



**International Institute of Municipal Clerks
Board of Directors
Annual Meeting Agenda
May 6-7, 2011**

Nashville, Tennessee

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Sharon K. Cassler, MMC

President Term ends: May 12, 2011
Clerk of Council
City of Cambridge
1131 Steubenville Ave.
Cambridge, OH 43725
Phone: (740) 439-2640
Fax: (740) 432-1754
Email: clerkofcouncil@cambridgeoh.org

Colleen J. Nicol, MMC

President Elect Term ends: May 12, 2011
City Clerk
City of Riverside
3900 Main St.
Riverside, CA 92522-0111
Phone: (951) 826-5818
Fax: (951) 826-5470
Email: cnicol@riversideca.gov

Brenda M. Cirtin, MMC

Vice President Term ends: May 12, 2011
City Clerk
City of Springfield
P.O. Box 8368
Springfield, MO 65802-8368
Phone: (417) 864-1650
Fax: (417) 864-1649
Email: bcirtin@springfieldmo.gov

Mary Lynne Stratta, MMC

Immediate Past President Term ends: May 12, 2011
City Secretary
City of Bryan
P.O. Box 1000
Bryan, TX 77805-1000
Phone: (979) 209-5005
Fax: (979) 209-5003
Email: mstratta@bryantx.gov

James G. Mullen, Jr., CMC

Region I Director Term ends: May 24, 2012
Town Clerk
Town of Milton
525 Canton Avenue
Milton, MA 02186
Phone: (617) 898-4859
Fax: (617) 696-6995
Email: jmullen@townofmilton.org

Linda L. Spence, MMC

Region I Director Term ends: May 23, 2013
Town Clerk
Town of Manchester
P.O. Box 830
Manchester Ctr, VT 05255-0830
Phone: (802) 362-1313 X 1
Fax: (802) 362-1315
Email: l.spence@manchester-vt.gov

Diane G. Fitzhenry, MMC

Region II Director Term ends: May 23, 2013
Deputy Clerk
Municipality of Penn Hills
12245 Frankstown Road
Pittsburgh, PA 15235-3494
Phone: (412) 798-2103
Fax: (412) 798-2145
Email: dfitzhenry@pennhills.org

Jane E. Williams-Warren, MMC

Region II Director Term ends: May 12, 2011
Municipal Clerk
City of Paterson
155 Market Street, 3rd FL
Paterson, NJ 07505
Phone: (973) 321-1310
Fax: (973) 321-1311
Email: jwilliams@patersonnj.gov

Melissa E. Small, MMC

Region III Director Term ends: May 24, 2012
City Clerk
City of Temple Terrace
11250 N. 56th Street
Temple Terrace, FL 33617
Phone: (813) 506-6441
Fax: (813) 506-6443
Email: LSmall@templeterrace.com

Tiny B. Washington, CMC

Region III Director Term ends: May 23, 2013
Clerk of Council
Columbus Consolidated Government
P.O. Box 1340
Columbus, GA 31902-1340
Phone: (706) 653-4013
Fax: (706) 653-4016
Email: twashington@columbusga.org

IIMC Board of Directors Roster

Barbara Blackard, MMC

Region IV Director Term ends: May 12, 2011
City Clerk/Treasurer
City of Clarksville
205 Walnut Street
Clarksville, AR 72830-3005
Phone: (479) 754-6486
Fax: (479) 754-4052
Email: clrksvil@cswnet.com

Deborah L. Miner, MMC

Region IV Director Term ends: May 24, 2012
City Clerk
City of Harrah
P.O. Box 636
Harrah, OK 73045-0636
Phone: (405) 454-2951
Fax: (405) 454-2130
Email: deborah.miner@harrah-ok.gov

Debra Batliner, MMC

Region V Director Term ends: May 23, 2013
City Clerk/Treasurer
City of Simpsonville
P.O. Box 378
Simpsonville, KY 40067-0378
Phone: (502) 722-8110
Fax: (502) 722-8119
Email: dbatliner@simpsonvilleky.net

Tami K. Kelly, MMC

Region V Director Term ends: May 24, 2012
Clerk of Council
City of Grove City
4035 Broadway
Grove City, OH 43123
Phone: (614) 277-3065
Fax: (614) 277-3066
Email: tkelly@groveicityohio.gov

Julee R. Helt, MMC

Region VI Director Term ends: May 24, 2012
Village Clerk
Village of Waunakee
500 West Main Street
Waunakee, WI 53597
Phone: (608) 850-2827
Fax: (608) 849-5628
Email: jhelt@vil.waunakee.wi.us

Shari A. Moore, CMC

Region VI Director Term ends: May 12, 2011
City Clerk
City of Saint Paul
Room 310 City Hall
15 West Kellogg Blvd.
Saint Paul, MN 55102
Phone: (651) 266-8686
Fax: (651) 266-8574
Email: shari.moore@ci.stpaul.mn.us

Karen F. Goodwin, MMC

Region VII Director Term ends: May 24, 2012
City Clerk
City of Florissant
955 Rue St. Francois Street
Florissant, MO 63031
Phone: (314) 839-7630
Fax: (314) 921-7111
Email: kgoodwin@florissantmo.com

Jerry Lovett-Sperling, MMC

Region VII Director Term ends: May 12, 2011
City Clerk
City of Lindsborg
P.O. Box 70
Lindsborg, KS 67456-0070
Phone: (785) 227-3355
Fax: (785) 227-4128
Email: jls@lindsborgcity.org

Stephanie Kalasz, CMC

Region VIII Director Term ends: May 12, 2011
City Clerk
City of Moscow
P.O. Box 9203
Moscow, ID 83843-1703
Phone: (208) 883-7015
Fax: (208) 883-7018
Email: skalasz@ci.moscow.id.us

Debra Owen

Region VIII Director Term ends: May 23, 2013
City Clerk/Chief of Council Operations
City of Sioux Falls
235 W. 10th Street
Sioux Falls, SD 57104
Phone: (605) 367-8081
Fax: (605) 367-7801
Email: dowen@siouxfalls.org

IIMC Board of Directors Roster

Margaret Hawker, MMC

Region IX Director Term ends: May 24, 2012
City Recorder/Special Projects Director
City of Newport
169 SW Coast Hwy
Newport, OR 97365-3806
Phone: (541) 574-0613
Fax: (541) 574-3355
Email: p.hawker@thecityofnewport.net

Kristie L. Smithers, MMC

Region IX Director Term ends: May 23, 2013
City Clerk
City of Wasilla
290 E. Herning Ave.
Wasilla, AK 99654-7091
Phone: (907) 373-9091
Fax: (907) 373-9092
Email: ksmithers@ci.wasilla.ak.us

Laurie Darcus, MMC

Region X Director Term ends: May 23, 2013
Director of Corporate Services
City of Pitt Meadows
12007 Harris Road
Pitt Meadows, BC V3Y 2B5
CANADA
Phone: (604) 465-2433
Fax: (604) 465-2404
Email: ldarcus@pittmeadows.bc.ca

Marc Lemoine, MMC

Region X Director Term ends: May 12, 2011
Deputy City Clerk
City of Winnipeg
Council Bldg-510 Main Street
Winnipeg, MB R3B 1B9
CANADA
Phone: (204) 986-7131
Fax: (204) 947-3452
Email: mlemoine@winnipeg.ca

Francois Allers

Region XI Director Term ends: May 24, 2012
Exec. Mgr: Legal & Admin. Svcs.
Ekurhuleni Metropolitan Municipality
P.O. Box 3277
Kempton Park 1620
SOUTH AFRICA
Phone: 9-011-27-11-360-2567
Fax: 9-011-27-11-360-2186
Email: Francois.Allers@ekurhuleni.gov.za

Nick Randle

Region XI Director Term ends: May 12, 2011
Chief Executive
SLCC- Society of Local Council Clerks
8 The Crescent
Taunton TA1 4EA
ENGLAND
Phone: 011-44-1823-253646
Fax: 011-44-1823-253681
Email: ceo@slcc.co.uk

**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
May 6-7, 2011
Gaylord Opryland Hotel ~ Nashville, Tennessee**

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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

MINUTES OF BOARD OF DIRECTORS MID YEAR MEETING

NOVEMBER 5-6, 2010 AT 3:00 P.M.

HILTON HOTEL – OMAHA, NEBRASKA



Call to Order

President Sharon Cassler called the IIMC Board of Directors meeting to order.

Roll Call

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. and Linda Spence

Region II Directors: Diane Fitzhenry and Jane Williams-Warren

Region III Directors: Lisa Small, Tiny Washington

Region IV Directors: Deborah Miner, Barbara Blackard

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 and Nick Randle

Also present was IIMC Executive Director Chris Shalby and IIMC Staff.

Agenda Approval

Moved and seconded to approve the Agenda. Motion carried unanimously.

Consent Agenda Approval

Moved and seconded to approve as corrected the DRAFT Minutes of May 21 and 22, 2010 Board Meeting –Reno, NV; DRAFT Minutes of May 27, 2010 Board Meeting – Reno, NV; DRAFT Minutes of July 19, 2010 Board Teleconference; and DRAFT Minutes of September 14, 2010 Board Teleconference. Motion carried unanimously.

Moved and seconded to approve the DRAFT Minutes of the Executive Session, May 21, 2010 – Reno, NV. Motion carried unanimously.

MCEF Report

MCEF President Dale Barstow updated the Board on MCEF activities. Mr. Barstow stated the return on investments for restricted funds was 11.5% and 7.5% on unrestricted funds. Major goal is to raise funds for education programs. Mr. Barstow stated voluntary contributions through membership are down. MCEF Board will work to bring up contributions. Mr. Barstow

reviewed the amount of scholarships awarded and the selection process. Mr. Barstow reported MCEF will stay with the current financial advisors and be more diversified to gain more returns on investments.

Moved and seconded to approve the MCEF/IIMC Purchase of Services Agreement effective January 1, 2011. Motion carried unanimously.

Mr. Barstow discussed the MCEF IIMC Legacy Donor Recording Protocol. No action was taken.

Executive Session – Executive Director’s Evaluation

Moved and seconded to adjourn into Executive Session to discuss the Executive Director’s Evaluation. Motion carried unanimously. Meeting adjourned into Executive Session at 3:46 p.m.

Moved and seconded to reconvene into Open Session. Motion carried unanimously. Meeting reconvened into open session at 4:43 p.m.

Moved and seconded to approve the Executive Director’s contract as written and direct the Executive Director to correspond with his attorney and IIMC’s attorney on possible revisions to the contract and provide recommendations to the Board. Motion carried unanimously.

At 4:43 p.m., the Board of Directors Mid Year meeting recessed until 8:00 a.m. tomorrow morning.

At 8:03 a.m. Saturday morning, President Cassler called the reconvened meeting to order.

Executive Director Update

Executive Director Shalby reported staff has been diligent with projects, committee work, continuing communication with members and the Board. Staff continues to be concerned with membership recruitment and retention in light of the economy. Executive Director Shalby reported that newly hired Director of Education Jane Long had to withdraw her employment due to health reasons. This issue will be addressed in 2011. Executive Director Shalby discussed the 2011 Conference in Nashville, TN. The Canada Online Institute program was discussed and there are concerns with the costs for the program. The Liberty Mutual Affinity Insurance program will be terminated due to low participation. Staff is looking into social media on IIMC’s website and legal risk management involved.

Education Department Report

Executive Director Shalby reported staff has been busy during the summer. The review time for CMC and MMC applications has decreased. With the assistance of the Program Review and Certification Committee, staff clarified the Athenian Leadership Policy with regards to assessment. Since the Education guidelines were implemented, staff has received nothing but accolades from the membership. The department is now able to automatically send out communication through iMIS Database Automated Task Manager. An update on the 2010

Annual Conference and Scanning was provided. The department approved three new Institute proposals – Oklahoma MMC program, Missouri Institute and SLCC UK Institute. The Education Department with conjunction with the Program Review and Certification Committee approved webinar produced training provided they meet current Education Guidelines. The Education Department has been assisting the Committees on completing their goals. Executive Director Shalby updated the Board on the Indiana Institute that is not complying with the Education Guidelines. Staff will continue to follow up and provide assistance.

Education Initiative

There was no discussion on the Dalhousie University Self Study Program and the Memorandum of Understanding.

Update on Strategic Plan

Executive Director Shalby provided an update on the five Key Results 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.

