Program very much depends upon this person's participation; and \$3,000 to fund Study Abroad Program scholarships.

### **Recommendation**

1. Approve the \$800 Budget Request for the Program coordinator
2. Approve the \$3,000 Budget Request for Study Abroad Program scholarships
3. Approve the \$500 Budget Request for the printing of the brochures
4. Approve the Educational Points for the Study Abroad Program
5. Approve the 2013 Host Country of Scotland

## **Background - Goal 3**

### **Discussion**

The Committee discussed this goal during both teleconferences and concurred that efforts need to be made to advertise the Exchange Program to the membership more by enhancing the materials on the IIMC website, brochures, News Digest and E-blasts. It was also suggested that a video of the experiences of past participants be added to the IIMC website.

The brochure for the Exchange program is pending. We anticipate developing the brochure using the same format as the Study Abroad Program.

In the End of Year Report for 2010 it was recommended that SLCC and IMASA had indicated that they will soon launch their own exchange programs with an IIMC member and it would be advisable to package the 3 initiatives as one so as not to confuse our members. The Committee is following up on the status of the other programs.

### **Financial**

Maximum of \$1,500 to reimburse each participant for flight and travel costs to and from their host destination.

### **Recommendation**

1. Approve the \$3,000 Budget Request to reimburse both participants for flight and travel costs
2. Approve the \$500 Budget Request for the printing of the brochures

## **Background Goal – 4**

Submit a minimum of three News Digest articles on the importance and value as it relates to global/international relations.

### **Discussion**

To date, two articles relating to global/international relations have been published in the News Digest. They are as follows:

1. A New Approach For Tackling Urban Decline  
By Greg McGill
2. All of the Globe outside USA and Canada

We will work with IIMC to meet and exceed this goal.

### **Financial**

None

### **Recommendation**

None

## **Background Goal – 5**

### **Discussion**

James Derounian of the University of Gloucestershire has submitted his materials for the Nashville conference. IIMC has contracted Mr. Derounian regarding presenting at the Nashville Conference and Chris Shalby will be discussing the details with him during the SLCC Conference to be held in October. This will add an international presence to the program.

The Committee also suggested that the Charlotte International Cabinet be contacted to possibly add them to the Nashville Conference program. We will continue to explore this option for the Nashville conference if it's not too late and keep them on the list for future conferences.

### **Financial**

No financial implication at this time

### **Recommendation**

Consider adding Mr. Derounian to the Nashville Conference agenda.

### **Background Goal - 6**

Work with the Membership Committee to establish a local base in key centers in Region XI with the mission to promote IIMC membership.

### **Discussion**

This committee has not had any discussions regarding this specific goal; however, the committee is working on the following actions which will assist in achieving the stated goal of increasing international membership.

1. Identify international sister cities and work towards creating and fostering a professional relationship with the Municipal Clerk of those cities.  
We have a list of sister cities for all cities in the United States and have scheduled a meeting for November to discuss the next steps.
2. Explore the establishment of regional meetings, starting with Europe.  
There is nothing to report at this time.
3. Define the appropriate membership criteria for international members.  
There is nothing to report at this time.
4. Investigate the feasibility of an internationally relevant qualification, developing a “world class professional”.  
There is nothing to report at this time.
5. Develop further exchange opportunities with IMASA and other organizations similar to SLCC sponsorship.

The committee concurred that the Exchange Program needs to be publicized more using the IIMC website, brochures, News Digest and E-Blasts. It was also suggested that a video of past participant experiences be posted on the website.

6. Explore the need for members to experience best practice IIMC conferences. Coordinate site Programs to experience best practices in cities where conferences are held.  
The Committee sent a request to the Education and Program and Certification Review Committees to structure this program so that the participants are able to receive CMC and MMC points. The proposal is currently being reviewed.

### **Recommendation**

Approve CMC and MMC education points for attendance at the IIMC Conference for the Region X and XI Offsite Program, and that the allocation of points is reviewed and determined annually.

## **MANAGEMENT'S RECOMMENDATIONS:**

### **Goal 1 – Region X and XI business plan**

We have created new affiliations and are confident that membership numbers will increase. As of September's month-end membership numbers: 73 in Region XI and 230 in Region X. It seems the desired services center around education and Institute development. We have one Institute in the UK and Bulgaria and the VVG is currently working on bringing into the IIMC fold one of their local universities. IMASA, who has been considering its own Institute, is still in the development stages.

### **Goal 2 – Support the 2011 Study Abroad Program**

IIMC has already approved \$1,300 toward the Program's facilitator and other miscellaneous costs. The 2011 Program will be held in South Africa.

The 2011 budget does not have a line item allocated specifically toward the printing of brochures; however, monies can be used from the approved \$1,300. IIMC recommends a three-tiered marketing approach that will utilize consecutive News Digests articles, E-Briefings and the web site. IIMC can also provide a complimentary booth in the registration area and/or exhibit hall for the 2011 Conference in Nashville. IIMC has yet to see the planned brochure for 2011.

The Budget and Planning committee did not approve \$3,000 toward funding Study Abroad Program scholarships.

The Committee's recommendation for the 2013 Study Abroad Program to be held in Scotland requires the Board's approval. Please note that Management was not privy to any discussions as to why Scotland was chosen or which countries were interested in hosting.

As for points regarding the Study Program, the materials need to be submitted to the Education Department for approval and will need to use the course review form for each session.

### **Goal 3 – International Exchange Program**

We have promoted the Exchange Program in the News Digest and E-Briefings. We could continue the promotion if the deadline of July 31, 2010 is extended. The Budget Committee has already approved \$3,500 for the Program's participants. This program has not had any interested parties since it was launched in 2009.

### **Goal 4 – News Digest Articles on global/international relations**

The News Digest always welcomes articles regarding this topic. As editor, I make certain that we try to publish an article of global relevance in each issue.

### **Goal 5 – James Derounian and Nashville**

IIMC's Education Department has already contacted James Derounian, who works with Institute Director, Elizabeth Skinner, at Gloucestershire University in the UK, about holding a session in Nashville. I will be speaking with him at the SLCC Conference in October and will have a verbal update for the Board at the mid year meeting.

The education program is already in the final stages, therefore, submissions at this date may not be viable.

### **Goal 6 – Key Centers in Regions XI**

We believe this is a work in progress at this point.

As for the recommendation regarding points for the Region X and XI off-site program at a Conference, the Education Department has addressed this in the Program Review/Certification Committee's report. Below is their recommendation:

Background: The "Region X and XI Offsite Program" is not an education program component of the Conference. It came about during the 2007 Annual Conference in New Orleans, when the Host Committee wanted to show the Delegates the devastating toll that Katrina took on the city and how they were recovering. After that, it became a mandate for each Host Committee to showcase parts of their host city.

The Education Department has never been asked to review this tour until this year by the International Relations Committee. IIMC does not award points for tours. The Education Department has never monitored or approved these programs and does not have control over them. Course Review Criteria #11 states, "Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points." If we allow points for this tour for Region X and XI members only, then we feel we are not only going against our guidelines, we are discriminating against our Region I-IX members. The Education Department in conjunction with the Conference Committee puts on a well-rounded and established education program for Regions I-XI.

This tour is not a program that is generated by the Education Department. The Department cannot monitor the quality of the program on-site. If the Board of Directors decides to allow points for this tour, then it should be at the 1 point per 2 in-class contact hours and the Education Department should have the final approval of the program (as stated in the Conference Education Program Guidelines).

# ATTACHMENT A



**Southern Africa Inbound Specialist • Luxury Coach Hire**

## **PROPOSED ITINERARY & QUOTATION**

<b>For Attention:</b> Frans Palm	<b>Consultant:</b> Benita Stroebel
<b>Proposed Travel Dates:</b> 02-10 September 2011	<b>Quotation Date:</b> 01 October 2010

### **BRIEF ITINERARY:**

DATE/DAY	AREA	ACCOMMODATION	BASIS
02 Sep 2011	Johannesburg	Protea Hotel Wanderers	Dinner, Bed & Breakfast
03 Sep 2011	Kruger	Protea Hotel Kruger Gate	Dinner, Bed & Breakfast
04 Sep 2011	Kruger	Protea Hotel Kruger Gate	Dinner, Bed & Breakfast
05 Sep 2011	Cape Town	Cape Town Lodge	Dinner, Bed & Breakfast
06 Sep 2011	Cape Town	Cape Town Lodge	Lunch, Bed & Breakfast
07 Sep 2011	Cape Town	Cape Town Lodge	Dinner, Bed & Breakfast
08 Sep 2011	Goudini	Goudini Spa	Lunch, Dinner, Bed & Breakfast
09 Sep 2011	Cape Town	Cape Town Lodge	Dinner, Bed & Breakfast
10 Sep 2011	Cape Town	Transfer out...	

## **DETAILED ITINERARY FOR IIMC 2011 STUDY ABROAD PROGRAM**

### **Day 1, 02 Sep 11      Late Afternoon Arrival in Johannesburg**

Welcome to South Africa! Upon arrival at OR Tambo International Airport, you will be collected by an iKapa Tours & Travel Representative and transferred to your hotel. The group will arrive off two different flights.

Enjoy a welcome dinner at the hotel.

#### **Protea Hotel Wanderers:**

From the luxurious holiday haven of the 4-Star Protea Hotel Wanderers in Johannesburg, Gauteng, you can venture into some of the finest shopping and dining experiences on the continent. Sandton, Rosebank or the Melrose Arch Precinct are all only minutes away, or alternatively relax on the Hotels' poolside sundeck or enjoy a cocktail in our trendy 24-hour bar. Experience the combination of high technology, exceptional elegance and upmarket decor, expressed in a tasteful blend of African, Feng Shui and Sporting motifs at this upmarket Gauteng Hotel. Careful attention to detail is the hallmark of this Hotel with all the amenities, including conference facilities, needed for a 4-Star vacation or business trip.



<b>Overnight:</b>	Protea Hotel Wanderers
<b>Room Category:</b>	Standard
<b>Meals Included:</b>	Dinner, Bed & Breakfast

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### **Day 2, 03 Sep 11      Johannesburg to Kruger National Park**

We depart Johannesburg early and leave the bustle of the City behind us as we head towards Mpumalanga – The place where the sun rises. We explore the Panorama route, and along the way we visit some breathtaking views and spectacular scenery. We stop at God's Window, an overwhelmingly beautiful viewpoint with a 1000 m drop into the "Lowveld". At the Bourke's Luck Potholes, the Blyde (Happy) and the Treur (Sad) Rivers meet up and form a magnificent display in the Blyde River Canyon. We stroll back in time, down the historic main street of Pilgrim's Rest, taking us back to the days when dreamers and desperadoes from around the world converged on this little-known valley in a hectic scramble for the riches that lay beneath its grassy hillsides. Right in the heart of Mpumalanga, lies the world famous Kruger National Park.



**Protea Hotel Kruger Gate:**

From the time that you are welcomed to the 4-Star Protea Hotel Kruger Gate under the towering indigenous portico, you will know that you're about to experience something different. This superior lodge style 4-Star Hotel on the banks of the Sabie River in Mpumalanga offers an affordable luxury getaway. The ambience of comfort is unforgettable in the context of the African bush. Savour the impression of being in a tree house, reinforced when you notice that the veranda and walkway to your air-conditioned room is at a level normally the sole domain of the variety of birds found in the area. Situated only 100 meters from the Paul Kruger Gate of the Kruger National Park, the 4-Star Protea Hotel Kruger Gate provides guests with the ideal location from which to experience wildlife first-hand.

<b>Overnight:</b>	Protea Hotel Kruger Gate
<b>Room Category:</b>	Standard
<b>Meals Included:</b>	Dinner, Bed & Breakfast
<b>Sightseeing:</b>	Panorama Route: God's Window, Blyde River Canyon, Bourke's Luck Potholes

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**Day 3, 04 Sep 11      Full Day in Kruger National Park // 2 Educational Sessions**

You greet the bright morning with a pleasant early game drive. The day trip is an ideal tour; it is educational and allows cultural interaction as well. You will learn about the local tribes from your experienced and knowledgeable guide. As well as experience South Africa's natural beauty, marvel at the prolific bird species, capture boastful wildlife photographs and have amazing African animal encounters. This day tour incorporates a full day exploration of the Kruger National Park with stops at lookout points where you can relax and unwind, stretch your legs and enjoy the magnificent views. A camera is the one thing you don't want to forget on your memorable full day Kruger Park Safari.



Visit Skukuza, the Kruger National Park's largest rest camp and administrative headquarters situated on the southern banks of the Sabie River and meet with municipal officials to discuss the role and activities of Local Government in the National Park. Attend and participate in an educational session regarding "Strategic Adaptive Management" of the Kruger National Park.

Return to your hotel in the late afternoon.

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<b>Overnight:</b>	Protea Hotel Kruger Gate
<b>Room Category:</b>	Standard
<b>Meals Included:</b>	Dinner, Bed & Breakfast
<b>Sightseeing:</b>	4x4 Game Drive in Kruger National Park

Postal: P O Box 102, Observatory, South Africa, 7935 • Physical: iKapa Place, 94 Voortrekker Road, Salt River, South Africa, 7925

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Directors: B. Komani, J.E. van Heerden

Member of: SATSA, SABOA, SAACI, TOACT and TBCSA

**Day 4, 05 Sep 11      Kruger National Park to Johannesburg & flight to Cape Town**

This morning after breakfast, return to Johannesburg in time for your late afternoon domestic flight to Cape Town (flight included). Upon arrival at Cape Town International Airport, you will be met and transferred to your hotel situated in the heart of Cape Town.