Committee Report – No Action

Elections Committee – Board Liaison Debbie Batliner provided an update to the Board.

Ethical Standards Committee – No report

Mentoring Committee – Board Liaison Tiny Washington provided an update to the Board.

Records Management Committee – Board Liaison Kristie Smithers provided an update to the Board.

Research and Resource Committee – Board Liaison Barbara Blackard provided an update to the Board and reviewed the Notary Survey the Committee recently conducted.

Committee Reports – Action Required

Budget and Planning Committee – Chair Marian Karr provided an update to the Board and presented two recommendations for Board action: 1) 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; 2) 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.

Moved and seconded to approve the recommendations from the Budget and Planning Committee as presented. Motion carried unanimously.

Conference Committee – Board Liaison Jane Williams-Warren provided an update to the Board. The Committee has reviewed the 2009-2010 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 educations; 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; 3) hold the Opening Reception at the host hotel, not offsite; 4) eliminate DJ and dancing; 5) reduce the number of general sessions to one and consider a boxed lunch to Grab&Go to the general sessions, preferably the day of the all

conference event. The Board has asked staff review these suggestions, develop a four day conference/program, work with the Conference Committee and report back to the Board.

Motion and seconded to direct staff to develop a four-day conference/program, work with the Conference Committee on recommendations and report back to the Board. Motion carried unanimously.

Education and Professional Development Committee – Board Liaison Jerry Lovett Sperling provided an update to the Board. Discussion was held on the recommendation from the Committee to offer education points for the Region X and XI Offsite Programs.

Moved and Seconded to continue offsite events for Region X and XI, that staff review education content and the International Relations Committee would submit a report to the Education Department. Motion carried unanimously.

International Relations Committee – Francois Allers, Laurie Darcus, Nick Randle and Tami Kelly presented the 2011 Study Program to South Africa. The dates for the study tour are September 1 -10, 2011. Cost to participate is \$1,780 plus \$318. The minimum number of participants is 15. Executive Director Shalby recommended taking a portion of funding from MCEF's Policy 8 to assist with cost for IIMC members to participate in 2011 Study Program depending on the Policy 8 monies disbursed from MCEF. This will come back to the Board for consideration and approval.

Discussion was held on the 2013 Study Program to Scotland. **Moved and seconded for the 2013 Study Program to be held in Scotland with the stipulation if South Africa does not meet the required participation to offer it again to South Africa in 2013 with Scotland in the queue for 2015. Motion carried unanimously.**

Membership Committee – Board Liaison Brenda Cirtin presented the Committee's report to the Board. Discussion was held on the Institute Director Challenge and it was determined to direct the Committee to develop criteria for this Challenge and report back to the Board in May.

Policy Review Committee - Board Liaisons Marc Lemoine and Shari Moore presented the Committee's report to the Board. **The Committee discussed a recommendation to change the last sentence of Article IV.A of the Constitution from “No two Officers shall be from the same Region” to “Not more two Officers shall be from the same Region.”**

It was determined that Region Directors gather input from the membership and report back in May. It was suggested to add the officers can be from the same region if no qualified candidate submits an application.

The Committee reviewed a change in Chapter 6.30, Honorary Members-Standards. The Committee recommends adding the following to Section 6.30.030-Policy, Paragraph E., “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.” **Moved and seconded to approve the addition to the Honorary Members-Standards for termination of Honorary Membership. Motion carried unanimously.**

A lengthy discussion was held on the current procedures for handling Constitutional amendments. The Board asked the Committee to review the procedures.

Program Review and Certification Committee – Board Liaison Lisa Burns reviewed the Committee's report to the Board. The Committee discussed earning certification points for serving on committees. There is no policy or process in place. **Moved and seconded for CMC candidate review points for committee service based on review of committee chair. Motion carried unanimously.**

Discussion was held on receiving MMC points for legislative updates, election law updates, etc. **Moved and seconded to allow MMC candidates to earn points for legislative, election law updates with course review by staff. Motion carried unanimously.**

A lengthy discussion was held on earning MMC points while waiting for CMC designation. **Moved and seconded to accept the recommendation from the Program Review and Certification Committee that a clerk with a CMC application in queue can earn MMC points and if the CMC application is determined to be deficient, any points earned in the interim can be applied to the deficient application. This is to become effective January 1, 2011. Motion carried.**

President Cassler read a letter from Gail Martin of Wichita State University.

Public Relations and Marketing Committee – Board Liaison Stephanie Kalasz presented the Committee report to the Board. After discussion, the Board Liaisons are to continue to review the Institute Director competition.

Financials

The current 2010-2011 Financial reports were shared with the Board. The 2010 Budget Notes were reviewed. Two recommendations for future Conference Budgets, beginning with the 2012 Conference, were presented to the Board for consideration: 1) reduce the Opening Reception budget from \$35,000 to \$25,000 and reduce the All-Conference Event from \$50,000 to \$40,000.00. **Moved and seconded to approve the budget adjustments as recommended by staff. Motion carried unanimously.**

Staff presented proposed 2011 Capital Expenditures: 2 Dell Computers at \$1,300 each; Network Firewall at \$1,200; iMIS Server at \$3,500; and Air Conditioner Replacement at \$3,000. **Moved and seconded to approve the 2011 Capital Expenditures as recommended by staff. Motion carried unanimously.**

Staff Reports

Executive Director Shalby presented the report from the Member Services Department. Currently there are approximately 9,400 IIMC members. The membership drive for Native Council organizations was terminated due to lack of a response.

Annual Conference Updates

Executive Director Shalby gave an update on upcoming Annual Conferences: 2011 Nashville TN; 2012 Portland OR; 2013 Atlantic City NJ; 2014 Milwaukee WI. Executive Director Shalby stated the Tennessee Clerks have requested a complimentary conference registration to raffle off for the May Conference. **Moved and seconded to provide a complimentary conference registration to be raffled and to also extend this to future conferences. Motion carried unanimously.**

Executive Director Shalby and Region XI Director Nick Randle discussed the 2015 Annual Conference in the United Kingdom. Director Randle discussed alternate options such as the possibility of reducing the conference to two days (new event) and IIMC members attending the conference. **Moved and seconded to adopt the proposal for the 2015 United Kingdom Annual Conference. After a lengthy discussion, the motion failed with one abstention.** Director Randle will continue to explore options for a conference in the United Kingdom and report back to the Board. It was suggested setting aside \$25,000 in reserve to help fund the conference costs. Staff will distribute Requests for Proposals for the 2015 Annual Conference and present them to the Board at the May meeting. **Moved and seconded to direct the Executive Director to send Requests for Proposals for the 2015 Annual Conference and to suspend the policy to allow Omaha NE to bid on the conference. Motion failed. Moved and seconded to direct the Executive Director to send Requests for Proposals for the 2015 Annual Conference per policy. Motion carried.**

Moved and seconded to approve the Conference Grant Program Award. Motion carried unanimously.

Report from Directors

At this time, all Region Directors and Executive Committee presented their reports and announced upcoming meetings and events.

Other Business and Announcements

None.

Adjournment

There being no further business, the meeting adjourned at 3:40 p.m.

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

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



MINUTES OF BOARD OF DIRECTORS TELECONFERENCE MEETING

JANUARY 25, 2011 AT 12:00 NOON, EASTERN STANDARD TIME

Call to Order

President Sharon Cassler called the IIMC Board of Directors meeting to order.

Roll Call

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

Region III Directors: Lisa Small

Region IV Directors: Deborah Miner and Barbara Blackard

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: 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 stated she heard from Board members Tiny Washington, Kristie Smithers. Executive Director Shalby stated Jane Williams-Warren had returned from the Region II meeting yesterday and probably would not attend.

Swear In Region VI Board Member

President Cassler administered the Oath of Office to incoming Region VI Director Julee Helt who will be completing the term of Carol Alexander who recently retired. The term will expire in May 2012. Everyone welcomed Julee to the Board.

Proposed Athenian Dialogue Facilitator Requirements

President Cassler explained the proposed Athenian Dialogue Facilitator Requirements that has received the Program Review Committee's blessing. President Cassler opened up for Board discussion. Some of the concerns expressed by the Board were not having the required experience to facilitate a Dialogue. It is a huge task to facilitate a Dialogue and it was felt the facilitator should be a Fellow or receive some type of training or mentoring before leading a dialogue. After a lengthy discussion, it was moved and seconded to change the title from "Requirements" to "Guidelines", change bullet #4 under Requirements for IIMC Members to "will be a Fellow and will be mentored by an existing Athenian Leadership facilitator and under

Requirements for Professionals and Academics, delete in bullet #2 “have attended an Athenian Dialogue and”. The motion passed unanimously.

Report from Executive Director

Executive Director Shalby reported on the recent site visit for the 2011 Nashville Conference. Executive Director Shalby discussed some of the issues with the hotel requirements. Staff is keeping communication lines open with the hotel.

Report from Directors

At this time, all Region Directors and Executive Committee reported on recent conferences and upcoming events.

Other Business and Announcements

None.

Adjournment

There being no further business, the meeting adjourned at 1:07 p.m.

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

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



MINUTES OF BOARD OF DIRECTORS TELECONFERENCE MEETING

FEBRUARY 14, 2011 AT 12:00 NOON, EASTERN STANDARD TIME

Call to Order

President Sharon Cassler called the IIMC Board of Directors meeting to order.

Roll Call

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. and Linda Spence

Region II Directors: Diane Fitzhenry and Jane Williams-Warren

Region III Directors:

Region IV Directors: Deborah Miner and Barbara Blackard

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

Region X Directors: Laurie Darcus

Region XI Directors: Francois Allers

Also present was IIMC Executive Director Chris Shalby.

Absent were: Region III Directors Tiny Washington and Lisa Burns, Region VI Director Julee Helt, Region IX Director Peggy Hawker, Region X Director Marc Lemoine and Region XI Director Nick Randle.

2011 Study Abroad Grants

Immediate Past President Stratta presented a report from an Ad Hoc Committee of Tami Kelly, Lisa Small and Mary Lynne Stratta on using a portion of the MCEF Policy 8 donation (\$7,500) toward providing individual grants for the 2011 Study Abroad Program in South Africa later this year. The Ad Hoc Committee developed criteria on how these funds would be disbursed to individual members interested in participating in the 2011 program. In creating the criteria, another option was discussed by providing benefits to the first 15 to 34 attendees. That option is to distribute the entire \$7,500 to the tour operator, thus reducing the overall cost of the program from \$1,785 to various levels, decreasing a members' financial output from approximately \$500 to \$366, depending on the number of participants.

After discussion, it was moved and seconded to distribute the entire \$7,500 to the tour operator to reduce the cost of the tour for up to 35 IIMC members. The motion carried.

Amendments to the Constitution

Mary Kayser of the Policy Review Committee presented proposed amendments to the Constitution.

1. B.3. Qualifications for candidates – change attendance at Annual Conferences from three (3) to two (2) Annual Conferences for candidates from Regions 1 through XI.

Discussion centered on concerns about the lack of experience before coming on the IIMC Board and making policy decisions. It was suggested that the candidate attend two (2) annual conferences before becoming a Region Director candidate. After discussion, it was moved and seconded to refer this proposed change back to the Policy Review Committee and to re-evaluate all candidate qualifications. The motion carried.

2. Article 10. Code of Ethics

The proposed amendments include changing the status of the Ethical Standards Committee from a Standing Committee to an Ad Hoc Committee, revision to the length of terms for appointees, and clarify/enhance the appointee selection process. Subsections (C) and (D) are replaced and integrated wording of those two former subsections become the new more comprehensive (C). After discussion, it was moved and seconded to accept the report from the Policy Review Committee and move forward with the recommendations. The motion carried unanimously.

Report from Executive Director

Executive Director Shalby reported that 45% of the room block at the Gaylord Opryland Hotel has been reserved for the Nashville Conference. Conference registrations are slightly ahead of the 2010 conference.

Other Business and Announcements

None.

Adjournment

There being no further business, the meeting adjourned at 12:58 p.m. EST

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

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: April 4, 2011

Subject: Executive Director's Update



HEADQUARTERS/ADMINISTRATION

We continue to administer the Organization's daily business, keeping a watchful eye on everything regarding operations, finances, education and membership. These days, it seems as if staff being overloaded with work is the norm and not the exception. I'm sure that sounds familiar. Overall, we're all in sync with IIMC's mission and attend to our responsibilities mindful of our members, customer relations and maintaining IIMC's brand.