Dinner is enjoyed at the hotel.



**Cape Town Lodge:**

Situated in the hub of Cape Town's CBD, this 4-star distinguished hotel is ideally positioned, making tourist attractions like the V&A Waterfront, Table Mountain, Robben Island and the Kirstenbosch Gardens easily accessible.

**Overnight:**                   Cape Town Lodge  
**Room Category:**           Standard  
**Meals Included:**           Dinner, Bed & Breakfast

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**Day 5, 06 Sep 11      Visit to Cape Town Municipality // Cape Point & Peninsula Tour**

This morning after you are collected you will visit the Cape Town Municipality and meet with the City Manager and other senior officials to discuss the institutional make-up of the Municipality and functional activities relevant to the Municipal Clerk.

Afterwards you will view the exclusive suburbs of Sea Point, Clifton and Camps Bay before continuing via Llandudno to the fishing harbour of Hout Bay. If calm seas prevail, join an optional launch cruise to view the Duiker Island seals and cormorants at close quarters. Travel along the spectacular Chapman's Peak Drive to Kommetjie, and enter the Cape Point Nature Reserve where you will be taken to the best vantage point to view what is erroneously said to be the meeting place of two mighty oceans. After a stop for lunch, the tour continues to an African penguin colony, the Naval hamlet of Simon's Town and then continues via Fish Hoek and Kalk Bay to Muizenberg. In the early afternoon visit the famous Constantia Winelands for a wine tasting before returning to the city. The tour terminates at your hotel again in the late afternoon.



**Overnight:**                   Cape Town Lodge  
**Room Category:**           Standard  
**Meals Included:**           Lunch, Bed & Breakfast  
**Sightseeing:**               Cape Point & Peninsula, Cape Point Funicular, Boulders Beach, Constantia Winelands

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**Day 6, 07 Sep 11      Full Day Hermanus // 2 Educational Sessions**

A very early start to your day today. You will receive a packed breakfast from the hotel to enjoy en route to the University of the Western Cape. Here you will visit the Community Law Center and meet with Professor Jaap de Visser for an educational session on the Involvement of the Centre in democratising Local Government in South Africa

Depart Cape Town via Elgin, which is the heart of the apple industry, en route to Hermanus. Take a scenic drive to the town of Kleinmond, for a visit to the Harold Porter Botanical Gardens. This beautiful, secluded garden is set between mountain and sea, in the heart of the Cape fynbos region and encompasses 10 hectares of cultivated fynbos garden and 190.5 hectares of pristine natural fynbos. Situated in the centre of the coastal fynbos where the flora is at its richest, the garden encompasses mountain slopes with their wind-clipped heathlands, deep gorges with relict forests, flats and marshes with restios, sedges and bulbs, as well as dunes adjacent to the beach with their specialised salt-adapted plants. In Hermanus you will meet the Municipal Manager and attend an educational session on the Transition of Local Government in South Africa from the previous to a new dispensation. Return to the city via Gordon's Bay and the spectacular coastal road, which offers magnificent vistas across the sea. Arrival at your hotel in the late afternoon.



**Dinner is included at the hotel.**

**Overnight:** Cape Town Lodge  
**Room Category:** Standard  
**Meals Included:** Dinner, Bed & Breakfast  
**Sightseeing:** Harold Porter Botanical Gardens

Day 7, 08 Sep 11      Cape Town to Goudini Spa // Attend IMASA Conference

This morning after breakfast, you will be collected from your hotel and taken to Goudini Spa. Attend and participate in the educational sessions of the Institute of Municipal Administration for Southern Africa (IMASA) National Conference.

**Overnight:** Goudini Spa  
**Meals Included:** Lunch, Dinner, Bed & Breakfast

**Day 8, 09 Sep 11**

**Attend IMASA Conference // Goudini Spa to Cape Town**

Attend and participate in the educational sessions of the IMASA Conference. Travel back to Cape Town. This afternoon enjoy a tour of Cape Town Stadium. Meet with the Director, City of Cape Town entrusted with the 2010 FIFA World Cup to discuss the legacy of the Tournament for South Africa and lessons for Municipalities in staging International events. The sweeping silhouette of Cape Town Stadium has forever changed the face of the surrounding Green Point Common. Enveloped by a façade of woven fibreglass coated with Teflon, it resembles a rose-coloured bowl floating on a base when lit up at night. The architects have dubbed the stadium "the diva of Cape Town", due to its ability to reflect the constantly changing moods of the city in varying weather conditions.



Dinner is enjoyed at the hotel.

<b>Overnight:</b>	Cape Town Lodge
<b>Room Category:</b>	Standard
<b>Meals Included:</b>	Dinner, Bed & Breakfast
<b>Sightseeing:</b>	Cape Town Stadium

**Day 9, 10 Sep 11**

**A fond farewell...**

Travel back to Cape Town International Airport for your domestic flight to Johannesburg (flight included). We wish you a fond farewell...

**\*\*\* End of Services \*\*\***

**Cost:**

**02 – 10 September 2011 (incl. Conference Registration Fee & Accommodation):**

15-20 pax @ R13 320 per person sharing twin / double  
20-24 pax @ R12 960 per person sharing twin / double  
25-29 pax @ R12 650 per person sharing twin / double  
30-34 pax @ R12 300 per person sharing twin / double

R3000 nett single supplement

**Additional transfer in Johannesburg (Arrival Transfer) per vehicle:**

Microbus @ R495 nett per transfer one way (7 passengers)  
Quantum @ R740 nett per transfer one way (9 passengers)

Should all flights not arrive within an hour of one another on the day of arrival, additional arrival transfers can be arranged at the rates stated above.

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Directors: B. Komani, J.E. van Heerden

Member of: SATSA, SABOA, SAACI, TOACT and TBCSA

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To: IIMC Board of Directors**

**From: Membership Committee**  
**Susie Corbitt, Chair**  
**Brenda Kay Young, Vice Chair**

**Date: September 30, 2010**

**Subject: 2010/2011 Mid-Year Committee Report**

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**Background:** The Membership Committee met on May 24, 2010 in Reno, NV in conjunction with the 64th Annual IIMC Conference. Also in attendance were President Elect Sharon Cassler and Vice President Colleen J. Nicol. IIMC Membership Committee Vice-Chair Brenda Kay Young and outgoing Chair Mary Johnston conducted the meeting in my absence. The Committee reviewed the Goals and Objectives established for the 2010/2011 IIMC year.

**Discussion:** Since the meeting in May the following work has been done:

1. The Committee has been given the task of personally contacting each IIMC member, inquiring about their membership and focusing on any possible concerns through the Good Will Emailing Program. The goal this year is to contact each IIMC member in a more positive manner, asking if they are ok with their membership, what their needs are of IIMC, along with any questions, comments, complaints about IIMC or their membership they may have. The committee is placing an emphasis on IIMC needs to hear the members concerns and comments, and the members need to know that IIMC cares. This task is to be completed by the Committee members by May 2011.
2. The Committee made contact with the "Soon to Be Cancelled" members to remind them of their dues payment that had not been received by IIMC and to gather any changes to the member's information. This has been completed by all members well before the actual deadline of September 30, 2010. Results from these contacts are: saved 20 memberships, sent out 30 new replacement letters and member applications, 5 asked to remain Retired Members and the rest had either moved, had budget constraints, had retired with no interest of remaining a member or no response at all.
3. The Committee continues to develop and provide marketing incentives and competition methods to members, Region Directors, State Associations and Region to increase membership in their state or region. The Committee is looking at proposing to all the Institute Directors a possible program for increasing IMC membership through the educational institutes and academy's provided in all regions with an incentive plan that would run from January 1, 2011 through December 31, 2011. The Institute Director who brings in the most new members as a result of their State/Provincial Institute and Academy could be awarded for up to a five night complimentary hotel stays at the 2012 IIMC Conference to be held in Portland, Oregon.
4. A letter has been put together to challenge all State/Provincial Presidents to become involved in the IIMC Recruit a Member Program to assist in increasing membership. This letter, along with the Recruit-A-New-IIMC Member membership application will be sent by mass e-mail to all State/Providence Presidents the first week of October, 2010.

5. The Committee has been busy preparing the Region of the Month articles to be published in the IIMC News Digest. Our goal for this year is to highlight the “Clerk of the Year” or State/Provincial Presidents for each state/national/provincial association. To date, Region I, Region II, and Region III have appeared in the News Digest with very positive responses. The Committee will continue working on this assignment.

The schedule for the remaining articles:

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

**Financial:** The Committee request permission to work alongside the IIMC staff to develop a new membership incentive program for Institute Directors. The Institute Director who brings in the most new members in the 2011 calendar year from their Institute/Academy would receive a complimentary hotel stay during an IIMC Conference. The Committee is asking permission for IIMC to pay for up to a five night complimentary hotel stay at the 2012 IIMC Conference to be held in Portland, Oregon. Actual costs are not known at this time.

**Summary:** The Committee will continue their quest of contacting the membership for the remainder of the year through the “Good Will Emailing/Emailing” Program. The committee will pursue the possible involvement of Institute Directors to assist with membership increase. The Committee will also continue to investigate new ways of increasing membership by partnering with the Public Relations/Marketing Committee. The Committee will work with the International Relations Committee to establish a local base in key centers of Region XI with the mission to promote IIMC membership, along with focusing on new material for new and expanding markets in Region X & XI. The Committee will continue to provide articles for the IIMC News Digest highlighting the “Clerk of the Year” or State/Provincial President for each state, national, provincial association.

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

#### **MANAGEMENT’S RECOMMENDATION:**

“Holding steady” seems to be the rallying cry regarding membership recruitment. We know this committee is doing its best to work with Member Services in maintaining current and recruiting new members. In this or any economy, this is not an easy task with voluntary membership.

We support the Committee’s request to develop a membership incentive campaign for the Institute Directors. This is an excellent method of having the IDs become more involved with IIMC as well as receiving a refresher course on IIMC education programs and the requirements for membership and certification. The costs will be an additional staff room (at a discounted price) to be determined.

The News Digest articles are on track with the News Digest publication schedule.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC BOARD OF DIRECTORS  
**From:** POLICY REVIEW COMMITTEE  
MARY J. KAYSER, CHAIR  
**Date:** OCTOBER 1, 2010  
**Subject:** MID-YEAR REPORT 2010-2011

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## Background

The Policy Review Committee is charged with monitoring and providing policy guidance to ensure purpose, consistency, accuracy and fair application of the IIMC policies. The committee also reviews policies, positions and perspectives regularly and recommends appropriate revisions to the IIMC Board of Directors. The committee will review policy issues as stated in the 2010/2011 Goals and Objectives as well as items added at the request of the Board or other Committees.

## Discussion

The Policy Review Committee members were divided into the subcommittees to formulate 12 recommendations on policies and potential constitutional amendments. The committee has met 3 times and the subcommittees meet as needed.

## Financial

The Policy Review Committee and subcommittees utilize the IIMC teleconference line for their meetings.

## Summary

The Committee has formulated recommendations regarding various IIMC policies.

## Recommendation

The recommendations, policy documents and outstanding assignments are attached. I will be available if the Board has any questions.

### IIMC Policy Committee Goals and Objectives 2010 – 2011

- 1) Review current policy on agenda, minutes (regular and Executive Session) and use of Executive Session (scope) (Policy 2.05 page 2-3)

- 2) Discuss the issue raised at the annual business meeting regarding the current procedure amending the constitution. Specifically Article XIII B. 3 of the constitution.
- 3) Ethical Standards Committee (Article X of the constitution, Policy 2.40 oath)  
Is this committee still needed?
  - If not, prepare constitutional amendment
  - If so, review Policies and Procedures and make recommendations
- 4) Prepare criteria for rescinding Honorary Membership (Policy 6-30, page 6-11)
- 5) Discuss financial assistance for Regional Directors.
- 6) Create a contingency plan in case of a natural disaster at a conference site. We will create the policy and send it to the Conference Committee for input.
- 7) Review Policy manual (we will divide this up among some sub committees)
- 8) Review Article IV A of the Constitution (Last line only)

**A. Officers.** The Officers of IIMC shall be President, President Elect, Vice President and Immediate Past President. Each year at the Annual Conference, the President Elect shall succeed to President, the Vice President shall succeed to President Elect and a Vice President shall be elected by the membership. Each shall serve a term of one year and shall be limited to serving one term of office, except in filling vacancies as authorized below. No two Officers shall be from the same Region.
- 9) Work with the Budget and Planning Committee to develop a policy on reserves – how much and what is the purpose.
- 10) Review the current policy regarding Qualifications for candidates for Region Director (including suggested reduction of the required number of IIMC conferences attended from 3 to 2).
- 11) Review the current policy regarding deadlines for candidate declaration and consider moving to an earlier date so candidates may attend mid-year Board meeting if desired (at their own expense).
- 12) Review the Constitution – we will proceed with this after the voting has concluded for the constitutional amendments
- 13) Develop a policy that International Travel by the President is ratified by the board. (This is the current practice but a policy needs to be developed to codify the practice) This is not yet assigned to a subcommittee
- 14) Develop a blanket fund raising policy. This is not yet assigned to a subcommittee

## **Ethical Standards Committee (Article X of the constitution, Policy 2.40 oath)**

**Is this committee still needed?**

**If not, prepare constitutional amendment**

**If so, review Policies and Procedures and make recommendations**

Subcommittee #2 reviewed this item and feels that there is still a need for the Ethical Standards Committee in some formation. After some discussion by the entire Policy Review Committee the subcommittee will review the Articles in the constitution and polices related to the Ethical Standards Committee, especially references to committee composition, length of term and changing status of this committee to an ad hoc committee from a standing committee. The subcommittee will bring back their recommendations to the full Policy Review Committee for discussion.