Coming into this meeting, our main concerns are twofold: 1) membership numbers and revenue are down, despite a board approved \$10 increase in 2011, we're not realizing the increase, yet; and 2) as of this writing, the Nashville conference may not meet projected attendance, thus reducing our expected income and, more importantly, facing penalties in hotel attrition (please read 2011 Conference update).

The following is a synopsis of some key issues:

MEMBERSHIP

The past few years and the economy aside, IIMC membership has dealt with a variety of ancillary issues that have had an adverse affect on growth. We continue to be concerned with membership recruitment and retention and will continue to perform due diligence in reaching out to members. Throughout 2010 and part of 2011, our membership department has focused on a persistent customer relations outreach program, maintaining current members in light of the economy. This was the direction that made the most sense and took full advantage of our staff's strength in that area. The 2010 membership figures exceed the \$1 million mark for the third year in a row.

In 2010, the Board approved a \$10 increase (beginning with 2011 dues renewals) that if membership numbers remain static, we would see an increase in revenue. As of this date, we've not seen the additional revenue. That could be due to delayed payments from the first and second quarter, with the second quarter being one of our largest dues renewal periods. This may even out in the course of 12 months; however, a systematic plan of attack will be created in June and implemented with budget modifications as soon as possible this summer.

The plan would focus on specific targets, with criteria and use of the membership committee to contact their colleagues. Currently, the 2011 budget does not include funds to develop this plan, but we will ask the Budget committee to allocate funds to start the process in late 2011 as opposed to 2012. We will continue with the marketing of membership in 2012, with preapproved budget allocations.

I have included two reports that touch on increasing membership: 1) reviewing and revising Certification and Associate members; and 2) taking a different approach in certifying Region XI members. Both reports require Board action. This is just a start.

2011 CONFERENCE – NASHVILLE CONCERNS

As of this writing, IIMC's concerns with the upcoming conference are:

Our room block (4/6/11) is currently at 72% -- 8% shy of the contractual obligation of 80%. In recent discussions with the hotel, they are insistent on not waiving attrition. However, we've been able to negotiate in other areas, minimizing risk and loss. We've been able to keep all the concessions for no cost to IIMC. This means that all meeting rooms, exhibit hall, sleeping rooms (1/40) and upgrades, suites, transportation, food and beverage discounts are complimentary regardless of attrition. In return, we've decided to not obligate them to our mid year meeting. It's also something they did not want to host. The difference in costs is approximately \$35,000 to \$45,000 for the mid year in exchange for \$111,0000 in concessions.

Our room block attrition costs will range between \$63,000 or less. We'll have a better indication after the conference.

Immediately after our Nashville site visit in January 2011, and the terse discussions we had with Hotel management, we realized the hotel would not be favorable to renegotiating the contract. Therefore, staff established an emergency Nashville Conference fund and has grown that fund to \$70,000 these past few months, anticipating that we would hit penalties. We will also be receiving our commission of 10% (\$18) per room night, which totals to \$59,000 (as of this writing). Total dollars set aside toward hotel penalties is \$129,000 (conference reserves and commission). Barring any last minute major problems, IIMC should be in good shape to handle this without tapping into its current reserves of \$250,000.

This is where we are as of this writing. I'll have more current numbers in Nashville.

FUTURE CONFERENCE CONCERNS

Based on the last four conferences and a growing trend in Delegate attendance, we have started to reduce our room block with hotels beginning with the 2012 Conference. IIMC, which has been averaging around 800 plus rooms per night over a six-night term, will now be looking to keep that number between 500 and 600 rooms per night. Unfortunately, hotel contracts from 2012 through 2014 have been signed, and we have time to renegotiate, but to what extent is not certain. Beginning with 2015, IIMC will not ask for more than 600 room nights total, regardless of the number of hotels.

Management proposes the following action steps beginning with the 2015 conference:

- Use 600 as attendance figures with hotels. Budget projections will be 650 Delegates, 75 guests. These numbers will provide us with a more realistic budget going into these conferences.
- Allow management to continue to negotiate the best possible rates on rooms, food and beverage and commissions and rebates, etc. In essence, give staff the freedom to “deal” with the prospective venues and cities to determine what is best for IIMC.
- IIMC also needs to review how it chooses future conferences. Once management believes it has exhausted all possibilities with these sites, it will work with Partners, Ltd., IIMC's event management company, and a sub committee comprised of several members of the Conference Committee to discuss the bids. This eliminates the pressure of staff to weigh all requirements.

There is one caveat: that the bidding cities are not revealed to the Committee but assigned a letter; therefore, eliminating any emotional ties to a prospective city. Management believes this new method of working with the Committee provides IIMC with better negotiating powers as opposed to the current method of accepting RFPs at face value and then bringing bidding cities to the Board to choose. This current method precludes IIMC from having any real advantage in negotiating with the venues after the fact.

- Once the committee and staff have ascertained the best one, two or three possible choices that will have a strong and positive impact on the budget, staff would then bring these cities with a recommendation to the Board for a decision. If no city proves to be financially viable, then no bids will be brought forth at the upcoming meeting and the process begins anew.

We have started to take measures to ascertain the next three conferences (2012, 2013 and 2014) are financially rewarding.

DIRECTOR OF EDUCATION - UPDATE

Since Jane Long had to decline her position with IIMC, citing health reasons, management contacted two local universities (Claremont and LaVerne) in November 2010 seeking to hire a Director of Education. After a month or two of inquiries, we received a handful of resumes, but none were promising and nothing materialized. The New Year was upon us and we've delayed the search, in hopes of hiring someone in early summer.

However, with 2011 Conference issues, we are asking the Board to wait until we have a better picture of where we will stand on this conference financially before we move toward either hiring an individual by early Fall or at the start of January 2012.

We do need a Director of Education. This is not a permanent move to continue operating without one, but the delay has been favorable in the sense that we've been using the salary slotted for this position to create an emergency conference fund, realizing that we will need it to help defray the possible penalties we will incur in Nashville.

Of course, the work of the Education Department as it stands now has been exemplary and IIMC would not be in this position without the work of this Department. I commend Jennifer Ward for overseeing the Department and have total confidence in Emily Maggard's and Ashley Durmisevich's abilities. Please read the Education Department report in this Agenda for a complete update.

MARRIOTT – Affinity Program

One of the best ways for Associations to increase revenue is to look at non-dues revenues from various avenues. Currently, IIMC affiliates with Bank of America on a credit card program. We also contract with Eli Mina and the National Association of Parliamentarians regarding book sales.

I've had the opportunity to speak with the Marriott Hotels regarding a similar program. This program would be promoted to IIMC members who, when traveling on business or pleasure, and stay at any Marriott property, the hotel would rebate IIMC a portion of the room cost.

There is no financial or contractual obligation on IIMC's part, just an occasional promotion to inform our members.

Please note that if IIMC held a board meeting at the Marriott, this particular program would not apply, but IIMC will reap Marriott rewards from an Event Planner's side.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: Monday, April 4, 2011
Subject: Associate Members and Certification
Revisiting the membership requirements in IIMC



BACKGROUND

IIMC's Constitution categorizes membership as those individuals performing four out of the eight core duties while serving a legislative government body.

1. Full Members shall have the right to:

- a. vote;
- b. hold office;
- c. **participate in all IIMC educational programs and (apply for CMC and MMC designations through the) Certified and Master Municipal Clerk programs;**
- d. receive a membership certificate;
- e. receive the News Digest;
- f. access IIMC programs and services.

2. Additional Full Members shall have the same privileges as Full Members.

3. Associate Members shall have the right to:

- a. **participate in all IIMC educational programs;**
- b. receive a membership certificate;
- c. receive the News Digest; and
- d. Access IIMC programs and services.

The issue is: **Can an Associate member, who fulfills four out of the eight core duties, but is not serving a legislative government body be allowed to pursue their CMC and MMC designations?**

CERTIFICATION OF PROFESSIONALS

The past few years have seen wholesale changes in IIMC's Certification and Education programs. I think the Organization's overall philosophy of facilitating members' needs in these areas has manifested into diverse and improved education, has allowed the programs to embellish and, ultimately, lead to enhanced relationships with members, State/Provincial Associations and Institute Directors.

However, there is one area that I believe IIMC is doing itself a disservice and that area is not allowing Associate Members to apply for CMC and MMC designations, but limiting these programs only to full or additional full members.

In today's climate, where long-time members are facing cutbacks and losing jobs, can IIMC afford to be exclusive regarding who can or cannot receive their Certification? Of IIMC's 281 Associate Members, 20 were moving into the MMC program; 20 were moving into the CMC program; 169 did not have a CMC and had not submitted a CMC Application for Admission; 49 were CMC's and had not submitted an MMC Application for Admission; and 17 were MMCs.

IIMC's Certification programs are not occupational licenses performed by state governments but rather they are a voluntary measure of competence. IIMC takes responsibility for prescribing education and ethical qualifications for candidate for certification and conducting assessments and award some sign of qualification to the successful member. IIMC cannot grant certification to an individual who ceases to meet the required minimum qualifications. IIMC does ask that a member maintain membership if IIMC is to recognize the designation.

The fundamental basis of any association certification programs are requirements, conditions, prerequisites, standards or qualifications that are established as criteria for certification.

Denial of certification should not be used to "blackball" individuals, to limit the number of competitors or to otherwise deny potential applicants access to certification or receipt of certification. However, fees charged to Associate members for certification may be higher than those charged to members to reflect dues or assessments that contribute to funding the program.

RECOMMENDATION

That IIMC President Cassler direct the Program Review/Certification, Education/Professional Development and Policy Committees to work with staff to discuss the viability of allowing Associate Members to enter or continue with their Certification plans.

IIMC's definition of membership needs to be revised based on individual's needs in the 21st Century in light of today's economic and fluctuating climate with Municipal Clerks. Granted that four out of the eight core duties must remain, **but the environment should be expanded to include non-profit or public sector agencies in addition to municipalities and special districts.** In the long-run, allowing Associate Members to access these certification program can only enhance IIMC's image as an Organization that is inclusive, visionary and wide ranging.

Certification should demonstrate to peers and the Organization that the recipient has mastered core knowledge, standards, and that the recipient has made a commitment to lifelong learning and personal development. Certification will bestow upon the recipient certain advantages, such as additional consideration in the hiring process, and may be a viable advantage in the current economic climate. Certification also demonstrates the applicants' motivation, drive, and knowledge. None of these above qualities or benefits are necessarily mutually exclusive to full or additional full members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby, Executive Director
Date: Monday, April 4, 2011
Subject: Region XI and Certification



BACKGROUND

As IIMC looks to grow its international base, there is only one tangible product that it can offer its Region XI members and that is Certification. We understand that networking, fellowship and a host of intangibles contribute toward membership, but the major factor is being able to obtain a CMC or MMC designation.

Developing Institutes in Region XI is costly, time consuming and would show little return on our investment. There seems to be a pending interest in IIMC membership, however, immediacy and tangible results preclude any long-term development by IIMC.

DISCUSSION

Over the last few decades, IIMC's entrance into Region XI has been tenuous and unpredictable. The past three years, however, IIMC has taken a more direct approach, building relationships in those countries where the possibility of growth is palpable and focused.

Since it's this author's opinion that IIMC cannot continue to offer a "one-size" fits all category with all its members, perhaps, it's time to distinguish the differences in how members in each continent proceed to view the level of certification and its accessibility.

The issue that comes to light is the inequity in how some of these members are or are not able to obtain their Certification compared to North American based members.

IIMC's North American based members comprise nearly 99% (97% in US) of the entire IIMC membership. Of that percentage, approximately 50% of the membership has at least the CMC designation. Depending on the member's initiative, time constraints, funds, availability and demands of a personal and professional life, members may take years to achieve their Certification. However, one important area that is readily available to North American members and an area that comprises 50% of the points toward their application is Institute Education. In the US, specifically, IIMC has 40 plus University based Institutes, in which a member can earn points, expressly toward education.

In that regards, Region XI members, in key countries of membership – South Africa, the UK, Belgium, Israel and the Netherlands – do not have the same availability in attending Institutes and acquiring education points. The costs and availability of universities who run these types of programs preclude this option. Of course, there are exceptions. However, do our Region XI counterparts view Institute training as important as our North American members?