**Review Article IV A of the Constitution (Last line only)**

**A. Officers. The Officers of IIMC shall be President, President Elect, Vice President and Immediate Past President. Each year at the Annual Conference, the President Elect shall succeed to President, the Vice President shall succeed to President Elect and a Vice President shall be elected by the membership. Each shall serve a term of one year and shall be limited to serving one term of office, except in filling vacancies as authorized below. No two Officers shall be from the same Region.**

Motion was made by Frances Kersey and second by Shari Moore that the last line of Article IV A read as follows: **Not more than two Officers can be from the same Region** Motion passed unanimously.

**Review the current policy regarding deadlines for candidate declaration and consider moving to an earlier date so candidates may attend mid-year Board meeting if desired (at their own expense).**

After discussion the committee recommends no change to the current policy/deadlines.

**Discuss financial assistance for Regional Directors.**

The Policy Committee feels that this should be handled on a region basis not through IIMC. The individual regions can create a funding mechanism (as Region 9 has done) to assist the Region Directors with travel expenses to meet their requirements to attend region meetings etc.

**Review the current policy regarding Qualifications for candidates for Region Director (including suggested reduction of the required number of IIMC conferences attended from 3 to 2).**

The committee has deferred additional discussion on this item until after the mid year meeting and the report from the Strategic Planning task force on Board Development has been presented.

**Prepare criteria for rescinding Honorary Membership.**

**The committee recommendation follows: (Added language is underlined)**

## **Chapter 6.30**

### **HONORARY MEMBERS – STANDARDS**

Sections:

- 6.30.010 Purpose.
- 6.30.020 Scope.
- 6.30.030 Policy.

#### **6.30.010**

##### **Purpose.**

To establish standards for the nomination and selection of honorary members pursuant to Article III, Section B5 of the Constitution. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

#### **6.30.020**

##### **Scope.**

All members. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

#### **6.30.030**

##### **Policy.**

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

Upon retirement or assumption of positions other than municipal clerk, IIMC past presidents shall be presented to the board of directors for consideration of honorary membership status.

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

C. The IIMC board of directors by a two-thirds vote of board members confers honorary memberships.

D. Recognition of new honorary members shall occur at the first annual meeting after the board of directors confers such honorary membership status.

E. Honorary memberships may be terminated by a two-thirds vote of the IIMC board of directors without review of the ethics standards committee. An honorary membership may be terminated for reasons including but not limited to: willful disregard of Board approved actions, violation of the IIMC Code of Ethics or conviction of a felony by recipient. If a membership is terminated, past record of honoree will be stricken.

F. Honorary members are exempt from paying membership dues. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

The Policy committee unanimously approves this change.

**Discuss the issue raised at the annual business meeting regarding the current procedure amending the constitution. Specifically Article XIII C of the constitution.**

(As a bit of background – at the annual meeting there was a concern expressed that process outlined in the constitution for how amendment to the constitution are voted on. Specifically that if 2/3 of the members in attendance at the Annual Business Meeting vote NO on a proposed amendment then the amendment dies at that point and is never sent to the full membership.)

The Policy Review Committee does not recommend a change to the procedure for how amendments are brought to the membership.

**Work with the Budget and Planning Committee to develop a policy on reserves – how much and what is the purpose.**

Chris Shalby is going to pass on a request for Budget and Planning to develop a policy on reserves and Policy will review it.

**Policy Review Committee Goals and Objectives underway but not yet complete.**

- Review current policy on agenda, minutes (regular and Executive Session) and use of Executive Session (scope) (Policy 2.05 page 2-3) **In process**
- Ethical Standards Committee (Article X of the constitution, Policy 2.40 oath) **In process**

Is this committee still needed?

If not, prepare constitutional amendment

If so, review Policies and Procedures and make recommendations

- Create a contingency plan in case of a natural disaster at a conference site. We will create the policy and send it to the Conference Committee for input. **In process**
- Review Policy manual (we will divide this up among some sub committees) **Chapters have been assigned**
- Work with the Budget and Planning Committee to develop a policy on reserves – how much and what is the purpose. **In process**
- Review the current policy regarding Qualifications for candidates for Region Director (including suggested reduction of the required number of IIMC conferences attended from 3 to 2). **Deferred until after the mid year meeting**
- Review the Constitution – we will proceed with this after the voting has concluded for the constitutional amendments. **We will divide this up among the subcommittees now that the voting is complete.**

- Develop a policy that International Travel by the President is ratified by the board. (This is the current practice but a policy needs to be developed to codify the practice) This is not yet assigned to a subcommittee
- Develop a blanket fund raising policy. This is not yet assigned to a subcommittee

### **MANAGEMENT'S RECOMMENDATIONS – Ethical Standards Committee**

Management believes that this particular goal needs further discussion. We realize that to remove a standing committee, especially one centered on Ethics, might be perceived as an insult to the Organization and its members. However, in light of how this committee conducts its business, it's clearly evident that the Organization does not have the proper funding, wherewithal or processes to provide the committee in fact finding missions.

Recent cases in litigation have cropped up with other non-profits regarding Ethics Committees. We agree with the Policy Committee that this needs further review in the committee's composition and whether or not it should be a standing committee as opposed to an "as needed Task Force" assigned and chosen by the Board.

Management's concerns are strictly in liability and litigation issues that nearly came to surface and the probability that in the future, there could possibly be litigation issues regarding defamation.

### **MANAGEMENT'S RECOMMENDATIONS – Article IV A Constitution**

Management agrees that if a qualified member wants to serve on the Executive Committee and is from the same Region as an existing member of the EC, then the incoming member should not be prevented from serving. IIMC needs to encourage and preserve competition to become an IIMC Board or Executive Committee member. We agree with the Policy Committee's recommendation to allow, **"Not more than two officers from the same region to serve as EC members."**

As for the deadlines, this objective rests with bringing in prospective board members into the mid year meeting to get a glimpse and jump start on what is entailed in serving on the Board. Management will defer to the Board and Committee on this issue.

### **MANAGEMENT'S RECOMMENDATIONS –Financial Assistance**

Management agrees that financial assistance for IIMC Region Directors should come from their region and not IIMC. We believe this applies to Region Directors traveling within their Regions and attendance at IIMC's Annual Conference. Currently, IIMC pays for airfare, accommodations and meals for Region Directors to attend the mid-year meeting. IIMC also pays for one-night's accommodations and meals to Region Directors to attend Board Development sessions one day prior to the Board meeting at the Annual Conference.

### **MANAGEMENT'S RECOMMENDATIONS – Qualifications for Director:**

Management believes that a serious discussion must evolve regarding changing the qualifications for candidates. We believe that the current qualifications need to be revised to consist of changes in areas such as: non-profit or association experience, leadership and management skills, level of involvement in their or other associations, and a discernible commitment to the Organization's mission.

**MANAGEMENT'S RECOMMENDATIONS – Honorary Membership**

Management concurs and supports the Policy Committee's recommendation regarding the criteria presented to terminate honorary membership.

**MANAGEMENT'S RECOMMENDATIONS – Article XIII Constitution**

Historically speaking, prior to the 2006 change to the Constitution, amendments to the Constitution could only be voted on at the Annual business Meeting. The change in 2006 allowed for membership wide involvement, but only after two-thirds approval at the Annual Business Meeting.

However, Management's opinion is it doesn't see the negative factor in only having the entire membership vote on constitutional amendments as opposed to the current system. This may allow for more involvement in the membership. The low participation numbers in the most recent election may be a signal that members' input is not needed since all major decisions were taken care of at the ABM.

It would be interesting to survey the entire membership on this.

**MANAGEMENT'S RECOMMENDATION – Reserves for Budget Committee**

We will provide input into revising our current reserve policy.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Patrice Fogarty, Chair of Program Review and Certification Committee

**Date:** September 29, 2010

**Subject:** Program Review and Certification Committee Mid-Year Report  
November IIMC Board of Directors Mid-Year Meeting

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The following goals were set for the Program Review and Certification Committee (hereinafter referred to as PR/C or Committee). The PR/C is pleased to forward its report informing the Board as to the progress made on each goal and will also provide recommendations to the Board, if appropriate, at this time.

**1. Review applications filed for new Institutes, to include assisting IMASA with the launch of the Institute in South Africa.**

The PR/C is committed to reviewing applications filed for new Institutes. At this time, there are none pending. Additionally, the PR/C will assist IMASA with the launch of the Institute in South Africa. The Committee understands that a few years ago, IMASA submitted a syllabus regarding their Institute; but it was not an application. The Committee understands that IMASA needs money, government approval, and a University affiliation.

**2. Provide review of new on-line educational programs.**

The PR/C stands ready to review any future on-line educational programs.

**3. Conduct outreach and education on the revised Education Guidelines.**

In order to conduct continued outreach and education on the Education Guidelines, the PR/C will submit to IIMC headquarters short news articles or write a monthly question and answer on a particular aspect of the Education Guidelines. The PR/C will work closely with staff to ascertain which tenets of the Education Guidelines may be most challenging to our clerks, and endeavor to clear up any mystery.

**4. Expand the Educational Ambassador Program.**

The PR/C is receiving requested direction and clarification on Goal # 4 regarding the Educational Ambassador Program to determine what type of expansion is or should be contemplated. This goal is ongoing.

**5. Work with the Education Committee to study the possibility of developing a Leadership Program. Formalize programs for developing leadership competencies.**

The PR/C is receiving direction and clarification for additional insight into this goal to study the possibility of developing a Leadership Program and leadership competencies.

**6. Work with the Education and Professional Development Committee and the International Relations Committee to begin conceptual discussion of an “outside the U.S.” section of the current IIMC Education Guidelines.**

Regarding a conceptual discussion on Education Guidelines for "Outside the US," the PR/C has requested clarification – if outside the U.S. institutes are based upon the U.S. Education Guidelines, what areas need to be examined for change? The PR/C desires to work with the Education and Professional Development Committee and the International Relations Committee on this goal but needs further information and guidance.

**7. Work with staff to streamline social/professional section of the MMC Application.**

The PR/C is working with staff, and this goal is ongoing.

**8. Review current Administrative procedures for handling informal "appeals" and special circumstances not covered in the Education Guidelines. Identify recommendations for a formal or informal appeal process including, but not limited to, who may appeal, what issues may and may not be appealed, the review body, time frames for process, and/or that a formal process is not warranted.**

The PR/C has requesting information from Staff regarding this goal.

**9. Review and determine whether points should be attributed for Notary Public training. Work with the Research and Resource Committee to survey State Associations to determine current criteria and training requirements for state notary training. After the results have been gathered evaluate whether certification points should be granted for Notary Public training.**

The PR/C Committee is continuing to work on this goal. Overall the Committee is in favor of allowing some number of points for notary training but agrees with Staff that varying requirements in different states gives concern as to the awarding of points. The Research and Resource Committee sent a survey to the education chairs for their input as to the criteria and requirements for state notary training. Staff is analyzing the survey; and when the analysis has been provided to the PR/C Committee, a determination will be made as to a recommendation on whether points should be granted for Notary Public training and how best for Staff to administer it.

**10. Determine if retirees should be allowed to attain certification if they are no longer performing core duties of a municipal clerk.**

The PR/C recommends allowing retirees to attain certification even if they are no longer performing core duties of a municipal clerk. Many retirees take consulting positions in cities needing the expertise of an experienced clerk, and many retirees are mentors for other clerks. Ongoing education is essential in this profession, and having well educated certified retired clerks is necessary for the good of the profession

**11. Determine whether certification points for serving on committees should be allowed for members pursing the CMC designation.**

The PR/C considers not allowing CMC candidates to earn points for committee work is penalizing them because they do the same work as someone who has their CMC. Therefore, the PR/C recommends allowing certification points for serving on committees for members pursing the CMC designation, effective immediately.

**12. Assist IIMC staff in establishing and determining criteria for the following:**

**a.) Determine a method of identifying or defining criteria for “Unique on the Job Performance or Achievements,” and “Personal Accomplishment of Educational Benefit to the Profession or Community.” These areas include special awards such as “Clerk of the Year” and recognitions of “On the Job” ideas and suggestions such as “Web Design.” If criteria can be identified it would help streamline the application process.**

Staff has determined they need a better definition. Clerks have a hard time knowing what these categories mean unless they call the Education Department for a definition and examples. The PR/C will endeavor to come up with a concise explanation of these categories for those who are completing their MMC Application form so applicants do not miss out on point opportunities.

**b.) Establish a category for volunteer work with service groups and define criteria for community and work-related volunteer opportunities that are outside the scope of Board and Committee involvement.**

The PR/C will discuss whether to establish a category for volunteer work and what the criteria would be. This goal is on-going.

**c.) Notify membership that if one person is certifying Professional and Social Contributions only one document is required to be submitted.**

The PR/C will work with staff to define our best approach.

**13. The International Relations Committee is requesting the Education Committee and Program Review and Certification Committee submit recommendations to the Board of Directors to approve CMC and MMC education points for attendance at the IIMC Conference for Region X and XI Offsite Program, and that the allocation of points be reviewed and determined annually.**

Pursuant to the International Relations Committee’s request, and the Education and Professional Development Committee’s recommendation that attendance is point-worthy (upon annual review), the PR/C recommends at least 1 point for either the CMC or MMC because conference attendees earn one point for every two hours of instruction (16 hours of conference session hours earns 8 points), and provided the offsite program is reviewed annually by the IIMC Education Department to determine if the education components are there. Alternatively/additionally, the PR/C recommends that these clerks be scanned in and out just as other clerks who are attending conference sessions are, and let the software calculate points because IIMC considers the study tours as any other session.