In the United Kingdom, SLCC partners with the University of Gloucestershire, yet attendance at this or other universities is not always convenient or readily available. In the Netherlands and South Africa, I would venture to guess that there are not many universities that are neither available to attend nor offer the same level or type of classes that are required to garner education points. In a nutshell, these countries do not offer Institute type classes, therefore, putting our Region XI members at a huge disadvantage.

If we are to focus on an American business model regarding overseas products, it's easy to say that US based companies who sell products overseas mold their products to their audience. What works or sells in the US does not necessarily sell or work in Europe. For example, Ford Motor Company tailors their cars to the UK market by giving their customers a product that they want. The same automobile that is sold in the US is not the same one that sells in the UK. Its design is different from US cars. I realize this is a broad example, but the case is simply this – the first rule of marketing is knowing your audience. Our “audience” in the US understands and abides by IIMC's Institute based programs regarding continuing education. Our “potential audience” in the UK, the Netherlands, South Africa and so on, cannot fully abide by what IIMC is “selling” currently through its Education Guidelines.

If IIMC is seriously interested in expanding its membership abroad, it needs to review its existing model of the Education Guidelines. The Education Department in the past few months has received applications from members in the UK and the Netherlands. The UK member has enough points – PSC and Education to be awarded his CMC upon completion of two years of IIMC membership. However, the discrepancy in the Netherlands application is glaring primarily because this individual has more than 400 hours in professional experience, but has no Institute type academies, thus making her deficient in the Education area.

IIMC needs to carve out a section of its Education Guidelines that allows for these types of discrepancies and inequities. IIMC's Education Guidelines are not equal to all members, yet membership growth in other countries is hampered by this imbalance.

RECOMMENDATION

That the Board direct staff to research and create a specific area in the Guidelines that will compensate for this imbalance. The Education Department will need to distinguish the common denominators in the various countries that are applicable to certification without Institute involvement.

If the one tangible option that IIMC offers its Region XI members is Certification, then IIMC is doing itself a great disservice by offering one product across the board and not fine tuning it for its diverse membership.

IIMC's Region XI membership will stagnate if we continue at the current rate. With so much headway made these past three years with our Region XI outreach programs and focused travel, it would be a shame to spin our wheels and not reach new ground.

There is no financial burden to IIMC if it chooses to pursue this route. There will be a financial gain (albeit small) if more Region XI members decide to participate in the Certification programs based on more amenable guidelines toward them.



International Institute of Municipal Clerks

PROFESSIONALISM IN LOCAL GOVERNMENT THROUGH EDUCATION

Municipal Clerks – Bridging The Gap Through A Global Community

Throughout the years, the International Institute of Municipal Clerks has explored new avenues of reaching Clerks on a global scale. As an Organization, we realize Municipal Clerks throughout the world face similar challenges and concerns. Clerks everywhere have witnessed various trends toward centralization, decentralization and economic downturns, not to mention the flux in their work environment. While we have a tendency to seek solutions to our problems in the world we know best, it is not always the only or best source of enlightenment.

Regardless of proximity, IIMC believes all Clerks operate under similar circumstances. IIMC utilizes numerous benefits such as networking opportunities, University-based Institutes, on-line education programs, annual conferences and exposure to add value to the Clerk's practice and to bridge the gap between members throughout the world.

One method of bringing members closer is through our affiliation agreement with the National Association of Municipal Clerks in Bulgaria (NAMCB). This affiliation is an excellent platform for sharing professional experiences and exploring new ideas and emerging trends that impact day-to-day professional life. With nearly 10,000 members worldwide, there are many opportunities for access to and collaboration with experienced and energetic colleagues in your field. Another vehicle is IIMC's International Exchange Program. The purpose of the Exchange Program is to provide an opportunity for Municipal Clerks to gain knowledge and improve their skills by interacting with their counterparts in other countries. Its aim is to encourage IIMC members to broaden the frame of reference for their thinking, through first hand experience of a different work environment. For more information, visit Global Network on our web site – www.iimc.com

Major differences certainly exist between the countries regarding the role of local government; however, knowing the differences and similarities are essential for the development of local government no matter if you are a Municipal Clerk in Bulgaria, the United Kingdom or in North America.

A relationship with IIMC is beneficial in many ways – access to an International Certification Designation (CMC) and engaging in a healthy exchange of ideas with colleagues.

As a NAMCB member, you have the opportunity to join IIMC as part of the Organizations' affiliation agreement (\$26.00US). Become a member today. Complete the application and begin your quest toward bridging the gap in the global community.

Sincerely,

Sharon Cassler

Sharon Cassler, MMC
IIMC President

8331 Utica Avenue • Suite 200 • Rancho Cucamonga, California 91730
Phone (909) 944-4162 • Messages (800) 251-1639 • Fax (909) 944-8545 • hq@iimc.com • www.iimc.com



N A M C B - M E M B E R S H I P A P P L I C A T I O N

International Institute of Municipal Clerks

8331 Utica Ave., #200 • Rancho Cucamonga, CA 91730 • (909/944-4162) • FAX (909/944-8545)

PLEASE COMPLETE ENTIRE FORM & RETURN TO ADDRESS ABOVE

BULGARIA -NAMCB Affiliate Member -- \$26.00US

Mr. Ms. Name _____ Title _____

Municipality (city/village/town) _____ Municipal Pop. _____ Municipality Website _____

Mailing Address _____ Shipping Address _____

Municipality _____ Country _____ Postal Code _____

Business Phone () _____ FAX () _____ Country _____

Work E-mail _____ Home E-mail _____

Home Address _____ Home Phone () _____

City _____ Country _____ Postal Code _____

Enclosed is CHECK for \$ _____ (payable in U.S. Funds to IIMC) _____

Signature _____ Date _____

AE/VISA/MC# _____ Exp. date _____ Signature _____ Total amount charged _____

I hereby swear & affirm I am eligible for the membership classification of _____ (insert member type)

Signature _____ Date _____

MEMBERSHIP BENEFITS & FEATURES

MISSION

Since 1947, the International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and value added benefits to its members worldwide.

BENEFITS OF MEMBERSHIP

IIMC sponsors education programs, engages in research, and fosters a spirit of mutual assistance and good fellowship among Clerks everywhere. Members have access to a variety of opportunities and programs including:

<input type="checkbox"/> Networking	<input type="checkbox"/> Research & Information Center	<input type="checkbox"/> Publications
<input type="checkbox"/> Education	<input type="checkbox"/> Professional Support	<input type="checkbox"/> Certification Program
<input type="checkbox"/> Master Municipal Clerk Academy	<input type="checkbox"/> Online Learning Institute	<input type="checkbox"/> Municipal Clerks Week
<input type="checkbox"/> Annual Conference	<input type="checkbox"/> Athenian Leadership Society Dialogues	<input type="checkbox"/> Study Abroad Programs
<input type="checkbox"/> International Exchange Program		

PUBLICATIONS -- On-Line Monthly Magazine -- News Digest

RESEARCH & INFORMATION CENTER

Technical Bulletins Clerk's Role In Local Government

Information Exchange

EDUCATION

Continuing education and professional development of Municipal Clerks through extensive education programs, certification and research.

CERTIFIED MUNICIPAL CLERK (CMC)

The CMC designation program is designed to enhance the job performance of the Clerk in small and large municipalities.

MASTER MUNICIPAL CLERK (MMC)

The MMC is an advanced continuing education program that prepares participants to perform more complex municipal duties.

IIMC ONLINE LEARNING INSTITUTE

The OnLine Learning Institute is designed as an alternative means of providing parts of the education component required for the Certified Municipal Clerk (CMC) or Master Municipal Clerk (MMC) designations.

ANNUAL CONFERENCE

IIMC's Annual Conferences provide a unique and valuable educational experience for the participants ranging from intermediate to advanced level academic subjects facilitated by well-qualified presenters.

WWW.IIMC.COM

A host of features and services can be found on IIMC's global web site.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Jennifer Ward, Associate Director of Education
Date: March 31, 2011
Subject: Education Department Annual Report



Since we met last November, the Education Department has been busy developing and researching online course programs, reviewing applications, informing the membership and Institute Directors of new programs and certification information and working on the 2011 Conference education program.

1. Strategic Planning Update

- The Education Department worked in conjunction with the Education KRA #5 Committee to complete the goals and objectives for the strategic plan. The majority of this KRA has been completed ahead of schedule.
- The Education Department worked in conjunction with the Communication/Technology KRA #3 Committee to complete the goals and objectives for the strategic plan. The majority of this KRA has been completed ahead of schedule.

2. CMC and MMC Verification Information

- **CMC – Ashley Durmisevich, CMC Verification Specialist**
 - From 3/1/10 through 3/31/11 we have certified 359 CMCs. Of those 359, 1 CMC was from South Dakota who does not have an Institute, 2 CMCs were from Canada and 2 CMCs were from the UK. The 2 CMCs from the UK are Ray Smythe and Bruce Poole. This is a milestone for IIMC.
 - Review time is currently 2 weeks or less.
 - Department has sent out E-briefs giving tips for the following:
 - submission pointers
 - The difference between the Application for Admission and the Application for Designation and the reasons IIMC needs both.
 - difference in point allotments per the IIMC Education Guidelines
 - Re-organized both CMC and MMC filing system in order to decrease the time spent looking for files and speed up the review process.
 - Sent out “touch-base” emails to members who have applied to the CMC program but have not submitted any items for review and to those members who have not made any CMC or MMC submissions for 6 months. Approximately 50% of those members who were contacted have either responded via email, phone call or sent in items for review.

- As of 1/1/11, I started scanning my review of each application into the member's folder in order to keep digital copies of each review and give any reviewer insight into exactly what was used. I am hoping that this will prove useful when Emily Maggard is reviewing MMC applications and trying to determine if committee or college work was used on the CMC application.
- Replacement Certificate Requests continue to come in and are processed and shipped out within 3 days of receiving them.
- Created new report to help market certification to eligible members who have not applied. Found many of the members that were pulled on this report were rescinded CMCs. I have made phone calls and emails to each of these people and as of today have reinstated 25 CMCs.

- **MMC – Emily Maggard, MMC Verification Specialist**

The Education Department has been extraordinarily successful in reducing the review time for clerk applications in the last year. This is the primary result of, I believe, 3 reasons:

- From 3/1/10 through 3/31/11 we have certified 180 MMCs. Of those 180, 2 MMCs are from Louisiana who does not currently have an Institute and 5 MMCs were from Canada. We currently have 1 MMC application on file from the UK. This is a milestone for IIMC.
- A new Education team member, who is a great fit. Ashley has substantially lessened the load by not only taking over the CMCs, but also assisting with the organization of the files, contacting the members who have not submitted/ been reached out to in some time via email or phone call, and taken over an assortment of other projects which there were formerly not time for. This frees me up to catch up on my MMCs, which are now at 2-4 weeks (!!!), and also to assist Jennifer where needed, and cross-train.
- Our Task Manager automated letter system. This is one of the most wondrous things ever- I no longer have to stop whatever work I am doing to let clerks know that I have received their application supporting documentation (and some clerks send individual piecemeal applications, so you can imagine how many letters this is), the application is missing the proper forms, or fees, or both, or upon completion the 1-3 press releases, and the ID notifications, as well as the Education Chairs...As long as I scan and upload the paperwork properly into the IMIS database, the system takes over. Our membership knows when items have been received in a timely manner. I am now able to have the time to make phone calls and follow up with members, which was previously spent buried in performing the duties the Task Manager system does for me. This system is amazing, and the only way it could get any more magical is if it came with a top hat full of bunnies.
- Communication. I know the first 2 items demonstrate the communication that is going out to our membership, but the Education Department is driving it home with E-briefs. We'd like the membership to stay informed about the "new" Guidelines, new opportunities, and trends. In the past, there wasn't as much rapport between the Education Department and the membership, and confusion abounded. No more! There have been 13 E-

briefs from the Education Department in the last 12 months. Our numbers are looking great, and I believe this communication has been a great help.