**14. President Cassler requested the PR/C consider whether Updates, such as legislative updates, election law updates, etc., should be allowed toward the MMC.**

Historically IIMC has never accepted for points those courses that provide Updates (such as legislative, election, etc.) toward the MMC designation. The PR/C fervently believes Updates are advanced level education, and our membership should not be denied credit for these educational opportunities that are vital to their job performance and duties. It is of utmost importance that the clerk understands the new laws and how to implement them. In many cities the clerk is the legislative liaison. It is critical to receive this education, and the PR/C recommends, effectively immediately, that MMC points be allowed.

15. **President Cassler has asked the PR/C for a recommendation regarding earning MMC points while the CMC application is still in the queue at headquarters.**

**The following is according to our Education Guidelines: “Note: Points earned prior to the accrual of the CMC designation may not be used towards the MMC designation, with exception to a completely unused college degree.”**

Predicated upon this passage of the Education Guidelines, the following is an example of the issue: A clerk turns in her paperwork for her CMC. It is received at headquarters August 30, 2010. She is advised the turnaround time is 8-10 weeks. In the meantime, she's been awarded a scholarship to attend her Institute, which is taking place this week. So, according to our Education Guidelines, education points will not be awarded toward the MMC prior to being awarded the CMC, and this clerk is caught in the gap. If her CMC application is complete, and she is awarded her CMC sometime in October, attending her Institute in September will not count toward giving her education points toward her MMC.

A ten-week turnaround time on evaluation of an application is lengthy – the PR/C is not saying it is uncalled for....just that to a clerk, it is a long time to wait, and educational opportunities may present themselves during that period. Because training/education dollars are so tight, some clerks may only be able to afford attending those educational opportunities which provide for earning points toward the CMC/MMC – the clerk may be forced to bypass point-worthy educational/training opportunities. Flexibility with our clerks should remain in the forefront; we cannot afford to stifle attendance at Institutes.

The PR/C recommends allowing a clerk with a CMC application pending at headquarters to earn MMC credit for education completed while the CMC application is in the queue for review by staff. If after review it is determined that the clerk's CMC application is deficient, any points earned in the interim can be applied to the deficient CMC application. It is recommended that this be effective immediately.

16. **President Cassler requested the PR/C consider whether an assessment at the conclusion of an Athenian Leadership Society Dialogue is required to be taken if the participant does not need points toward CMC/MMC, but is working toward their Fellowship in the Athenian Leadership Society. The Committee made a recommendation to the Board, and the Board approved it. The following is simply the recommendation after the Committee's analysis, if you wish to review it at this time.**

The PR/C recommended no assessment be required for clerks who are not seeking to earn CMC/MMC points; and a clerk may use a completed Dialogue, sans assessment, toward the requirements for Fellowship in the Athenian Leadership Society. The PR/C, of course, maintains no opposition if the clerk desires to take the assessment.

17. **President Cassler requested the PR/C consider whether points for committee work should be earned by a CMC candidate as it is earned by a personal already holding the CMC or an MMC candidate.**

The PR/C recommends allowing CMC candidates to earn points for service on committees. They do the same work as someone who already has their CMC. The Committee does not see the difference and recommends CMC candidates earn points for committee work. It is recommended that this be effective immediately.

## **MANAGEMENT'S RECOMMENDATIONS:**

Management agrees with Goals #1, 2, 3, 4, 5, 7, 9, 11, 12 and 16.

Goal #6 – Work with the Education and Professional Development Committee and the International Relations Committee to begin conceptual discussion of an “outside the U.S.” section of the current IIMC Education Guidelines.

Management agrees that the committee should consult with President Cassler and the Board of Directors for clarification regarding this goal.

IIMC does have a section in the Institute Guidelines that states:

### **“International Institutes”**

“IIMC acknowledges that cultural or historic differences in approaches to educational excellence may render current and future IIMC approved programs in Canada and other member countries exceptions to these Education Guidelines, warranting special consideration by the IIMC Program Review and Certification Committee and Director of Education and Research.”

The Education Department feels that IIMC does not need two sets of Institute Guidelines. All Institutes should abide by the same guidelines with the acknowledgement that we may need to warrant special consideration to Institutes outside of the U.S.

Goal #8 – Review current administrative procedures for handling informal “appeals” and special circumstances not covered in the Education Guidelines. Identify recommendations for a formal or informal appeal process including, but not limited to who may appeal, what issues may and may not be appealed, the review body, timeframes for process, and/or that a formal process is not warranted.

The Education Department has an internal appeals process. If a member is not satisfied with the review of their application or course review, the second request is sent to the Associate Director of Education or Director of Education, if the second request is also denied and the member is still not satisfied, the Education Department will take the request to the Executive Director. If Staff and the Executive Director are not able to come to a conclusion we will ask the Program Review and Certification Committee to review the request and make a recommendation to us.

Staff strictly follows the Education Guidelines with all review requests. If a member’s request is denied it is because the request does not fit within the guidelines. We let the member know via email and if they would like to discuss it further, we ask them to give us a call and we will review the request together and explain why it was denied. If we publicize an appeals process, it will open up a can of worms and bog down the Department. The Board approved Education Guidelines provide us with a process to follow.

Goal #10 – Determine if retirees should be allowed to attain certification if they are no longer performing core duties of a municipal clerk.

At the 2009 Mid-Year Meeting, the Board of Directors voted to allow retirees to pursue certification. This came as a request from retirees who wanted to continue serving their communities by offering their assistance after retirement. If they are current with their certification and courses, they are better adept to serve their communities. We believe this goal has been accomplished.

Goal #13 – The International Relations Committee is requesting the Education Committee and PRC Committee submit recommendations to the Board of Directors to approve CMC and MMC education points for attendance at the IIMC Conference for Region X and XI Offsite Program and that the allocation of points be reviewed and determined annually.

Background: The “Region X and XI Offsite Program” is not an education program component of the Conference. It came about during the 2007 Annual Conference in New Orleans, when the Host Committee wanted to show the Delegates the devastating toll that Katrina took on the city and how they were recovering. After that, it became a mandate for each Host Committee to showcase parts of their host city.

The Education Department has never been asked to review this tour until this year by the International Relations Committee. IIMC does not award points for tours. The Education Department has never monitored or approved these programs and does not have control over them. Course Review Criteria #11 states, “Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.” If we allow points for this tour for Region X and XI members only, then we feel we are not only going against our guidelines, we are discriminating against our Region I-IX members. The Education Department in conjunction with the Conference Committee puts on a well-rounded and established education program for Regions I-XI.

This tour is not a program that is generated by the Education Department. The Department cannot monitor the quality of the program on-site. If the Board of Directors decides to allow points for this tour, then it should be at the 1 point per 2 in-class contact hours and the Education Department should have the final approval of the program (as stated in the Conference Education Program Guidelines).

Goal #14 – President Cassler requested that PR/C consider whether updates, such as legislative updates, election law updates, etc. should be allowed toward the MMC.

The Education Department made this request. Historically, IIMC has never accepted courses that provide Updates (such as legislative, etc.) toward the MMC designation. The Education Department feels if the Update is at the advanced level, our membership should not be denied credit for these items that may be vital to their job performance and duties. The Education Department recommends allowing Advanced Updates toward MMC credit. The Department would implement this the way they did Advanced Election credit. The credit would not be retroactive, and would be from 1-1-11 (example date) forward.

Goal #15 – President Cassler has asked the PRC for a recommendation regarding earning MMC points while the CMC applicant is still in the queue at headquarters.

The Education Department is currently at a 2-4 week review period for the CMC and MMC applications. This is a reasonable amount of time to wait for an application to be reviewed. In the past, reviews have taken 8-12 to 10-14 weeks.

Goal #17 – The Education Department has discussed this with the PR/C committee and actually made the recommendation above.

# International Institute of Municipal Clerks

To: IIMC Board of Directors

From: Aimee Nemer, CMC, Chair  
Public Relations & Marketing Committee

Date: October 1, 2010

Subject: Mid-Year Committee Report



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## Background

### Committee Purpose

To market and promote IIMC and its ideals with the dual aims of raising the status and image of local government professionals and attracting new members from all regions.

### Committee Members

Aimee Nemer, Murphy, TX – Region IV, Chair

Sam Shippen, Seaford, East Sussex, United Kingdom – Region XI, Vice Chair

Gina Antolini, Columbiana, AL – Region III

David Bryant, Lenexa, KS – Region VII

Rod Diridon, Santa Clara, CA – Region IX

Shaunna Lee-Rice, Maple Valley, WA – Region IX

Ronny Frederickx, Beglum – Region IX

Claire Lider, Battle Ground, WA – Region IX

Stephanie Kalasz, Moscow, ID – Region VIII, Board Liaison

Linda Spence, Manchester, VT – Region I, Board Liaison

Chris Shalby, IIMC – Staff Liaison

### Committee Goals & Objectives 2010/2011

1. Promote and market to Regions X and XI the new website as a global communication tool and conference sessions that have been developed to appeal to the educational needs of International members.
2. Develop and implement a program to promote IIMC's ideals to other professional organizations (i.e., ICMA) to include reciprocal articles in each association's newsletter.
3. Update the five year marketing plan to include strategies for accomplishing the annual objectives and add new objectives for five years.
4. Develop criteria and methodology for promoting Municipal Clerks Week, review Proclamation issued by IIMC.
5. Work with the International Relations Committee to develop promotional brochure for Study Abroad Program.
6. Work with the Membership Committee to develop a Model Membership Package - to be used to recruit new members. Focus on a marketing tool to retain retirees as members.

7. Develop manual for new Board members specifically dealing with nuts and bolts of membership. Tie in with development of templates and best practices for communication between Board members and the membership.
8. Market the new Education Guidelines and communicate Education Mission to Institutes, State/Provincial Associations and the membership.
9. Develop and implement steps targeting municipal elected officials sharing the value of membership and certification.
10. Work with the Mentoring Committee to prepare an advertisement tool that can be sent to the State Presidents.
11. Submit articles for New Digest to include but not limited to, best practices, management and leadership.
12. Promote the Athenian Leadership Society.

## **Discussion**

- 1. Promote and market to Regions X and XI the new website as a global communication tool and conference sessions that have been developed to appeal to the educational needs of International members.**

**Status:** This objective was discussed during the 8/31 Committee Chair Telecon with IIMC Staff and President Cassler. It was determined that the new website is being promoted to these Regions through IIMC headquarters. PRM is ready to work with the International Relations Committee to promote conference sessions.

- 2. Develop and implement a program to promote IIMC's ideals to other professional organizations (i.e., ICMA) to include reciprocal articles in each association's newsletter.**

**Status: In Process** - Need to establish a list of organizations that we want to utilize along with complete contact information and publication schedules and requirements. Then establish a file of standard articles that can be sent to the various organizations at any time as well as identify IIMC members that will draft articles that are submitted to IIMC News Digest and other organizations.

- 3. Update the five year marketing plan to include strategies for accomplishing the annual objectives and add new objectives for five years.**

**Status: Not Started** – will be reviewing 2010 Five Year Plan, updating, and adding new year.

- 4. Develop criteria and methodology for promoting Municipal Clerks Week, review Proclamation issued by IIMC.**

**Status: Completed** –this objective was completed last year with the review of the proclamation. IIMC Headquarters has compiled a database of elected officials and managers. Information including the proclamation is being sent directly to the manager and elected official.

**Additional** –PRM would like to include additional information in this mailing to promote IIMC membership, certification, a list of members, award winners, etc. from each Region. This may be an objective to continue to next year.

**5. Work with the International Relations Committee to develop promotional brochure for Study Abroad Program.**

**Status: Reassigned** - International Relations Committee has developed this brochure and is working with IIMC staff to include updated information. PRM has reviewed the brochure and have indicated that we are available to provide input on design.

**6. Work with the Membership Committee to develop a Model Membership Package - to be used to recruit new members. Focus on a marketing tool to retain retirees as members.**

**Status: In Process** - Shaunna Lee-Rice (Maple Valley, WA) and David Bryant (Lenexa, KS) are working on this objective.

- Developing survey for current retirees and those that are close to retirement
- Create a volunteer list serve for education/training participation
- Continue offering incentives –reduced membership and registration rates
- Utilize IIMC and State/Regions to identify and communicate

**7. Develop manual for new Board members specifically dealing with nuts and bolts of membership. Tie in with development of templates and best practices for communication between Board members and the membership.**

**Status: In Process** - Shaunna Lee-Rice (Maple Valley, WA) and David Bryant (Lenexa, KS) are working on this objective.

- Determine what is necessary for the manual; talk with board members and staff
- This can be a supplement to the IIMC Manual that Chris is working on –committee will work with Chris
- Focus on communication between board members and committees –let committee members act as liaisons to facilitate communication from board –since there are many committee members
- Provide board members with email lists for their Regions to facilitate more direct communication from board member to Region members

**8. Market the new Education Guidelines and communicate Education Mission to Institutes, State/Provincial Associations and the membership.**

**Status:** We understand that this is a global goal of all committees and no specific tasks have been associated with this objective –this was confirmed at 8/31 Telecon.

**9. Develop and implement steps targeting municipal elected officials sharing the value of membership and certification.**

**Status: In Process** - Shaunna Lee-Rice (Maple Valley, WA) and David Bryant (Lenexa, KS) are working on this objective. Objective 4 and 9 should be combined –include all IIMC materials –proclamation, membership information, list of Region members, list of Quill Award members from Region, etc.