3. 2011 Annual Conference

- **Scanning** – IIMC will continue the process of scanning during the 2011 Conference in Nashville.
- **Education Program** -The Education Department worked in conjunction with the Conference Committee and Nashville Host Education Committee to provide an excellent 2011 program for the membership. This year we will have 3 General Sessions, 8 Academy sessions, 2 Athenian Leadership Society Dialogues and 42 concurrent education sessions. The full schedule is now available on the website.
- **Conference Education Handouts** – With the Board's approval to go green with the conference handouts beginning with the 2011 Annual Conference, we have posted the handouts on our website and will provide a DVD of the concurrent education session handouts to the Delegates.

4. Institute Update

- **New Institutes** - With the assistance of the Program Review and Certification Committee in 2010 we reviewed and approved three new Institute proposals – Oklahoma MMC program, Missouri Institute and SLCC UK Institute. There have been no new applications received in 2011.
- **Possible New Institutes** -There are five other possible Institutes in the works right now; South Dakota, South Africa, Pennsylvania, Wyoming and Louisiana. The Education Department has sent them the requirements and is waiting for their proposals.
- **Kentucky Institutes Update** -With the retirement of long time Kentucky Institute Director, Barbara Combs last year, the Kentucky Clerks Association is looking for a new Institute to host their program. They have actively been working with the Education Department. The Education Department has agreed to grant the association a one-time exception to hold their annual Institute without an “Institute home”. The program will be submitted to IIMC for pre-approval.
- **Annual Reports** – Out of 44 Institutes the Education Department received reports from 30 of them (two were received past the deadline of 12/31/10), 12 Institutes did not submit a report and 2 were exempt due to one of them being new (SLCC) and one that cancelled their program due to the 2010 Conference (Nevada). This is the first time that Staff has enforced the guideline policy of submitting an annual report each year. The majority of the reports were well written, balanced and in compliance. However, in some cases we did have to point out inconsistencies in the program or courses that were not in

compliance with the Education Guidelines. We allowed those courses or inconsistencies to be awarded points. These particular Institutes were informed that they would not receive credit for these courses in future programs.

Staff was met with an exorbitant amount of resistance from a select few regarding these reports. We received comments that they felt that since IIMC took away the pre-approval requirement that the IDs were able to offer whatever programs they wanted. Staff explained that they do have that freedom as long as they comply with the Education Guidelines. As the certifying organization, IIMC and its Staff have the obligation to turn down courses that are not in compliance.

An example of an IDs comment is: "Given the above, there are two aspects in particular that we are concerned about. The first is that we feel the guidelines are misleading. In January of 2010, we received notice that "course review is not required for Institute programs" as described below from the new Education Guideline document. We interpreted this to mean we had full authority over the curriculum design and learning experience. We have spoken to a number of directors who are confused on this matter."

In March of this year, the Education Department met with Chris Shalby to discuss the 6 Annual Report requirements and how we could simplify the process for the Institute Directors. We agreed that we should remove the requirement for a copy of the Institute's budget as this was always met with some resistance, and as IIMC does not provide funds towards their budgets, we felt it was not necessary. We also agreed to remove the requirement for the attendance list and number of hours each participant attended due to the fact that we now require each participant to receive a certificate of completion that includes the number of hours they attended. This information was emailed to the Institute Directors on March 25, 2011.

- **Outside the US Institute Requirements** – The Education Department and Chris Shalby have created a report regarding how IIMC should view the education and certification requirements for our members outside of the US. IIMC cannot expect the "one size fits all" theory for our membership. We must look to other avenues for providing our programs. Please see Chris Shalby's report.

5. 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.

6. 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, website, phone calls and emails. This is keeping in compliance with KRAs #3 and #5.

7. Department Training

This past year, I have cross-trained Emily Maggard and Ashley Durmisevich on the duties for the Conference Education Program. Emily has learned to confirm and contract presenters, while Ashley has learned to create the session and conference evaluations, recruit and schedule conveners. In addition, they have both learned the overall aspects of the conference. They have been an extremely helpful and we plan to continue this training for future conference programs.

8. New Online Course Opportunities

The Education Department has added to the Online Learning Opportunities with ed2go. Courses completed through ed2go will earn 1 CMC Experience-Continuing Education point per 6 hours or 1 MMC Advanced Education point per 6 hours. Each course is approximately 24 hours long; there are 17 courses currently approved for credit. At less than \$100 each, this looks to be a great way for our membership to earn points.

The ed2go network consists of more than 1,800 top colleges, universities, and other organizations. Each ed2go course can be taken from home or the office, as they are taken completely online over 24 hours in a 6 week period. Each of the 17 courses approved by IIMC will be lead by a well- qualified instructor, and through an accredited college local to the member, and each course is priced under \$100. Once enrolled, students will be able to engage with their classmates, post questions and comments, and take quizzes that are automatically graded upon completion. Upon successful completion of the course assessment, a certificate will be awarded. Correction- IIMC receives a \$10 rebate for each enrollment through ed2go, not when they become a Learning Affiliate Network Partner. If this program takes off as we see it, this can be a revenue generator for IIMC. Staff has E-Blasted this information to the membership and plans to send it out several more times so our membership sees the opportunities available to them. The courses are six-weeks long, so at this time we do not know how greatly our membership has taken advantage of this program.

The Ramsey Executive Education, School of Public Affairs at Arizona State University is offering an online International Program in Management and Leadership, beginning July 15, 2011. This certificate program is designed to provide opportunities for people from countries around the world to discuss issues, share information, and learn tools and techniques to assist them, in enhancing government operations, wherever they reside. The International Program in Management and Leadership is open to IIMC members around the world. ASU welcomes participation from IIMC members.

The ed2go program along with Arizona State University's International Program in Management and Leadership have assisted in fulfilling the Education and Communication/Technology KRAs for additional online courses.

The Education Department is currently working on:

- 2011 Conference Education Program
- Marketing the CMC and MMC programs to our members who have never applied into either program. We are E-Blasting information to these members in hopes of having them apply into one of the programs.
- Bringing back the Louisiana Institute – The Education Department is working with the Louisiana Municipal League and Louisiana Clerks to bring back the Institute in their state. We have a conference call scheduled with the League on Tuesday, April 5th. Hopefully this will bring good news as we have several certification applications pending the renewal of this Institute.



To: IIMC Board of Directors
From: Budget and Planning
Date: April 1, 2011
Subject: 2011 Annual Report

Background

We are pleased to submit our May 2010 to April 2011 Annual Report to the Board of Directors of the International Institute of Municipal Clerks. Overall, IIMC's financial condition the past four years continues to improve. One of IIMC's major accomplishments this year was the pay off of its MCEF secured line of credit, approximately 3 years ahead of schedule. IIMC continues to maintain healthy reserves, was able to produce a profitable 2010 conference despite low attendance due to the economy and municipal budgets and continues to provide members with first rate education programs and membership services. The 2010 financials and notes are in this Agenda (2011 financials and Auditor's year end notes will be distributed at the meeting). Budget highlights and current and future concerns are addressed below:

Highlights:

- IIMC ended the 2010 fiscal year with an outstanding net profit of \$187,215. This is the 4th year in a row where IIMC has realized a year-end profit (2009 was in the positive before litigation);
- A general reserve fund of approximately \$230,000 has been established and untouched;
- A building reserve fund of \$20,000 has been funded;
- 2010 was the 3rd year in a row where membership dues exceeded \$1 million. 2008, 2009 and 2010 are the only years where the \$1 million mark has been achieved;
- Created an emergency 2011 conference reserve;
- Implemented a policy that IIMC Conferences must meet a 10% net profit of revenue;
- A membership dues increase of \$10 per municipality was implemented in 2011;
- Board meetings and Executive Committee travel are under projected budgets;
- Both tenants at headquarters are secured through April 2013 and 2014, respectively;
- Monthly Financial and Year-End Statements are reviewed by this committee and shared with the IIMC Board;
- New fiscal policies and procedures are being adhered to by the Executive Committee the IIMC Board of Directors;
- New recommended Board Policies that will ensure fiscal reliability for IIMC and embellish the financial processes include the allocation of EC/Presidential travel funds and establishing Future Conference reserves

Current & Future Concerns:

- The headquarters building is old and requires major repairs. To date, only a piecemeal approach has been undertaken and future repairs will prove to be costly. In September 2010, the Budget Committee approved the long-overdue repairs of the parking lot and sidewalk area around Headquarters at the cost of \$13,000;
- The impact of the economy on future membership and conference revenues;

- The funding of expanded education programs, although IIMC has not incurred any expenses to date, choosing to work with existing and viable options;
- Future Annual Conference attendance (including 2011) will, most likely, continue to reflect the economy, making conference budget projections untenable. The Board did take proactive measures beginning with the 2012 conference in terms of reducing IIMC's expense on the event side of the budget, not the education programs, and has asked management to reduce room blocks based on the lower attendance figures, and has or will be implementing policies to deal with less than anticipated attendance figures and to balance those with lowering expenses.

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.

MANAGEMENT'S RECOMMENDATION

We thank this committee for their input, insight and support this past year. We are pleased with the progress that the Board and staff continue to make in being timely with financial reports and adhering to financial procedures. We agree with the Committee that there are current and future concerns of which Management will need to stay abreast. The Executive Director's Update conveys those areas of immediate and long-term concerns and will present options to discuss at this year's budget planning meeting at headquarters.

Marian Karr, Chair

Eddie Meyers, Vice-Chair

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Honorable President and Members of the
IIMC Board of Directors

From: Elisa D. Olson, MMC
Conference Committee Chair

Date: April 1, 2011

Subject: Conference Committee 2010/2011 Annual Report



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

I would like to reiterate what I said in the mid-year report that this has been a GREAT committee this year, especially Vice-Chair Carol Jacobs. They have provided excellent input and comments on subjects we discuss. I am truly sad I will not be the Chair anymore, but I will be a member. The IIMC Staff has also been very informative and helpful – thank you Chris Shalby and Jennifer Ward.

Background

The Conference Committee was tasked with making recommendations on conference education topics, speakers, sessions, and general speakers. The committee also worked with staff in reviewing the overall conference process and how to improve upon existing formats.

Discussion

The goals that were 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.

In the mid-year report the Committee submitted information on this goal that the committee reviewed and commented on the Conference Education and Proposals for the 2011 annual conference. The Committee 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.

2. Recommend annual conference education sessions to staff to include those that would be beneficial to Region X and XI members.

A huge thank you to Tracy Davis, MMC, City of Keizer, OR for preparing the following information to be included in this report:

Beginning in 2007, an offsite tour was arranged for conference delegates from Region X and XI. This tradition continued at the 2008 and 2009 IIMC conferences. Following the 2009 conference, a survey was conducted by the IIMC International Relations Committee of the Region X and XI delegates to gather feedback on the offsite tour portion of the IIMC conference. In summary, the offsite tours were rated very high and all of the members requested continuance. Primary interest for offsite tours include:

- *Best practices of the host city;*
- *Government structure;*
- *Tour of the Clerk's office, Mayor's office, and Council Chambers;*
- *Attendance at a City Council meeting;*
- *Other sites that would offer generic functions similar to those performed by international governments (waste water facility, water production, disaster preparedness, information technology, etc.)*

Additional survey comments suggest tours should not be more than a half day in length and not conflict with a conference meal or a conference general session. Pre-tour information should be provided to each of the delegates from Region X and XI. The Region X and XI delegates who completed the survey felt these offsite tours were of educational value and should be awarded educational points.

If educational points are a key driver for attendance by Region X and XI delegates, offsite tours of educational value should be made a component of an IIMC annual conference. (As a side note, the IIMC Board of Directors considered the awarding of points at their 2010 Midyear Board meeting and voted to continue offsite events for Region X and XI and that staff review the education content to consider awarding educational points.)

In addition to the offsite tours, many of the current topics covered at the IIMC conferences pertain to and are of interest to the X and XI delegates. Suggested sessions such as international relations, leadership, management skills, communication, and technology are of worldwide interest. Another area of great value to the delegates of regions X and XI are the networking opportunities they have while attending an IIMC conference. We believe a conference agenda including all of these opportunities (off site tours, sessions of general worldwide interest, and networking opportunities) would provide a great benefit to our region X and XI participants.

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).

This goal is complete and Management submitted information on this goal at the Mid-year Board Meeting.

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.

This committee submitted several suggestions for a four-day Annual Conference. IIMC Staff is working on a plan and will have it available at May meeting in Nashville.

Financial

None

Summary and Recommendation:

Committee recommends that the 2011/2012 Committee continue to 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. Also to forward any recommendations for improvement to IIMC's Education Department.

MANAGEMENT'S RECOMMENDATION:

We appreciate this committee's work. As IIMC reviews how future conference sites will be chosen, we believe this committee's involvement will be instrumental. As of this meeting, the 2015 conference will be a four-day conference. Staff continues to work on the logistics without eliminating concurrent education sessions. The upcoming conference education program follows specific guidelines and process, a huge help to staff and those individuals interested in speaking at IIMC Conferences. Future objectives will be to review and revise the existing Conference Planning Manual and to, possibly, review the sponsorship packages.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Pam Kolacy, MMC
Vice Chair Education and Professional Development

Date: April 1, 2011

Subject: Year-end Report- Education and Professional Development Committee



Background

The Education and Professional Development Committee (EPDC) was re-established in 2009 by Past President Stratta. The purpose of the committee is to ensure IIMC provides excellence in professional education and development programs by serving as the sounding board for the Education Department; working in conjunction with IIMC in suggesting programs and outreach areas of education for Clerks; being the advocate in our members' professional growth; and continually visioning IIMC's overall educational philosophy from a global perspective. The EPDC is comprised of 30 members.

The Goals assigned to this committee this year are as follows:

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; and
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

Due to the number and intensity of the goals assigned to the EPDC, two subcommittees were created to address the Expansion of online education offerings and the possibility of developing a Leadership Program.

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

As reported in the Mid Year Report, the Committee responded to the International Relations Committee's request for Education Points for Region X and XI Offsite Program at IIMC Conferences. The EPDC requested that the Region X and XI Offsite Program component of the IIMC Conference annually be awarded education points and that IIMC determine an appropriate number of CMC and MMC education points for attendance annually.

Management's Recommendation:

This goal was completed and approved in February 2011. The conference offsite program was approved for 1 point per 2 in-class contact hours.

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

Since the absence of an Education Director, the EPDC has spent some time discussing the course to pursue for expanding on-line education offerings to the membership. This goal equated to two possibilities that were explored:

1. Have IIMC offer its own online education sessions.

A subcommittee was created to investigate software applications and other on-line courses available. This past year, Committee members viewed and participated in demonstrations and online education sessions.

The Committee looked to identify topics of interest that are compatible with on-line learning and which meet the IIMC curriculum. 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 re-create the wheel. California has had one webinar and the Florida Clerks have had four webinars that 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.

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 an appropriate level for the audience, continue to select topics and keep them up to date, and to 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.

Partner with other online education sessions.

IIMC staff identified ed2go as a partner for IIMC to offer online courses that are delivered through over 1,800 top colleges and universities. Staff identified 17 online courses that mirror the IIMC Education curriculum requirements. Each of these courses is offered for \$100 or less providing a reasonable cost to the membership. IIMC also benefits when they become a Learning Affiliate Network Partner with ed2go, receiving \$10 per enrollment. IIMC recently announced this partnership and staff has reported several members inquiring about the education sessions.

Management's Recommendation:

The ed2go program along with Arizona State University's International Program in Management and Leadership has assisted in fulfilling the Education KRA for additional online courses.

The ed2go network consists of more than 1,800 top colleges, universities, and other organizations. Each ed2go course can be taken from home or the office, as they are taken completely online over 24 hours in a 6 week period. Each of the 17 IIMC approved courses will be lead by a well-qualified instructor, and through an accredited college local to the member. Each course is priced under \$100. Once enrolled, students will be able to engage with their classmates, post questions and comments, and take quizzes that are

automatically graded upon completion. Upon successful completion of the course assessment, a certificate will be awarded. IIMC receives a \$10 rebate for each enrollment through ed2go, not when they become a Learning Affiliate Network Partner. If this program takes off as we see it, this can be a revenue generator for IIMC. Staff has E-Blasted this information to the membership and plans to send it out several more times so our membership sees the opportunities available to them. The courses are six-weeks long, so at this time, we do not know how greatly our membership has taken advantage of this program.

The Ramsey Executive Education, School of Public Affairs at Arizona State University is offering an online International Program in Management and Leadership, beginning July 15, 2011. This certificate program is designed to provide opportunities for people from countries around the world to discuss issues, share information, and learn tools and techniques to assist them, in enhancing government operations, wherever they reside. The International Program in Management and Leadership is open to IIMC members around the world. ASU welcomes participation from IIMC members.

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

This was completed in 2010 and reported in the October 1, 2010 Mid-Year Report.

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

The EPDC committee has discussed this goal and that the purpose of the Leadership Program would have to be established up front. IIMC would need to be clear about what the organization is trying to accomplish by establishing the program and what the specific benefit would be to the organization and to our members.

It was identified that the Athenian Dialogues already act as an official leadership program within IIMC. Another program might be designed similarly with broad guidelines from IIMC and responsibility delegated to the state organizations or the program created within the current Education guidelines.

Master level academy leadership classes approved by IIMC are currently offered with emphasis in Leadership within the existing educational structure. IIMC may want to establish a mechanism to consolidate these advanced leadership programs into a separate track at IIMC conferences.

It was also discussed that IIMC may want to establish a separate certification within IIMC for Leadership. The EDPC did express concerns regarding the potential redundancy and may create confusion within the certification process that has just been streamlined. Creating a new and separate curriculum at this point in time may not be feasible. In the current economic climate, many members are struggling to find resources to support any educational opportunities at all. In addition, IIMC does not have resources to commit to an entirely new program.

IIMC could partner with a university or another organization that has an International Leadership Program in place. This would eliminate the difficulties of creating a separate program through IIMC. There would still be concerns in determining how this program would fit within current IIMC education guidelines, how points would be awarded (if any), and who would administer the program.

Management's Recommendation:

We need a clear and concise direction from the Board as to what they want out of this program. The possibility of a Leadership Program could manifest, but it will take resources, a curriculum specifically designed for those that are interested in continuing their professional development after they've achieved their MMC and a Director of Education to create and implement such a program.

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.

As reported in the Mid-Year report, the Committee reviewed the letter that was created by staff on the CMC & MMC designation, found it satisfactory, 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

As the year proceeded, the EPDC Committee did not connect with PRC to discuss this goal. 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.

Management's Recommendation:

Please see Staff's report on outside of the US Institutes.

Financial

No financial impact at this time

Summary & Recommendation

Depending on the direction the IIMC Board would like to take, the Committee is willing to explore IIMC hosting its own webinars for education or partner with others who are already providing this type of learning tool. In addition, the Committee is also willing to continue to help IIMC with creating a Leadership program to create a niche for lifelong learning for IIMC Members.

Management's Recommendation:

We recommend holding off on hosting our own webinars and programs until a Director of Education is hired. Unfortunately, our current Education Department Staff does not have the time or resources to dedicate to hosting programs.

THANKS AND APPRECIATION -The EDPC expresses its appreciation for the opportunity to serve IIMC and respectfully requests that the IIMC Board of Directors consider these recommendations for future education opportunities. Your Chair is especially grateful to Pam Kolacy and Colleen Nicol, the chairs of the subcommittees, and to the members who gave their all in a very short time to meet the goals given to this important Committee.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Sharon Cassler & IIMC Board of Directors

From: Susie Corbitt, MMC, Chair
Brenda Kay Young, MMC, Co-Chair

Date: April 1, 2011

Subject: IIMC 2010/11 Membership Committee Annual Report



Background: The Membership Committee met on May 24, 2010 in Reno, NV in conjunction with the 64th Annual IIMC Conference. I was unable to attend due to budget restraints in my municipality, but wish to thank Out-Going Chair Mary Johnston for conducting the meeting along with Vice-Chair Brenda Kay Young. The Committee also held a Telecom on June 15, 2010 to review the goals and objectives for the 2010/11 year.

Discussion: The Committee has dedicated many hours on the Goals and Objectives during the past year. The major objective of this Committee is focusing on membership with not only increasing membership numbers, but retention of members. Unfortunately IIMC's membership decreased this past year. The Committee believes budget constraints along with the economy played a major role in the reduction of members. The Committee certainly hopes the coming year will see a reversal in that trend, especially since we have seen this pattern for the past two years. Membership as of the last report distributed in March 2011 was at 9,365 total IIMC members, 103 canceled members, 7 reinstated and 50 new members.

- The Committee, again this year, has been given the task of personally contacting IIMC members and inquiring about their membership along with addressing any possible concerns through the Goodwill Email Program. This task is still ongoing and is to be completed by the Committee members in May 2011. To date, there have been no major issues raised by the membership. IIMC Staff Liaison Janis Daudt reported at the March 3, 2011 teleconference that the majority of the membership committee had not returned membership responses to her and that it was important that they complete their lists. The Committee recommends this practice continue next year as it lets the membership know that IIMC cares about their membership and will address any issues that arise with these contacts.
- The Committee contacted "Soon to Be Cancelled" members to remind them of their dues payment and to obtain any changes to the member's information. As mentioned earlier, budget constraints and the economy has been the response from members who have not renewed their membership. There have also been a significant number of retirees who did not care to take a retiree membership.
- The Committee has been diligent preparing the Region of the Month articles to be published in the News Digest. To date, all but Region X and Region XI have been

published in the News Digest. This year we have highlighted the Clerk of the Year or the State/Provincial President. The issue to be published in April also has pictures included to further assist our members to place a face with each highlighted person. Hopefully we will continue this process as long as our contacts are receptive to our requests. The response from these articles has been very positive and therefore, the Committee recommends these publications continue next year.

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

- IIMC Region Director Membership Drive continued this year and was completed in February. There have been a total of 29 new member clerks recruited under this initiative. IIMC Region V Director Debbie Batliner won the membership drive competition with IIMC Region IX Director Peggy Hawker at second and IIMC President Elect Colleen Nicol at third place in this competition. The committee thanks all the IIMC Region Directors with their efforts to increase our membership. The Committee recommends this Membership Drive be implemented again next year.
- The IIMC Board of Directors approved the IIMC Institute Director Membership Drive at midyear. The Program provides to the Institute Director who brings in the most new members the following: Free conference registration and free housing reservations with a maximum of 5 days to the conference for the week in Portland, Oregon during May 20 through May 24, 2012. To date, we have received one new member through this member drive. The Committee recommends the Institute Directors Membership Drive also be implemented again in the coming years.

Financial: The Committee requests the “Institute Director Membership Drive” continue and further requests funds be allocated for what we hope to be a very successful program.

Summary: The Committee has worked diligently this year with the goals that were presented to this committee.

Recommendation: The committee request in the upcoming year that some programs be put into place to address the gap between the State Association membership and IIMC Membership without conflicting with the Institute Directors Membership Drive program.

It has been a great honor and privilege to serve as Chair of the IIMC Membership Committee. The Committee has undertaken any request made of them to complete assignments given to them throughout the year. They are to be commended for their dedication and service to IIMC:

Brenda Kay Young, MMC Nashville, IN
Mary Johnston, MMC Westerville, OH
Kassie Van Remortal, University of Wisconsin
Sarah Bydalek, Walker, MI
Mary Cusick, MMC, Santa Clarita, CA
Brenda Dennis, CMC, Schertz, TX
Denise Jordan, CMC, Gainesville, GA
Wanda F. Wells, CMC, Titusville, FL
Jennifer Hudon, CMC Manitowoc, WI
Claire Lider, CMC Battle Ground, WA
Lydia V. Ozuna, MMC Wichita Falls, TX
Claire Welch, CMC Stillwater, OK
IIMC Vice-President Brenda M. Cirtin, MMC Springfield, MO

The Committee would also like to extend our gratitude to IIMC Staff Liaison's Janis Daudt and Tammy Schultz for their leadership and hard work this past year. I would have been completely lost without all their immediate responses to my questions and requests. They do an exceptional job serving our IIMC members.

MANAGEMENT'S RECOMMENDATION

Although fairly new, the Institute Directors' membership drive seems to be generating minor interest. It will be brought up at the Colloquium during the conference. The continuation of the state/provincial/national articles are an excellent source of spreading association news and the connection between members. Upon embarking on a new membership strategy and campaign, IIMC will utilize this committee toward reaching new objectives.