- Emails to the highest elected official with 1 page flyer explaining the benefits to the municipality of IIMC membership and certification.
- Include recommendations and quotes from other elected officials
- Target elected official associations such as NLC, State Associations, Municipal Leagues, etc.

**10. Work with the Mentoring Committee to prepare an advertisement tool that can be sent to the State Presidents.**

**Status: In Process** - Gina Antolini (Columbiana, AL) and Claire Lider (Battle Ground, WA) are working on this objective. We will be working with the Mentoring Committee on this objective.

**11. Submit articles for New Digest to include but not limited to, best practices, management and leadership.**

**Status: In Process** - We have established a “What do our members say...” panel with a representative from each Region. This will be a rotating panel with different members serving for each question posed. A question related to Municipal Government will be posed to all panel members. Their answer, bio information, their photograph, and information about their municipality will be submitted to IIMC for publication in the News Digest. The plan is to make this a regular feature. The first panel has been established and the first panel question which deals with “Social Media” was sent to the panel on August 30th. We have collected responses and will be sending them to IIMC Headquarters for inclusion in an upcoming IIMC digest (**See Exhibit B for detailed program information**)

We are also soliciting articles from various IIMC members and institute directors on topics of interest.

We would also like to put together an update from each committee and submit for the IIMC Digest and/or email list serve, Region/Board members –hope to complete this after mid-year report.

**12. Promote the Athenian Leadership Society.**

**Status: In Process** - Athenian Leadership Challenge (ALC) program has been created. The ALC is an annual competition among all Regions in which points are allocated for number of dialogues hosted in the Region, number of participants at dialogues, and number of Fellows inducted at the Annual Conference. Budget request for approximately \$200 to purchase a travelling trophy that will be awarded to the winning Region’s director for the year has been submitted. (**See Exhibit A for detailed program information**)

**Financial**

The only financial impact from PRM is a budget request for \$200 for the purchase of a travelling trophy that will be used for the Athenian Leadership Challenge if this program is approved.

### **Summary**

- PRM will continue working on Objectives 2, 3, 6, 7, 9, and 10. (Objective 4 and 9 are being worked as one)
- Objective 5 has been reassigned to the International Relations Committee. PRM has requested to provide design input.
- PRM requests approval of programs developed for Objectives 11 and 12.

### **Recommendation**

- 1) The Public Relations Committee recommends approval of the Athenian Leadership Challenge and the related budget request in the amount of \$200.00. If approved, the committee recommends that the program information be distributed to the membership with the 2011 Annual Conference information and the initial challenge be rolled out at the 2011 Annual Conference.
- 2) The Public Relations Committee recommends approval of the “What do our Members Say” program. The initial panel has been selected and 8 out of 11 members have already responded and are very excited to participate in this program. PRM will be reviewing responses and submitting to IIMC Headquarters for inclusion in an upcoming News Digest.

### **Attachments**

- 1) Exhibit A –Athenian Leadership Challenge
- 2) Exhibit B –What do our Members Say Program

### **MANAGEMENT’S RECOMMENDATIONS:**

This Committee’s work, like most of the other committees, is on-going. We agree with both recommendations; however, we do have some process concerns with the Athenian Challenge.

1 – Athenian Challenge: On the surface, we think this challenge may spur more involvement with the Athenian Program overall. And, anytime you can get Associations involvement with IIMC, the better the connection. However, there are some logistical and process questions that the committee needs to establish or refine – such as:

- Does the challenge start fresh with each Region? This is not clear.
- Time span? Is it from January 1, 2011 through December 31, 2011?
- Who will be creating the trophy? Staff or the Committee?
- Although \$200.00 is currently in this committee’s budget, it is for teleconferences. However, if the Board approves this Challenge, we are certain the Budget Committee and Staff can find an additional \$200.00 for the trophy.

As we mentioned, Challenges can generate interest and the questions above can easily be answered and resolved by the Committee.

1 – News Digest Panel articles: We look forward to publishing the panel articles in the News Digest. We believe they would make for an interesting read and as long as the subject matter remains of pertinent and high quality.

## EXHIBIT A

## Panel Question and Member Information - Sept/Oct

**1) Question:**

- a) How is your municipality dealing with social media/social networking; such as Facebook, Twitter, YouTube, MySpace, and other internet forums and weblogs?
- b) Does your municipality host any type of social media website?

### Answer:

**<Insert here; use additional paper if needed>**

2) About you: <insert here or> (Complete all that apply)

Name -

Name of Municipality –

### Number of Years as Municipal Clerk –

### Number of Years Member of IIMC –

CMC or MMC –

#### Brief Additional Information – (education, committee service, etc)

### 3) About your Municipality: <insert here>

Name of Municipality –

## Population -

## IIMC Region –

## Form of Government –

## Brief Additional Information about your Municipality –

**4) Are you submitting a bio picture/photograph:**

YES, ATTACHED

NO

**5) Permission for IIMC to edit/publish your answer, biographical information, and photograph:**

YES

NO

## EXHIBIT A

### **What Do Our Members Say? IIMC Panel for September/October**

#### **Region I**

Patricia McCoy, Poultney, Vermont

#### **Region II**

Vincent Buttiglieri, New Jersey

#### **Region III**

Gina Antolini, Columbiana, Alabama

#### **Region IV**

Barbie Curtis, Van Buren, Arkansas

#### **Region V**

Brenda Kay Young, Nashville, Indiana

#### **Region VI**

Marian Karr, Iowa

#### **Region VII**

Elizabeth Marquez, Lake Forest, Illinois

#### **Region VIII**

William Berg, Jr., Glenns Ferry, Idaho

#### **Region IX**

Monica Martinez Simmons, Seattle, Washington

#### **Region X**

Richard Kachur, Winnipeg, Canada

#### **Region XI**

Milo Anthonis, Herselt, Belgium

# Athenian Leadership Challenge

## Athenian Leadership Society/Dialogues

The Athenian Leadership Society is an advanced IIMC Leadership Development Program. Members attend Dialogues, in which they explore leadership principles and practices, drawing on the insights contained in a book that all participants have read. More information on ALS Membership, Dialogues, and policies can be found on the [IIMC website](#).

## The Challenge

The Athenian Leadership Challenge is an annual competition among IIMC's eleven regions culminating with a winning region that will be recognized at the Annual Conference each year.

Each region will be awarded points based on the following within the competition year:

- ◆ Number of Dialogues hosted within the region  
(5 points per Dialogue held)
- ◆ Number of total Dialogue participants  
(5 points per participant with Dialogue certificate)
- ◆ Number of Fellows inducted  
(10 points for each Fellow inducted)

In the case of a tie, 1 point will be awarded for each new ALS member in the region.

## The Reward

The most important reward from this Challenge will be the educational enrichment of your region's members. However, your region will also have 'bragging rights' for the entire year, receive recognition in the News Digest, and the region director will be the recipient of the traveling trophy awarded at the Annual Conference.

## Current Statistics

IIMC has 20 Fellows with Region VII leading with 16, Region IV with 4, Region IX with 1.

How many Dialogues will your region host?

How many Fellows will your region induct?

What region will hold the trophy?

Are you up for the Challenge?

**EXHIBIT B**  
**International Institute of Municipal Clerks**  
**Budget Request Form**

<b>Committee:</b> <u>Public Relations &amp; Marketing</u>	<b>Budget Year:</b> 2010-2011						
<b>Description of Objective/Project (Provide as much detail as possible)</b> Objective #12 –Promote the Athenian Leadership Society  The Committee has developed a program to promote the Athenian Leadership Society. Program is entitled “Athenian Leadership Challenge”. This is an annual competition among all IIMC regions to encourage ALS membership and participation in ALS Dialogues. Regions are awarded points based on specific categories. (See program flyer) The winning region will be awarded a traveling trophy in which the region director will hold for the year. Suggestions for the trophy would be a “pillar” style trophy to support the Athenian theme; or a plaque with the Athenian medallion. Estimated cost is maximum \$200. If approved, the committee will be happy to work with IIMC staff to choose and order the trophy/plaque.							
<b>Board Mandated Objective</b> <b>Yes</b> / <b>No</b>							
<b>Detail Cost Projection (Please include estimate of staff time and all hard costs such as copies, postage, telephone)</b> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%; text-align: right; padding-right: 10px;">Traveling Trophy –Generic Inscription</td> <td style="width: 30%; text-align: right; padding-right: 10px;">\$150-200</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">\$ _____</td> <td style="text-align: right; padding-right: 10px;">\$ _____</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">\$ _____</td> <td style="text-align: right; padding-right: 10px;">\$ _____</td> </tr> </table>		Traveling Trophy –Generic Inscription	\$150-200	\$ _____	\$ _____	\$ _____	\$ _____
Traveling Trophy –Generic Inscription	\$150-200						
\$ _____	\$ _____						
\$ _____	\$ _____						
<b>Sub-total of Costs</b> \$200							
<b>Sources of Revenue (Please list any non IIMC revenue sources such as donated time or supplies)</b> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%; text-align: right; padding-right: 10px;">\$ _____</td> <td style="width: 30%; text-align: right; padding-right: 10px;">\$ _____</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">\$ _____</td> <td style="text-align: right; padding-right: 10px;">\$ _____</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">\$ _____</td> <td style="text-align: right; padding-right: 10px;">\$ _____</td> </tr> </table>		\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
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\$ _____	\$ _____						
<b>Sub-total of Revenues</b> \$ _____							
<b>Total Budget Request</b> \$ <u>200</u>							
<b>Completion Date</b> 06-10-10							
<u>Aimee Nemee</u>							
Committee Chair (All requests must be signed by the Committee Chair or Vice-chair. Any request not signed will not be considered)							
<b>***Budget &amp; Planning Committee Use Only ***</b>							
<b>Budget &amp; Planning Committee Approval</b> Yes / No \$ _____ Date _____							
<b>Executive Committee Approval</b> Yes / No \$ _____ Date _____							
<b>Board Approval</b> Yes / No \$ _____ Date _____							



**IIMC Financials**  
**2011 Budget Worksheet**  
**SUMMARY TOTALS**

	2010	2008	2009	2010	2011
Department	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME:</b>					
Administration	24,500	25,024	23,761	22,050	22,350
Athenian Leadership Society	15,000	12,920	10,870	7,145	4,000
Building	69,936	66,363	54,535	69,936	62,154
Conference	670,850	626,768	677,547	525,500	602,350
Education	164,300	175,584	200,175	149,550	148,850
Marketing	60,300	58,626	56,284	54,875	48,100
Membership	1,003,000	1,032,368	1,021,261	1,035,500	1,110,500
<b>Total Income</b>	<b>2,007,886</b>	<b>1,997,653</b>	<b>2,044,433</b>	<b>1,864,556</b>	<b>1,998,304</b>
<b>EXPENSES:</b>					
Administration	500,705	390,426	425,989	474,143	517,089
Athenian Leadership Society	11,000	10,977	8,500	4,411	600
Building	176,551	161,743	150,609	163,046	168,846
Committee - Board of Directors	80,375	79,263	63,600	81,451	88,363
Committee - Executive	23,600	23,556	17,134	23,603	22,600
Committees - Other	21,150	6,533	12,752	21,150	19,050
Conference	598,999	645,197	598,006	493,548	593,565
Education	265,300	333,043	292,142	230,900	317,200
Marketing	96,701	193,310	102,012	96,149	96,400
Membership	157,530	131,450	141,662	149,899	171,840
<b>Total Expense</b>	<b>1,931,911</b>	<b>1,975,498</b>	<b>1,812,405</b>	<b>1,738,300</b>	<b>1,995,553</b>
<b>PROFIT/(LOSS)</b>					
Administration	(476,205)	(365,402)	(402,228)	(452,093)	(494,739)
Athenian Leadership Society	4,000	1,943	2,370	2,734	3,400
Building	(106,615)	(95,381)	(96,074)	(93,110)	(106,692)
Board of Directors	(80,375)	(79,263)	(63,600)	(81,451)	(88,363)
Committee - Executive	(23,600)	(23,556)	(17,134)	(23,603)	(22,600)
Committees - Other	(21,150)	(6,533)	(12,752)	(21,150)	(19,050)
Conference	71,851	(18,430)	79,541	31,952	8,785
Education	(101,000)	(157,459)	(91,967)	(81,350)	(168,350)
Marketing	(36,401)	(134,683)	(45,728)	(41,274)	(48,300)
Membership	845,470	900,918	879,599	885,601	938,660
<b>Net Profit/(Loss)</b>	<b>75,975</b>	<b>22,155</b>	<b>232,028</b>	<b>126,256</b>	<b>2,751</b>

Controls

**IIMC Financials**  
**2011 Budget Worksheet**  
**Administrative**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>					
Interest	3,400	2,380	2,661	1,000	1,300
Misc Admin Revenue	100	1,645	100	50	50
MCEF Development Contract	21,000	21,000	21,000	21,000	21,000
<b>Total Income</b>	<b>24,500</b>	<b>25,024</b>	<b>23,761</b>	<b>22,050</b>	<b>22,350</b>
<b>OVERHEAD EXPENSES</b>					
Salary/Wages	129,500	116,902	129,800	129,500	249,100
Contract Labor	150,000	115,317	122,437	150,000	46,900
Salary Benefits	32,000	16,901	22,044	32,000	51,900
Payroll Taxes-Employer	12,400	11,070	11,856	12,800	23,400
Workers Comp Insurance	2,800	4,093	1,943	2,000	2,900
Computer/Software Purchase	13,200	1,265	948	750	6,100
Computer/Software Support	30,900	28,521	31,184	30,900	30,700
Depreciation Furn/Amortization Exp	12,700	18,945	14,265	1,290	8,600
Office Equipment Lease	3,000	1,636	2,652	4,522	4,000
Office Equipment Maint	3,900	3,249	3,618	3,242	4,100
Office Equipment Purchase	1,000	287	285	1,000	1,000
Office Supplies	8,100	6,594	6,534	8,100	8,100
Telephone	9,900	8,794	9,295	9,900	10,300
Web Site	10,200	4,588	545	18,240	8,100
Auditor Fees	12,500	12,100	12,900	12,500	13,000
Auto Mileage-Staff	300	121	110	300	300
Copier	8,600	7,286	7,738	7,755	8,800
Credit Card Fees	1,400	3,233	1,365	1,200	1,200
Bank Analysis Fees	-			3,500	3,500
Insurance-Retiree (*)	11,400	11,457	9,479	9,804	9,804
Legal Fees	5,000	2,523	8,322	1,500	2,500
LOC MCEF Interest	12,996		12,842	9,100	-
LOC MCEF Payment	5,004	-	4,587	3,500	-
Memberships	800	691	562	800	1,100
Payroll Processing	1,500	1,589	1,703	1,800	1,800
Postage/Courier/Mailing	2,500	2,120	2,040	2,700	2,400
Printing	2,600	2,603	331	2,600	1,800
Professional Develop/Training	3,000	625	42	1,500	1,900
Shipping	1,000	1,228	820	1,000	800
Subscriptions/Publications	630	327	-	630	300
Taxes Business	275	50	285	275	285
Admin Accommodations	2,500	647	468	2,000	3,000
Admin Airfare	3,400	2,284	2,223	3,000	3,700
Admin Ground	800	318	255	500	800
Admin Meals	1,200	243	211	435	1,200
Admin Other	200	61	7	-	200
Other	3,500	2,760	2,294	3,500	3,500
<b>Total Administrative Expenses</b>	<b>500,705</b>	<b>390,426</b>	<b>425,989</b>	<b>474,143</b>	<b>517,089</b>
<b>Net Profit/Loss prior to Litigation</b>	<b>(476,205)</b>	<b>(365,402)</b>	<b>(402,228)</b>	<b>(452,093)</b>	<b>(494,739)</b>

**IIMC Financials**  
**2011 Budget Worksheet**  
**Athenian**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>					
Athenian Leadership Society	15,000	12,920	10,870	7,145	4,000
<b>Total Income</b>	<b>15,000</b>	<b>12,920</b>	<b>10,870</b>	<b>7,145</b>	<b>4,000</b>
<b>DIRECT EXPENSE</b>					
Athenian Leadership Society	11,000	10,977	8,500	4,411	600
<b>Total Expense</b>	<b>11,000</b>	<b>10,977</b>	<b>8,500</b>	<b>4,411</b>	<b>600</b>
<b>Net Profit/Loss</b>	<b>4,000</b>	<b>1,943</b>	<b>2,370</b>	<b>2,734</b>	<b>3,400</b>

**IIMC Financials**  
**2011 Budget Worksheet**  
**Building**

	2010	2008	2009	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Rental Income	69,936	66,363	54,535	54,535	69,936	62,154
<b>Total Income</b>	<b>69,936</b>	<b>66,363</b>	<b>54,535</b>	<b>54,535</b>	<b>69,936</b>	<b>62,154</b>
<b>DIRECT EXPENSE</b>						
Amortize Loan Costs	1,606	1,606	1,606	1,606	1,606	1,606
Association Fees	3,120	2,418	2,760	2,760	3,120	3,120
Depreciation Building	26,200	28,497	28,531	28,531	29,500	33,000
Insurance Fire/Property	4,500	4,492	3,559	3,559	3,900	4,000
Landscaping	5,300	4,870	3,360	3,360	4,500	4,500
Mortgage Interest	71,000	71,558	69,623	69,623	69,000	68,500
Office Cleaning - IIMC	3,120	3,060	3,060	3,060	3,120	3,120
Property Tax	12,000	13,932	14,272	14,272	13,800	14,500
Repair/Maint Building	14,355	9,697	4,433	4,433	13,000	10,000
Repair/Maint Grounds	17,050	2,213	1,047	1,047	5,000	7,100
Supplies	100	76	148	148	1,000	100
Utilities	14,500	16,423	14,194	14,194	13,000	14,500
Allocation to Bldg Reserve	1,000	-	-	-	1,000	1,000
Office Cleaning - Tenants	1,700	2,902	1,562	1,562	1,500	1,800
Commissions	1,000	-	2,454	2,453	-	2,000
<b>Total Direct Expense</b>	<b>176,551</b>	<b>161,743</b>	<b>150,609</b>	<b>150,608</b>	<b>163,046</b>	<b>168,846</b>
<b>Net Profit/Loss</b>	<b>(106,615)</b>	<b>(95,381)</b>	<b>(96,074)</b>	<b>(96,073)</b>	<b>(93,110)</b>	<b>(106,692)</b>

**IIMC Financials**  
**2011 Budget Worksheet**  
**Committees**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>EXECUTIVE COMMITTEE:</b>					
Shipping	-	-	-	-	-
Telephone	1,500	1,645	793	500	500
Travel Accommodations	7,000	3,894	6,299	7,000	7,000
Travel Airfare	10,000	13,818	5,567	10,000	10,000
Travel Ground	2,000	1,936	2,249	2,000	2,000
Travel Meals	3,000	2,116	2,176	3,000	3,000
Travel Other	100	78	-	100	100
Other	-	68	50	1,003	-
<b>Total Expense</b>	<b>23,600</b>	<b>23,556</b>	<b>17,134</b>	<b>23,603</b>	<b>22,600</b>
<b>BOARD OF DIRECTORS:</b>					
<b>General</b>					
Election Expense	11,000	10,692	-	-	1,000
Insurance Officers & Directors	4,000	-	3,170	6,000	6,000
Legal Fees	-	455	176	-	-
Meeting Expenses	-	1,164	-	-	-
Strategic Planning	5,000	6,778	10,430	13,800	12,000
Postage	50	21	17	50	50
Shipping	50	81	45	50	50
Telephone	4,500	3,080	2,427	2,000	2,500
Memorials	700	-	350	700	700
Other Expenses	300	280	50	300	300
<b>Mid-Year</b>					
Travel Accommodations	15,000	13,405	8,804	15,000	15,000
Travel Airfare	17,000	13,805	12,525	17,000	17,000
Travel Ground	1,000	2,550	1,696	1,000	1,000
Travel Meals	10,000	12,502	11,340	10,000	10,000
Travel Other	300	108	81	300	300
Meeting Expenses	-	-	1,500	-	-
Travel Region Directors	-	-	-	-	-
<b>Conference</b>					
Travel Accommodations	5,000	12,384	8,980	6,846	5,663
Travel Airfare	700	430	930	757	800
Travel Ground	300	294	192	-	300
Travel Meals	2,275	992	887	748	1,400
Board Meeting Expense	3,000			4,009	9,800
Board Meeting A/V				2,880	4,500
Travel Other	200	243	-	11	-
<b>Total Expense</b>	<b>80,375</b>	<b>79,263</b>	<b>63,600</b>	<b>81,451</b>	<b>88,363</b>
<b>BUDGET AND PLANNING:</b>					
Meeting Expenses	-	-	-	-	-
Travel Accommodations	3,200	2,719	4,210	3,200	3,500
Travel Airfare	3,000	2,190	1,466	3,000	3,500
Travel Ground	500	281	549	500	500
Travel Meals	1,500	1,003	1,451	1,500	1,500
Travel Other	200	-	-	200	-
<b>Total Expense</b>	<b>8,400</b>	<b>6,192</b>	<b>7,676</b>	<b>8,400</b>	<b>9,000</b>
<b>CONFERENCE POLICY:</b>					
Meeting Expenses	200	-	36	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>36</b>	<b>200</b>	<b>200</b>
<b>EDUCATION / PERSONAL GROWTH:</b>					
Meeting Expenses	200	-	-	200	200
Telephone	50	-	360	50	50
Shipping	-	31	-	-	-
<b>Total Expense</b>	<b>250</b>	<b>31</b>	<b>360</b>	<b>250</b>	<b>250</b>
<b>ELECTION:</b>					
Meeting Expenses	200	-	-	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>ETHICS:</b>					
Meeting Expenses	-	-	-	-	-
Telephone	1,000	-	92	1,000	200

**IIMC Financials**  
**2011 Budget Worksheet**  
**Committees**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>Total Expense</b>	<b>1,000</b>	<b>-</b>	<b>92</b>	<b>1,000</b>	<b>200</b>
<b>INTERNATIONAL RELATIONS:</b>					
Exchange Program	4,500	-	3,060	4,500	3,500
Study Abroad	200	-		200	1,300
Meeting Expenses	-	27			200
Telephone					
<b>Total Expense</b>	<b>4,700</b>	<b>27</b>	<b>3,060</b>	<b>4,700</b>	<b>5,000</b>
<b>POLICY REVIEW</b>					
Meeting Expenses	-				
Telephone	200	-	324	200	200
Codification					
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>324</b>	<b>200</b>	<b>200</b>
<b>MEMBERSHIP:</b>					
Meeting Expenses	-				
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MENTORING:</b>					
Telephone	200	21		200	200
Promotion	200	-		200	200
<b>Total Expense</b>	<b>400</b>	<b>21</b>	<b>-</b>	<b>400</b>	<b>400</b>
<b>PROGRAM REVIEW:</b>					
Meeting Expenses	200	-		200	200
Telephone	-	217	1,053		
<b>Total Expense</b>	<b>200</b>	<b>217</b>	<b>1,053</b>	<b>200</b>	<b>200</b>
<b>PUBLIC RELATIONS:</b>					
Telephone	100	46	-	100	400
<b>Total Expense</b>	<b>100</b>	<b>46</b>	<b>-</b>	<b>100</b>	<b>400</b>
<b>RECORDS MANAGEMENT:</b>					
Meeting Expenses	-				
Publications - writing/editing/design	5,000			5,000	2,500
Telephone	100	-	63	100	100
<b>Total Expense</b>	<b>5,100</b>	<b>-</b>	<b>63</b>	<b>5,100</b>	<b>2,600</b>
<b>RESEARCH:</b>					
Meeting Expenses	100	-	63	100	100
Telephone	-	-	-		
<b>Total Expense</b>	<b>100</b>	<b>-</b>	<b>63</b>	<b>100</b>	<b>100</b>
<b>RESOURCE &amp; INFORMATION:</b>					
Meeting Expenses	100	-		100	100
<b>Total Expense</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>TASK FORCE(S):</b>					
Telephone	200	-	25	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>25</b>	<b>200</b>	<b>200</b>
<b>Executive Committee</b>	23,600	23,556	17,134	23,603	22,600
<b>Board of Directors</b>	80,375	79,263	63,600	81,451	88,363
<b>Other Committees</b>	21,150	6,533	12,752	21,150	19,050
<b>Total Expense</b>	<b>125,125</b>	<b>109,352</b>	<b>93,486</b>	<b>126,204</b>	<b>130,013</b>
<b>Net Profit/Loss</b>	<b>(125,125)</b>	<b>(109,352)</b>	<b>(93,486)</b>	<b>(126,204)</b>	<b>(130,013)</b>

**IIMC Financials**  
**2011 Budget Worksheet**  
**Conference**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Actual	Budget
<b>INCOME</b>					
Registration Members-Full	464,350	390,300	443,500	323,165	420,350
Registration Guest	25,000	24,450	28,650	19,500	25,000
Donations & Sponsorships	46,500	63,975	43,725	46,500	46,500
Exhibitor Program	28,000	30,700	27,200	26,100	28,000
Registration Comp	(8,000)	(6,985)	(8,250)	(26,120)	(20,000)
Cancellation Fee	3,000	3,161	3,043	2,889	3,000
Misc Conference Revenue	68,000	75,227	88,959	95,503	63,000
Academy Workshop	41,000	42,926	47,649	34,209	33,500
Boutique Sales	3,000	3,014	3,071	3,754	3,000
<b>Total Income</b>	<b>670,850</b>	<b>626,768</b>	<b>677,547</b>	<b>525,500</b>	<b>602,350</b>
<i>Conference Full Registration - Delegates</i>		786	832	595	700
<b>DIRECT EXPENSES</b>					
Contract Labor	57,245	51,752	53,684	55,000	55,000
Credit Card Fees	12,500	9,230	11,740	7,898	9,000
Conference Consulting	-	-	-	435	
Telephone/Internet	6,000	7,192	5,583	2,783	4,000
Planner Travel Accomm.	100	-	112	-	100
Planner Airfare	1,000	615	765	765	1,000
Planner Ground Travel	350	349	322	218	200
Planner Travel Meals	700	622	775	670	700
PlannerTravel Other	100	136	587	-	100
Awards & Gifts	3,000	2,864	3,127	5,493	3,000
Office Supplies	100	83	572	82	100
Shipping	3,000	3,221	2,810	1,643	3,000
Lanyards/Bags	4,000	4,938	3,189	4,814	4,000
Conference Security	1,200	840	935	1,638	2,000
Academy Speaker Fees	24,000	23,000	19,000	22,000	20,000
Academy Speaker Accommodations	2,700	3,553	1,835	447	4,300
Academy Speaker Meals	1,200	899	341	495	1,000
Academy Speaker Travel	7,400	6,821	3,444	2,834	9,700
Academy Materials/Supplies	1,000	201	171	2,265	1,000
Colloquium Institute Director	500	416	-	26	500
Genl/Plenary Speaker Fees	40,000	31,000	25,000	44,250	30,000
Genl/Plenary Speaker Accommodations	890	576	92	447	1,300
Genl/Plenary Speaker Meals	400	116	-	-	300
Genl/Plenary Speaker Travel	3,400	1,488	1,439	-	3,000
Postage/Courier/Mailing	715	908	800	544	500
Speakers Accommodations	4,700	1,559	2,661	2,685	9,000
Speakers Fees	32,000	9,000	13,800	20,250	32,000
Speakers Meals	2,100	78	486	1,031	2,100
Speakers Travel	10,100	1,647	3,944	5,345	12,500
Staff Travel Accomm.	11,000	11,530	13,394	6,803	11,000
Travel Accommodations VIP	4,000	9,873	4,087	4,922	4,000
Conf. Travel Airfare Staff	3,000	5,142	4,159	3,756	5,000
Conf. Travel Ground - Staff	800	764	1,646	921	100
Conf. Travel Meals - Staff	4,500	5,158	6,472	3,450	3,285
Conf. Travel Other - Staff	200	143	360	48	200
Conf. Transportation	30,000	-	8,805	10,997	15,000