As to the committee's recommendation regarding "putting some programs into place to address the gap between the State Association membership and IIMC Membership without conflicting with the Institute Directors Membership Drive program," is not something with which staff is familiar. Perhaps, the incoming Committee can expound on their recommendation.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

From: DIANE E COLLINS, MMC, MENTORING
COMMITTEE CHAIR

Date: MARCH 31, 2011

Subject: FINAL MENTORING COMMITTEE REPORT



Current Goals given to the committee with results following:

1. Increase of the number of mentees by 1/3

In May of 2010 there were 64 Mentors and 49 Mentees. Currently there are 77 Mentors and 55 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.

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.

After the conference, Janis Daudt sent 68 letters and mentor brochures to the First Time Attendees and visitors that signed in at the table.

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. There are plans for another in the future.

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

"Global Perspective on Mentoring." is the session being planned for the Nashville conference. A panel will be made up of several mentors from around the region. This session will provide an exchange of ideas on the global differences and effectiveness of various mentoring programs from the US and abroad. It will also assist in gaining a fresh perspective on mentoring - Why is a mentor a good idea? What are the benefits for the mentor, the mentee, the municipality, the community and the Municipal Clerk profession? Vice Chairman, Colleen Ingman has been very involved with the panel.

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
Wellness

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

Claire Lider is working on this. Rough draft is attached.

Additional work done:

I recently e-mailed all the State Presidents with a copy of the Mentor Brochure and asked them to promote the Mentor program at their State conferences and State Institutes.

Mentor Committee Members were reminded 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.

Janis Daudt has purchased a new table cover for the Mentor Table at the request of the committee.

Ideas from the Committee Members:

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

Possibly come up with a gimmicky 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.

Informational purposes only:

May 2009- 24 assigned mentors, 25 assigned mentees, 19 unassigned mentors, 3 unassigned mentees

May 2010- 49 Mentees, 64 Mentors,

August 2010- 57 Mentees, 72 Mentors

March 2011 - 55 Mentees and 77 Mentors to date.

Thank you for the opportunity to serve as the Mentoring Committee Chair. IIMC's Janis Daudt and Mentor Vice Chairman Colleen Ingman, MMC provided a great deal of support along with the committee members. Respectfully, Diane Collins

MANAGEMENT'S RECOMMENDATION

This committee continues to grow, and to serve a useful purpose to IIMC. We will publish articles as they are produced and help the committee with promoting their services to IIMC members. IIMC currently has a Mentoring Brochure and Management does not feel the need to produce a flyer at this time.

Connect with Clerks

Mentoring Program

A benefit of being a member!

The International Institute of Municipal Clerks Mentoring Program is one of the many resources that IIMC offers. IIMC offers excellent mentoring services for the new clerk or the clerk experiencing new duties and statutory changes.

If you have an existing state association program...

IIMC's Mentoring Program is the perfect compliment to a State Association program. IIMC's Mentoring Program offers a large pool of clerks that can assist based on their experience and their local government structure. Can you imagine the power of your mentoring program when you are not only able to match your clerks with someone from your state, but someone who also works in a similar jurisdiction in another region of the country? IIMC also can assist you with finding an "expert" in whatever area of assistance or training that a clerk needs.



...we can add valuable resources.

If you are in need of a mentoring program for your state...

Utilize the existing Mentoring Program through the IIMC! Spread the word to your membership and let IIMC do the rest. We have Mentors waiting to assist your clerks and help facilitate knowledge sharing throughout the region.

Start connecting today!



Contact the IIMC to learn more about how the Mentoring Program can be a valuable resource to your membership:

Janis Daudt, Director of Member Services:

janis@iimc.com
(909) 944 - 4162

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Patrice Fogarty, Chair of Program Review and Certification Committee

Date: March 25, 2011

Subject: Program Review and Certification Committee Annual Report



The following goals were set for the 2010 Program Review and Certification Committee (hereinafter referred to as PR/C or Committee). The PR/C is pleased to forward a report 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. This goal is ongoing and is on the list for next year's PR/C, as well.

2. Provide review of new on-line educational programs.

The PR/C stands ready to review any future on-line educational programs. This goal is ongoing; and it is recommended to be on the list for next year's PR/C, as well.

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 members have been submitting to IIMC headquarters short news articles in the form of a monthly question and answer on a particular aspect of the Education Guidelines. The PR/C continues to work closely with staff to ascertain which tenets of the Education Guidelines may be most challenging to our clerks in an endeavor to clear up any mysteries or confusion. This goal is ongoing.

4. Expand the Educational Ambassador Program.

The PR/C waited until the education director was onboard to receive direction and clarification on Goal # 4 regarding the Educational Ambassador Program. This goal is ongoing this year and is on the list for implementation by next year's PR/C, as well.

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. This goal is ongoing this year.

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.

After careful review, President Cassler and President Elect Colleen Nicol both agree that the goal regarding Institutes outside the US can be dropped from the list of goals. Our current guidelines cover this; and they believe that the conversation to establish this goal came about during the Strategic Planning sessions. The Education Group just asked to look into it to see if there was anything that needed to be added or changed. According to Staff, the guidelines are working because we do have New Institutes popping up in Regions X and XI. Susan Phillips was copied on the emails regarding this decision as she is the Chair of the Education Committee so that she, too, will know to focus on other goals which have been assigned.

MANAGEMENT’S RECOMMENDATION

Minor correction in that there are no new Institutes pending in Region X. Other Institutes in that the Education Department has worked with are covered in the Education Report. Also, in the Executive Director’s Update – a report on Region XI and Certification conveys some of our concerns and will need the Board’s approval.

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. If staff wishes for this goal to be added to next year’s PR/C, it would be good. This goal has not been worked much this year.

MANAGEMENT’S RECOMMENDATION

The Education Department has been consistent in conveying new information regarding Education programs and guidelines. Management believes it’s best to keep this responsibility in-house since the majority of questions from members come through headquarters.

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.

Regarding the PR/C’s Goal No. 8 – Appeals Process – I received information from a majority of the PR/C members, and they all agree that staff is doing a fine job, and find their internal procedures to be sufficient. If they are systematically followed, the PR/C does not believe there is a need to change their internal processes. Eventually an appeal would make its way to the PR/C, if all other avenues fail. I’m not sure we need a written policy on who may appeal or limit what issues may be appealed – all issues will be related to the Education Guidelines. The PR/C believes the internal process needs to be completed quickly – but what is “quickly”? The PR/C believes within three to five working days is a good rule of thumb. As far as a formal process, the PR/C believes if an appeal makes its way to the PR/C, that IS the formal process. The PR/C does not believe staff should limit what is ultimately sent to the PR/C, because if a clerk is intent on appealing “all the way up the ladder,” the PR/C will consider it.

MANAGEMENT'S RECOMMENDATION

The Appeals Process was discussed at the 2010 mid-year meeting and the Board voted not to have appeals process. As to the PR/C's assumption that "staff should not limit what is ultimately sent to PR/C" – this is not a true statement since staff works collegially with all its assigned committees. The other issue in this matter is confidentiality. Members may not be aware of this, but third parties cannot review other members' applications. If the internal process refers to the "wait" time between applications, that has been streamlined and that issue is no longer viable.

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.

On the assumption that holding a notary certification/license is a legal designation, which comes with legally binding tenets, and training should take place, the PR/C offers the following comments and recommendations to the Board and staff.....

For the CMC: if the state requires the clerk become a notary and take required training, the training could be considered as education as far as earning points and counted as we do other "miscellaneous courses that have not gone through the Course Review process, but are on an approved list of appropriate subjects" – 1 point per 6 in-class contact hours. If the state doesn't require the clerk become a notary and take required training, then notary training could be considered as a "business or vocational course" related to the municipal clerk's position and earn 1 point per 10 in-class hours of training.

For the MMC: if the state requires the clerk become a notary and take required training, the training could be considered as education as far as earning points and counted as we do other courses taken in a "professionally-related seminar in approved subjects" – 1 point per 6 in-class contact hours. If the state doesn't require the clerk to be a notary, then no points for training toward advanced education.

MANAGEMENT'S RECOMMENDATION

The Research and Resource Committee conducted a survey last summer/fall regarding the Notary Public training and the awarding of points. Only 17 responded and the answers were inconclusive. At the ID Colloquium in 2010, even the IDs couldn't agree as to how this would pan out since there is a huge discrepancy in Notary training from state to state.

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 previously recommended 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

MANAGEMENT'S RECOMMENDATION

This was discussed at the 2010 mid year meeting and the Board approved awarding certification to retired Municipal Clerks. This is current policy.

11. Determine whether certification points for serving on committees should be allowed for members pursing the CMC designation.

The PR/C previously recommended allowing certification points for serving on committees for members pursing the CMC designation, effective immediately. 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.

MANAGEMENT'S RECOMMENDATION

This was discussed at the 2010 mid year meeting and the Board approved awarding certification points to those who serve on IIMC Committees. This is current policy.

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.

MANAGEMENT'S RECOMMENDATION

This goal is no longer required.

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.

MANAGEMENT'S RECOMMENDATION

This was discussed at the 2010 mid year meeting and the Board approved awarding points to hold an off site education program for the Region X and XI Conference attendees. This is current policy.

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 previously recommended, effectively immediately, that MMC points be allowed.

MANAGEMENT'S RECOMMENDATION

This was discussed at the 2010 mid year meeting and the Board approved allowing the above-mentioned updates toward the MMC application. This is current policy.

15. President Cassler requested the PR/C consider whether a pending CMC application prevents earning MMC points for attendance at an educational opportunity while the CMC application is in the queue for approval.

The PR/C previously recommended allowing a clerk with a CMC application pending at headquarters to earn credit for education completed while the CMC application is in the queue for review by staff. If the clerk doesn't have enough points for the CMC, then the training taken in the interim can instead be applied to the deficit in points on the pending CMC application.

MANAGEMENT'S RECOMMENDATION

This was discussed at the 2010 mid year meeting and the Board approved the recommendation regarding pending applications and the continuation of the MMC program. This is current policy.

16. President Cassler requested the PR/C consider a couple of issues regarding the taking of an assessment after attending an Athenian Leadership Society dialogue.

- The first point in question is whether an assessment is required after a dialogue if the clerk isn't seeking to earn CMC/MMC points;
- The second point in question is if the clerk is not seeking CMC/MMC points, is the taking of an assessment required for credit as one of the ten required dialogues if the clerk is working toward becoming a Fellow in the Athenian Leadership Society.

All members of the 2010-2011 PR/C, save one, emailed their response to this question and unanimously concurred that according to what the 2009-2010 PR/C recommended and what was adopted by the Board, the 2010-2011 PR/C does not believe an assessment is required for a clerk not seeking to earn CMC/MMC points, and the completed Dialogue (sans assessment) would count as one of the 10 needed toward induction into the Athenian Leadership Society. The PR/C requests the Board clarify whether a Dialogue assessment is required to be completed for clerks who are not seeking to earn CMC/MMC points. The PR/C recommends 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.

MANAGEMENT'S RECOMMENDATION

This was discussed at the 2010 mid year meeting and the Board approved the recommendations regarding the Athenian Dialogues assessments and Fellowship. This is current policy.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Officers and Board
From: Lisa Johnston, RM Chairman
Date: 04/01/11
Subject: Records Management Committee Mid-Year Report



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 still plans to submit an article on the on-line training classes (IPER) sponsored by the Council of State Archivists.

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.

In March 2011, the questions were reworded, reviewed by both committees and launched March 23, 2011. A second reminder was sent to clerks during the week of April 4th, and all survey results were due in mid-April. The committee will work with staff to review and submit the results to the board, hopefully, as an addendum to this report.

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.

Paul has submitted the following report:

In August, 2010, the Municipal Clerks Education Foundation was notified that the National Historical Publications and Records Commission had awarded a grant of \$20,163 for the publication of an archives and records administration technical bulletin series. The project will produce basic, easy-to-understand archives and records administration e-bulletins for municipal and county officials who have responsibility for the custody and care of their communities’ historical records but who have little training, little experience, little knowledge, little time, and few resources available to meet those responsibilities. This series will include a revision of 12 of the 13 titles published by the International Institute of Municipal Clerks (IIMC) and the National Association of Government Archives and Records Administrators (NAGARA) between 1992 and 2000 and the introduction of four new titles: *Selecting and Using Document Imaging Systems, E-Mail Management, Managing Electronic Records, and Preparing for eDiscovery*

In May 2008, IIMC’s Records Management Committee proposed to revise and re-issue the 2000 technical bulletin series and contacted the NAGARA Board of Directors. As both organizations evaluated financial and personnel resources available for the project, it became clear that neither had the ability to support the project, in its entirety, solely or jointly. As such, in May 2009, the Committee amended one of its annual goals to read: “Pursue grant funding to revise the records management technical bulletins.”