**IIMC Financials**  
**2011 Budget Worksheet**  
**Conference**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Actual	Budget
Conf. Transportation - VIP	1,000	1,437	1,139	-	1,000
Audio/Visual	65,000	85,111	35,326	57,840	80,000
Copier	100	120	11	12	100
Opening Reception	35,000	35,142	30,000	35,500	35,000
All Conference Event	55,000	60,018	59,079	34,100	40,000
Annual Banquet	35,000	58,798	46,733	23,184	50,000
DJ	2,000	1,500	-	2,175	
Exhibit Hall	3,500	3,601	6,642	3,762	4,000
Food & Beverage	85,000	158,648	110,678	85,199	85,780
Meeting/Comm.F&B/AV		12,400	13,199	-	1,000
Meeting Expense - MCEF	-				6,100
Colloquim Food & Beverage	3,000	-	1,163	-	-
Opening Ceremony	500	362	10,350	350	500
Joined Receptions	10,000	9,696	14,029	10,400	10,000
Onsite Labor	5,000	140	45,006	-	500
Design Work	600	200	550	-	500
Photographer	3,500	4,080	3,500	2,500	2,500
Signage	300	-	287	-	100
Conference Printing/Design Work	18,000	16,105	21,907	21,521	20,000
Merchandise	2,000	1,466	1,781	1,756	2,000
Conference Scanners Expense	-	-	-	-	6,000
Other	599	662	491	294	500
<b>Total Direct Expense</b>	<b>598,999</b>	<b>645,197</b>	<b>598,006</b>	<b>493,548</b>	<b>593,565</b>
<b>Net Profit/Loss</b>	<b>71,851</b>	<b>(18,430)</b>	<b>79,541</b>	<b>31,952</b>	<b>8,785</b>

**IIMC Financials**  
**2011 Budget Worksheet**  
**Education**

Description	2010	2008	2009	2010	2011
	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME:</b>					
MCEF Contribution/Policy 8	25,000	29,234	39,275	25,000	25,000
Fees CMC	40,000	43,436	45,645	40,000	40,000
Fees CMC Recertification	60,000	14,250	6,550	(1,300)	-
Fees MMC	-	59,380	75,980	58,000	60,000
Pin CMC	-	30	60	100	100
Pin MMCA	-	-	30	-	-
Pin MMC	-	30	-	150	150
Plaques CMC	8,000	6,900	8,315	7,600	8,000
Plaques MMCA	-	-	10	-	-
Distance Ed Registration	20,000	13,450	17,990	16,000	15,600
Conference CD Rom	11,300	13,575	11,120	4,000	-
Misc Education Income	-	300	-	-	-
MCEF Scholarship	-	(5,000)	(4,800)	-	-
<b>Total Income</b>	<b>164,300</b>	<b>175,584</b>	<b>200,175</b>	<b>149,550</b>	<b>148,850</b>
<b>DIRECT EXPENSES:</b>					
Salary/Wages	158,250	239,751	214,114	138,000	209,000
Salary Benefits	23,500	34,654	23,767	22,500	35,000
Payroll Taxes - Employer	13,500	21,114	19,548	15,000	18,500
Workers Comp Insurance	2,800	2,447	2,193	1,500	2,500
Computer/Software	-	43	-	-	-
Conference CD Rom	5,000	6,688	222	-	-
Credit Card Fee	2,500	1,710	2,923	2,500	2,600
Distance Ed	22,900	6,837	13,350	22,900	15,600
Memberships	500	-	-	500	500
Pins CMC	2,000	-	-	2,000	2,100
Pins MMC	1,500	-	-	1,500	2,100
Plaques	5,000	3,536	4,944	5,000	5,000
Office Supplies	-	-	136	-	-
Postage/Courier/Mailing	1,100	704	1,071	1,100	1,500
Printing	2,500	-	3,281	2,500	1,800
Shipping	6,000	5,725	4,770	6,000	6,000
Professional Develop/Training	2,000	188	42	2,000	2,000
Program Development	10,000	1,196	1,595	5,000	5,000
Subscriptions/Publications	500	100	25	500	500
Telephone	500	667	161	500	500
Staff Travel Accommodations	1,000	737	-	500	2,000
Staff Airfare	2,000	1,435	-	500	2,000
Staff Travel Ground	750	412	-	300	1,500
Staff Travel Meals	750	338	-	300	750
Staff Travel Other	750	-	-	300	750
Wyoming On-Line Institute	-	4,761	-	-	-
Conference Scanners Expense	15,000	-	8,000	-	-
<b>Total Direct Expense</b>	<b>265,300</b>	<b>333,043</b>	<b>292,142</b>	<b>230,900</b>	<b>317,200</b>
<b>Net Profit/Loss</b>	<b>(101,000)</b>	<b>(157,459)</b>	<b>(91,967)</b>	<b>(81,350)</b>	<b>(168,350)</b>

**IIMC Financials**  
**2011 Budget Worksheet**  
**Marketing**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>					
Advertising	27,000	26,005	26,408	27,000	19,000
Advertising/Sponsor	16,500	14,017	16,001	16,000	16,500
Advertising Website	1,500	1,587	976	500	1,500
Royalty - Liberty Mutual	500	1,342	934	775	1,000
Royalty - MBNA MasterCard	4,000	3,536	2,774	1,500	1,500
Royalty - Robert's Rule of Order	1,000	1,711	1,054	800	800
Royalties Other - E.Mina	2,000	1,002	2,190	1,000	1,000
Mailing Lists	800	1,048	850	2,000	1,500
Merchandise	2,500	-	-	500	1,000
Publications	4,500	7,717	4,557	4,500	4,000
Publications - Book 8 NAP		661	540	300	300
<b>Total Income</b>	<b>60,300</b>	<b>58,626</b>	<b>56,284</b>	<b>54,875</b>	<b>48,100</b>
<b>DIRECT EXPENSES</b>					
Contract Labor	81,900	78,000	81,900	81,900	81,900
Workers Comp Insurance	339	-	342	500	500
Advertising	-	71	-	-	-
Auto Mileage	200	-	-	-	-
Credit Card Fee	312	369	516	221	300
Awards & Gifts	1,000	1,388	2,997	1,000	1,000
Postage	50	44	11	50	50
Design Work (non conference)	1,000	-	-	1,000	500
Merchandise	1,000	316	496	500	500
Shipping	100	320	29	100	100
Staff Travel Accommodations	600	305	-	600	600
Staff Airfare	500	592	40	250	500
Travel Exhibit	2,000	3,093	2,328	2,328	3,000
Staff Travel Ground	500	495	75	500	250
Staff Travel Meals	500	246	268	500	500
Staff Travel Other	200	237	-	200	200
News Digest/Print/Mail/Design	3,000	102,180	9,660	3,000	3,000
Printing - Book 8	500	572	468	500	500
Printing /Publications	3,000	5,081	2,882	3,000	3,000
<b>Total Direct Expense</b>	<b>96,701</b>	<b>193,310</b>	<b>102,012</b>	<b>96,149</b>	<b>96,400</b>
<b>Net Profit/Loss</b>	<b>(36,401)</b>	<b>(134,683)</b>	<b>(45,728)</b>	<b>(41,274)</b>	<b>(48,300)</b>

**IIMC Financials**  
**2011 Budget Worksheet**  
**Membership**

	2010	2008	2009	2010	2011
Description	Budget	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>					
Membership Dues	1,001,000	1,023,593	1,017,120	1,030,000	1,107,500
Membership Late Fee	2,000	8,775	4,141	5,500	3,000
<b>Total Income</b>	<b>1,003,000</b>	<b>1,032,368</b>	<b>1,021,261</b>	<b>1,035,500</b>	<b>1,110,500</b>
Salary/Wages	97,000	87,592	94,435	91,667	97,000
Salary Benefits	17,500	16,313	16,991	17,600	21,000
Payroll Taxes-Employer	9,000	7,530	8,414	9,800	10,500
Workers Comp Insurance	1,100	934	881	1,100	1,200
Auto Mileage	200	-	-	-	200
Awards/Gifts	-	-	-	-	-
Computer/Software Support	-	-	-	2,800	-
Credit Card	4,500	3,787	5,070	4,100	4,500
Dues Mailing	10,600	5,909	9,241	10,600	10,600
Membership	530	265	265	530	640
Office Equipment	-	42	-	-	-
Postage/Courier/Mailing	8,400	6,554	4,164	7,400	7,500
Membership Drive Expense	2,000	1,605	1,298	2,500	11,500
Professional Develop/Training	1,500	-	28	750	1,800
Promotional	600	529	525	652	1,100
Research Salary Survey Services	400	350	350	400	400
Staff Travel Accommodations	1,500	-	-	-	1,200
Staff Airfare	2,000	-	-	-	2,000
Staff Travel Ground	200	16	-	-	200
Staff Travel Meals	400	24	-	-	400
Staff Travel Other	100	-	-	-	100
<b>Total Direct Expense</b>	<b>157,530</b>	<b>131,450</b>	<b>141,662</b>	<b>149,899</b>	<b>171,840</b>
<b>Net Profit/Loss</b>	<b>845,470</b>	<b>900,918</b>	<b>879,599</b>	<b>885,601</b>	<b>938,660</b>

## **2010 IIMC Budget Notes**

The 2010 Year End Projected Budget is anticipating ending with a profit of \$126,000. Overall, there are several key areas that have helped keep this budget positive, despite low attendance at the 2010 Conference in Reno:

### **ADMINISTRATION**

The one item that stands out is the cost of the new web site. Prior to the budget process, and with litigation payments at the forefront of our finances, we were uncertain regarding the feasibility of implementing a new web site. Thanks to MCEF's Policy 8 donation, we were able to move this long anticipated project along quicker than expected.

Bank analysis fees were not a budgeted item, however, these fees are new and ones that the majority of banks have implemented with their clients across the board.

### **ATHENIAN PROGRAM**

The revisions to the process and policies to this Program will eventually make it a non-issue budget wise. The Dialogues in Reno netted \$5,000, but speaker fees, travel and accommodations reduced that net by 50%.

### **BUILDING**

Having full occupancy have helped recoup some of our losses from 2008-2009. To bring in the new tenants, we reduced our rental rate from \$1.25 square foot to .99 cents.

### **COMMITTEES**

#### **Executive Committee**

We are projecting that EC travel budget will be approximately right on target of \$23,000. This figure has remained steady since 2007, cementing the Executive Committee's commitment to maintain a strategic travel plan, use our American Express points as much as possible and to have Presidents pitch in with their own funds now and then. Great efforts went into last year's President and this year's President to keep Region XI travel to only those associations with which IIMC has strong presence or working toward an Institute.

Major trips scheduled for the remainder of 2010 include President Cassler's visit to South Africa in September and Cassler's and ED Shalby's trips to the SLCC Conference in London in October. All airline tickets will be through AMEX points. IMASA and SLCC provide hotel accommodations.

#### **Board of Directors – General**

There was no election for Vice President in 2010, thus saving IIMC \$11,000 in election expenses.

## 2010 CONFERENCE – RENO

The 2010 Conference in Reno which was projected to make a profit of \$71,851.00, will now end the year with a profit of \$31,952.00. The estimates were based on 800 Delegates and 125 Guests. However, the numbers came in at 595 and 81, respectively. Although the lack of attendance can be contributed greatly to the economy and budget cuts in cities, one telling sign that was never considered was the possibility of Reno not being an attraction or destination for many. We also received much information about the difficulty and costs associated in getting to Reno.

The saving grace in this conference is without a doubt – an IIMC Conference held in a secondary or tertiary market will always hold its own if not do well. The following helped contribute to making this a revenue-generating event, despite low attendance figures:

- general speaker fees included accommodations, meals and travel;
- removal of food and beverage minimums;
- hotel's willingness to renegotiate and waive attrition after contracts were signed;
- low cost of doing business with the hotel;
- inexpensive off site events;
- high rebates on rooms sold
- room commissions on total rooms;
- no labor, union costs;
- low transportation costs; and
- per person cost for the All Conference Event

Conference scanning went exceedingly well at Reno. We had minor glitches overall. Once staff returned to HQ, they were able to distribute individual letters to all Delegates certifying the number of points received for attendance. We will be repeating this process at the 2011 Conference in Nashville.

## EDUCATION

This Department has been operating without an Education Director for more than one year. In early May, it lost its CMC Verification specialist. Going without an Education Director for the year helped save salary and benefits.

There were no noteworthy areas that stand out in expenses or revenue. Our new Education Director is tentatively scheduled to begin full time at HQ on January 17, 2011. and the Verification Specialist began on August 30, 2010.

We did incur additional expenses for the implementation of Task Centre; however, it helped to streamline the education department's turn-around time as well as efficiencies (this has a HUGE bearing on why Ashley and Emily can turn things around faster than anyone before. The Task Centre eliminates about 10 steps that were being done manually before).

## **MARKETING**

With the advent of the News Digest going on-line in January 2009, IIMC has realized more than \$100,000 in savings for two consecutive years.

On the positive side of being an on-line magazine, IIMC has gained expediency in member delivery, and does not rely on advertising to help contribute costs toward printing. On the negative side, and with the economy in mind, a few of our advertisers have either pulled their ads or reduced the rate of publishing due to their own financial woes.

We continue to be flexible with our advertisers, allowing us more freedom in negotiating costs to maintain the business.

## **MEMBERSHIP**

Despite the economy and loss of membership, this area will exceed projections by approximately \$30,000.

## **MISCELLANEOUS**

There were reductions across the board in each Department's travel and professional development areas.

## **2011 Management's Concerns and Recommendations**

### **Initially submitted without Management's Updates on 8/6/10**

In reviewing the remainder of 2010 and what is on the horizon in 2011, IIMC continues to remain the course, steadily and fiscally prudent. The following areas are apprehensions. The 2011 budget arrives with a profit of \$2,751.00. Please see Management's Recommendations on two major areas that will need the Budget & Planning Committee's and Board's approvals to balance the budget.

#### **Management's Recommendation (see Management's Updates)**

- Increase membership dues by \$10.00 (already projected in this budget) to full members. Increasing the dues by \$10.00 brings in approximately \$63,270 annually. IIMC Policy states that membership dues are to be reviewed by the Board every two years. IIMC's last dues increase was in 2007 when we went from a single-tiered system to a three-tiered system. We are long overdue. I realize the economy is a major issue, however, the cost of doing business has increased over the past three years and IIMC has remained static in dues increases. An increase of \$10.00 per member is little considering it will have been three years since the last increase.
- Reduce the Vice President election costs (Committees - Board) from \$11,000 to \$1,000. Now that IIMC is well versed with Zoomerang (our survey software), we can easily distribute an E-briefing providing members with a link to vote. Those members (approximately 800) who do not have access to electronic voting will be mailed a hard ballot. The key is to have IIMC's Chair of the Elections Committee tabulate the votes once the deadline passes. Staff's only involvement would be to distribute the E-briefings.

Management believes that all departments have operated well with restrictions in budget and personnel. IIMC will continue to operate under existing external and internal conditions and continue to provide the Organization with excellent resources.

With the addition of our new Education Director and the replacement of our Verification Specialist, IIMC will operate with ten full time employees at HQ. I believe this is the shape of the Organization's internal structure and it will remain status quo for the next three years before we seriously consider adding a Director of Communications to the staff. (see **Management's Updates**)

The areas of discussion are: MCEF line of Credit; Personnel Issues, Administration, Membership, Building, Future Conferences.

#### **MCEF Line of Credit (see Management's Updates)**

In early 2009, IIMC extended its line of credit with MCEF to \$250,000 as part of its portion to end a four-year litigation issue. Since February of 2009, IIMC has been making monthly interest payments on the line of credit. As of this writing, IIMC has paid down \$87,500, leaving a current balance of \$162,291 to be paid by 12/31/2013 – IIMC's obligation toward final payment on the line of credit. IIMC's self-imposed goal is to pay off the balance by year-end 2011.

IIMC began paying down huge portions beginning with profits from the 2009 Conference and “chipping away” at every opportunity possible. IIMC is employing this tack again, albeit at a small rate. The 2010 Conference did not meet revenue projections; however, it did garner enough revenue that \$20,000 will be allocated immediately to MCEF to continue reducing the overall balance.

IIMC’s first and foremost goal is to always meet its monthly obligation while looking for opportunities to make significant payments as cash flow permits.

IIMC has already established a precedent to use conference profits to pay down the line of credit. We ask the Budget and Planning Committee to allow us to continue this process.

### **Personnel (see Management’s Updates)**

For the first time in four years, I can state that there are no personnel issues pending. IIMC hired a new Director of Education to begin full time on January 17, 2011. We hired a replacement for the Verification Specialist position (start date August 2010).

In 2009 and most of 2010, staff did an excellent job of handling internal processes and with IIMC Education Committees providing direction with education guidelines, we operated effectively, successfully and smoothly, while saving nearly nine to ten months of salary and benefits in the Education area.

In January 2011, we will replace one position, a position that has gone unmanned since March 2009. This will increase the salary line in the Education Department; however, not as much as what we’ve paid before. IIMC will realize a reduction in this salary by approximately \$25,000 annually.

### **Administration**

There are several areas to consider for 2011:

1. Salaries – we’ve built in salary increases for all of staff except the two new individuals joining the Education Department. The increases (percentages and dates of increase) are left to the Executive Director’s discretion.
2. Legal Fees – I recommend we keep our budget for this area since we never know when we might need legal assistance. We’ve budgeted \$2,500 for 2011.

### **Membership**

Although we’re projecting a healthy \$1,035,000 budget for 2010, the concerns are:

- decrease in membership due to lagging economy; and
- budget reductions in local government that were realized in 2010 and will continue through at least 2013.

## 2011 Dues Increase

Built into the 2011 budget is a \$10.00 membership fee increase for full members.

The department has taken measures to ensure continuity of IIMC's 9,500 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, continuous promotions to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-briefings to promote IIMC services and features. We're also employing the Board in recruiting efforts as well as the Membership committee.

## **Building (see Management's Updates)**

The office market was completely over built in 2007 and 2008 and many of those buildings are still available. Some have gone back to the banks and the resulting pricing is about 50% of the value at the peak in 2006/2007.

The current market value of IIMC's building is approximately \$100 to \$110 psft. In this market, investors and owner/users are paying the same prices. In a stronger market, an owner/user would pay \$20 to \$30 psft, more than an investor. To try and sell HQ and lease back at this time would not be prudent. It's an old building. The market is saturated with new building with more amenities.

Our two leases expire in April 2011. The current rent for suite 150 (newest tenants) is \$.99 psft, for a monthly total of \$1,858. The rent for suite 130 (old tenants) is \$4,109 per month which is approximately \$1.72 psft. Both tenants are owned by American General Company, but operate as separate subsidiaries.

The current market lease rates for the individual suites are in the \$.95 to \$1.10 psft range. The market is expected to be slightly better next year.

We will begin contract extension talks with both tenants in September. To retain them, I believe we would offer \$1.05 psft for both suites. This is a savings of \$1,500 for American General.

## **FUTURE CONFERENCES (see Management's Updates)**

In light of the low attendance we experienced in Reno for the 2010 Conference, we are recommending to the Committee that we revise our current budget regarding two events that impact fundraising with upcoming host committees. We are asking the Committee to reduce budget costs in two significant areas beginning with the 2012 Conference. These areas are:

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

This savings of \$20,000 will help IIMC's bottom line. Historically, these numbers have increased over the years and their initial intent was to help support the host committee's efforts in producing the events. However, host committee's now count on IIMC's dollars to help them put on these events with one committee trying to outdo the next. Prior to 2003, host committees were responsible for the entire costs of the Opening Reception.

I don't believe we can take it away at this point, but we can certainly inform host groups that it's been reduced beginning in 2012.

### **2011 Conference (see Management's Updates)**

As for the 2011 Conference in Nashville, we are projecting 800 Delegates with 100 guests. Although room costs (\$188/tax per night) are the highest ever for an IIMC Conference, we believe the Gaylord Opryland Hotel (host hotel) is spectacular and is considered not only a unique venue but the Hotel and Nashville itself are considered major destinations. Areas of concern to date include:

- economic problems continue to affect attendance;
- little rebates from hotel;
- little concessions on staff and VIP rooms (35% off instead of 50%);
- food and beverage minimum of \$200,000 -- \$40,000 of that total will be applied to the all conference event, which is off site, but owned by the hotel;
- high cost of food and beverage;

We've made several inquiries with the hotel's management to renegotiate the contract in terms of attrition and reduced costs in menus, but to no avail.

We believe that the discount program should cover all of Region 5 (IIMC's population is 1,185), and should also be extended to Region 3 as well since this region is where Tennessee, at one time, wanted to be placed. The total number of IIMC members in this region is approximately 1,598. The past two conferences (2009 and 2010), we've extended the discount program to the host region and other regions that we deemed to be within close driving proximity of the host city.

### **Marketing**

Membership is not the only area where the economy has made an impact. We've started to notice our News Digest advertising dollars slip away as a few of our long time advertisers are also feeling the pinch of the economy. As municipalities cut back spending, our advertisers are feeling it, too, as our members, their clients, aren't spending as much on products or renewals.

The saving grace with the on-line Digest is that it allows us the flexibility to negotiate ad costs since IIMC does not incur any significant costs to produce (\$250/month for design).

**MANAGEMENT'S RECOMMENDATIONS UPDATES:**

1. The Board approved the membership dues increase on the Board teleconference of September 17, 2010. The increase begins with the 2011 mailing.
2. The Board has addressed the MCEF Line of Credit on its teleconference of September 17, 2010.
3. As of this writing, we have renegotiated lease agreements with our two tenants that will extend each lease to 2013 and 2014, respectively. Both tenants restructured their lease agreements to \$1.15 per square foot. Total revenue each month is \$4,917.00.
4. IIMC's new Director of Education, originally expected to start on September 7, 2010, will now begin on January 17, 2011. IIMC hired a new CMC Verification Specialist on August 20, 2010. We also have budgeted for a part-time temporary position to be shared in the Education and Membership Departments.
5. We recommend that the Board support the reduction of Conferences expenses regarding the Opening Reception and All Conference Event from \$35,000 to \$25,000 and \$50,000 to \$40,000, beginning with the 2012 Conference.
6. The Board has already voted to extend the 2011 Conference Discount Program to Regions 3, 4 and 5. The Board approved this recommendation during its September 17, 2010 Teleconference.
7. The 2011 budget includes the Executive Director becoming a full-time employee of IIMC. The Board has approved this move on its teleconference of September 17, 2010.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** September 29, 2010  
**Subject:** Member Services Mid-Year Report

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Since the Reno Conference, Member Services has been very busy organizing our priorities to create membership growth. We have been working with Region X, Region XI and Region V and VI to create mailing databases for postcard mailing. We have been reaching out to our State and Provincial Associations and Institute Directors by sharing the IIMC E-Briefing URLs which make it easier for them to share with their members and students. The more we participate with our Institutes and Associations we will see more growth. We now have a member in Bermuda thanks to good communication between Nick Randle, Chris Shalby and Member Services.

Member Services has continued to perform outstanding customer service and encourage clerks to join IIMC and to remain Members of IIMC. Member Services is working to their strengths so we are on the phone as much as possible with those members that have not yet paid their dues, touching bases with possible new clerks and sending IIMC information to all of them depending on their requests or needs. Tammy and I offer the three, six or nine month payment plan. We have had three people take advantage of it.

Our Membership Committee is performing their tasks very efficiently which creates a “personal touch” with those members that are behind in paying their dues (Soon to be Cancelled) and also will be working on the “Good Will” email program where we ask our members if they have any questions, concerns, complaints or compliments that they want to share about IIMC and their membership. This has been fruitful in helping our members understand that we need to hear from them so we can work toward a stronger partnership.

The IIMC E-Briefing tracking report for the months of August and September show that, on average, 24.9% of our membership opened their e-briefing to read it. Less than 24 hours after sending out the Constitution Voting results e-briefing, 15.7% had already read the e-briefing.

Our membership challenges are:

1. Region Director Challenge since March 2010, our Directors have brought in 9 new members. Our Region Directors should not leave home without an IIMC Region Director Challenge application with their signature on it.
2. Recruit A Member Challenge since January 1, 2010, our members have brought in 23 new members. We are going to advertise this in the e-briefings more with links directly to the Recruit A Member application on the web site.

After the decision was made to eliminate CMC recertification, we have had 20 members re-join IIMC!

Our KRA work has kept our fingers to the keyboard in the creation of mailing lists for postcard mailings. We will be covering all of Canada, South Africa, ADSO and SLCC along with specific states in Region V and VI.

We send out Institute Packages to each Director prior to their training sessions. We ask that they share IIMC member applications with the clerks attending their sessions and if we can get the clerk to join right after attending the Institute then we will have a great chance to grow. We are on the fifth mailing of postcards to the Native American Tribes in Regions I to X. It has not been as successful as we had hoped. We have had nine responses to the postcard and letters have been sent out, but as of yet, no one from this group has joined.

Member Services will be completing the 2010/2011 Salary Survey by the end of the year. We have the IIMC Clerk Career Center which is a true benefit to any clerk that is looking for a job in today's economic climate.

Member Services works very hard and consistently with our follow-up with non-members, new members and long standing members. We are proud of our work and we will continue to work very hard to improve IIMC's member numbers and services.

Respectfully submitted for your information.

**MANAGEMENT'S RECOMMENDATIONS:**

This Department works diligently with our members. We've restructured their responsibilities to play up to both Jan's and Tammy's strengths which is customer relations and maintaining more of a one-to-one touch with members and new prospects. We recommend eliminating The Native American Tribes program since after five mailings, the outcome and projections have been dismal on IIMC's ROI. Budget wise, membership is holding its own in revenue (see 2010 and 2011 financials) despite the economy. Our recent dues increase has not been met with any issues as of this writing.