There is a 50% cost share required for this project. As such, members of IIMC's Records Management Committee and NAGARA's Board of Directors will assist as pre-publication reviewers. IIMC's publications staff will format the bulletins for publication, and MCEF, IIMC, and NAGARA will all assist in the promotion, online posting, and distribution of the publications. NAGARA will make a cash contribution toward expenses associated with this project to meet the 50/50 cost-sharing requirements.

In order to assess the distribution and use of the publications, the organizations will employ web analytics and surveys over a (minimum) six month period to measure views and downloads and to identify subject areas of interest to site visitors. This, in turn, will provide insight into those archives and records administration subjects which might be of interest to attendees at both organizations' annual meetings and may lead to the publication of future technical bulletin titles on subjects closely-related to the publications most viewed online.

During the first six months of the grant period, project leaders needed to: construct a project wiki for use by the editor, authors, and project leaders; confirm an editor for the project; recruit qualified authors for the 16 proposed technical bulletin titles; and get the writing of the technical bulletins underway.

At this time, authors have been selected for all 16 titles; most have submitted outlines for their technical bulletins; two have submitted first drafts; and a Google Site has been constructed for announcements, sharing of materials, and keeping those involved in the project on track. Records Management Committee reviews of the first drafts will begin on or about June 1. The final date for finished text to be submitted to IIMC for design, layout and production is September 1, 2011. E-copies are scheduled to be available by December 1, 2011. IIMC may also make print copies of the bulletins available through its bookstore.

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]

Until the completion of the Records Management survey (item no. 3), the committee did not have sufficient data to begin work on this item. Since the survey results will be available at the end of this committee's tenure, we would recommend that this item be added to the 2011-2012 committee goals.

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 for 2011-2012.

Summary

The committee has completed its assignment for Goal #1 (Recommend Records Management topics for the annual conference) and by the Board meeting, will have completed Goal #2 (Submit two articles to News Digest). Goal #3 (survey) has been sent to the members, and we hope to have some preliminary numbers for the May board meeting.

The remainder of the goals, except for Goal #5, are in progress. We believe that once the survey is complete (Goal #3), it will be easier to begin working on Goal #5, and therefore, Goal #5 should be added as a continued goal for 2011-2012.

The Committee has been most energetic and responsive as a mostly e-mail committee. As a result, the committee has been successful in achieving most of our goals. We will continue to monitor Records Management topics and issues and bring that information to our IIMC members.

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.

It has been my privilege to serve as the Records Management Committee Chair for a second time. I look forward to the continued activity of the committee on records management issues for IIMC.

Recommendation

Now that IIMC is using scanning to track attendance at sessions, and with the help of Janet Pantaleon, we were able to summarize attendance at Records Management sessions in Reno. We found:

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

For IIMC HQ: continue to work on implementing the document imaging program. While we are aware that HQ is short staffed, we believe the overall benefit to IIMC would justify pursuing this project. One way would be to adopt a “from this time forward” and concentrate on adding new items as they are created. Old items would be added based on some assessment of the need to access them and/or the ability to search within the documents. A number of our members have experience with this program and would be pleased to assist HQ in the project.

For IIMC HQ: As an organization of 60-plus years, IIMC maintains an archive of the history of the organization. To further the staff knowledge and ensure that these files continue to be protected and preserved, we would recommend attending a workshop such as the one sponsored by the Society of American Archivists entitled “Association Archives – Managing Your Institutional Memory” or work with the archival community in California to improve staff practices.

MANAGEMENT'S RECOMMENDATION

As always we appreciate this committee's help in all things regarding Records Management. The conference schedule is set and there are sessions on this topic.

Committee member Steve French has contacted us regarding his article. We have space reserved for publication and look forward to receiving it. We realize Steve is extremely busy, so the deadline is open. The same applies to Lisa Johnson's article on Council of State Archivists – which are exhibiting with us this week.

Survey on Records Management and Best Practices

The first survey was distributed on 4/1/11 and the second survey was distributed on 4/6/11 with a deadline of 4/15/11. A report may or may not be available at this Board meeting, depending on time.

Regarding the Grant: We are waiting on the Committee's final draft, due this September, to design the Bulletins. This is long overdue and we're excited about providing members with new publications.

Regarding HQ document imaging and archiving historical materials:

In 2009, IIMC purchased a special data server to help with storing archival materials. Staff currently utilizes the Task Manager software that was purchased in 2010 to adhere to the Board approved records retention schedule. We've improved internal practices in several departments, but we're still on-going in that regard. We've retained quite a bit of history, Board agendas, etc., but to be truly integrated and up to speed would require costs and, more importantly, staff time, which we don't seem to have.

We will continue to plug along as best we could. One area of archival history that will be available to the membership is the 50th Anniversary Book that was issued in 1996 has been converted into PDF format and will be uploaded to the web site once it receives its final edit. This will accomplish two things: 1) allow members to access IIMC's history; and 2) continue to preserve historical data.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Chris Shalby, Executive Director
From: Randy Reed, CMC, Chair Research & Resource
Dawn Abrahamson, MMC, Vice Chair
Date: April 4, 2011
Subject: 2010/11 Annual Committee Report



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. Also in attendance were President Elect Sharon Cassler and Vice President Colleen Nicol.

In keeping with the spirit of the goals and objectives for the year, the Committee's primary task was to respond to numerous requests from clerks for information.

As mentioned in the mid-year report, the Committee distributed a survey regarding Licensed Notary Public and was to provide the results to the Program Review and Certification Committee. As noted by Management in their recommendations, 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. At Management's suggestion, the survey will be revised, with the Education Department's input, and resubmitted to the membership if this is still a viable issue

The Committee also reviewed a survey from the Records Committee and forwarded its suggestions on to the Committee.

Financial: None

Summary: As mentioned in the Mid-Year Report, 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 the job done." We are hopeful the Committee will be able to re-engage in the coming year to continue to address the much needed work on the following:

1. Review and update all publications offered to the membership.
2. Continue to 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.

Recommendation: As noted above, the Committee will need to complete the review of 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, and develop a structured online resource center that IIMC members may access as needed.

It has been an honor and privilege to serve as Chair of the Research & Resource Committee. In light of the current economic crisis which has impacted the Committee's ability to contribute to the work plan for the year, the Committee has stepped up to the plate as best as humanly possible. They are to be commended for their dedication and service to IIMC.

Dawn G. Abrahamson, MMC, Fremont, California
Nicole Armour, Wyoming, Delaware
Tammy Barkley, CMC, Cayce, South Carolina
Connie Bunting, CMC, Caldwell, Ohio
Donna L. Gura-Tadey, Lockport, Illinois
Kathie Hart, CMC, Palm Springs, California
LaVette Elizabeth Henningan, MMC, Ashtabula, Ohio
Kim Jones, Institute Director, Fayetteville, Arizona
Kathleen Midstokke, MMC, Downey, California
Kacie L. Paxton, CMC, Ketchikan, Alaska
Gwen Peirce, CMC, Calabasas, California
Regina Russell, CMC, Acworth, GA
Barbara Riegel Wayne, Oceanside, California
Kathy Wingo, CMC, Lucas, Texas
Barbara Blackard, MMC, Clarksville, Arizona
Debra Owen, Sioux Falls, South Dakota

The Committee would also like to thank IIMC Staff Liaison Tammy Schultz for her guidance and hard work this past year.

MANAGEMENT'S RECOMMENDATION:

This committee's value is in its quick response time to members' questions and needs. It would be a huge step forward if we can start an in-depth review process regarding some of IIMC's technical bulletins. It's been years since they've been updated and, at one time, were a good source of ancillary revenue. However, realizing the impact of the economy on our members, reviewing, writing and editing bulletins is a time-consuming task that may be too arduous for our volunteers. If this committee finds itself too busy for the editing portion of its goals, then Management recommends that IIMC look to an outside professional to create these types of publications.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee & Board of Directors
From: Terri Kowal, MMC
Date: April 5, 2011
Subject: Annual Election Committee Report



Background

During the past year, the Elections Committee has administered an election for IIMC constitutional amendments, and approved language for additional amendments. The first election was conducted in September, 2010 by ballots delivered by both email and USPS.

In addition, the Committee began the lengthy process of reviewing and updating the elections manual. We reviewed the first section, and together made suggestions for alternative language to bring the manual into sync with the current constitution. We are submitting those proposed changes to the Board with this report for comment and suggestions, and request the 2011 – 2012 Elections Committee continue on with this task.

In February we administered an election for a Region II Director.

Discussion

As reported in our mid-year report, the electronic voting process was very successful. The members received 3 notices of the upcoming election from IIMC, and many state presidents send out notices to their members. About 730 votes were cast. Of those, 222 were cast as paper absentee ballots. Those ballots were hand counted by members of the Election Committee and destroyed one week following the election.

The results were tallied while maintaining the secrecy of the voting, and security did not appear to be an issue.

Financial

Outside of the cost of the paper ballots and postage, this committee did not expend any funds.

Summary

This was an exciting year for the Elections Committee with the tasks presented to us. Chris Shalby and the staff at IIMC were wonderful to work with, and we thank them for all their assistance. The articles submitted on behalf of the committee for the elections were well written, concise and very informative.

Recommendations

The incoming committee should plan to continue on with the efforts to update the Elections manual. Although it will be a lengthy project, we can create a “living” document that can be updated with each constitutional change.

Electronic voting should be continued and expanded upon. The cost savings to the IIMC will be significant, and the members seem to be more than willing to embrace it.

Upcoming Events

The Election Committee will be meeting in Nashville on Tuesday, May 10, and will be counting the ballots on Wednesday, May 11, 2011.

Comments

I would like to take this opportunity to thank the members of the IIMC Board, the Committee, and staff at IIMC for allowing me this opportunity to serve as Chair of the Elections Committee. Although we were unable to finish revising the manual, I feel we were limited only by time, not by talent or ambition. It has been an honor.

Respectfully submitted,

Terri Kowal, MMC
Chair Elections Committee

Attached: Draft section 1 elections manual w/ proposed changes

MANAGEMENT'S RECOMMENDATION

First and foremost, the Elections Manual is in dire need of revisions. The Committee's objective to make it a living, working document is an excellent start, but must be their number one priority. The attached section is a good beginning; however, in management's opinion, still needs work to be finalized.

We agree that all IIMC elections should be conducted electronically. However, the Constitution does not make for that provision regarding Region Director and Vice President candidate elections. Article XI states that **“all Region and Vice President elections shall be conducted by ballots.”**

Article XIII – Amendments to the Constitution -- does make the provision that **“Amendments approved during the ABM shall be mailed (or transmitted by electronic methods when feasible)”**

HISTORY

The 2008 VP election was conducted by ballots (using an outside vendor) and cost IIMC approximately \$10,800. There has not been a contested VP election since.

IIMC used ballots to conduct the 2011 Region II Election and cost approximately \$660.

Management agrees that all elections should be conducted electronically, but the former (Region and Vice President) will need an amendment to the Constitution and this can only be accomplished at the 2012 Conference. If the Board wishes to go this route, then the Elections Committee needs to be directed to produce the revisions to the Amendments and have them vetted and ready for the 2011 mid-year board meeting in order to distribute them next Spring prior to the 2012 Conference.

**SECTION I:
IIMC PROCEDURES FOR ELECTION
OF REGIONAL DIRECTORS BY MAIL**

1. Upon receipt of nominating forms for Regional Directors as per IIMC Constitution, Article VIII, the Executive Director shall determine that the candidate(s) have met all qualifications as set forth in the Constitution and Policies and shall notify the candidates, the Board of Directors, and the ~~Elections Coordinator (chair of the Elections Credentials Committee)~~ **Chair of the Elections Committee**, of the status of the candidacies and any mail elections for regional directors which will be necessary. Such notification shall be in writing via mail or fax **OR EMAIL?** within five (5) business days after the filing deadline.

If more than one qualified candidate files for the office of Director of a region by the filing deadline, the Executive Director shall call an election within that region and shall design the ballot to be used for that region. The ballot shall conform as closely as possible to the design of the Sample Mail Ballot for Regional Director. (See page 15 of this section for a Sample Ballot.) Names shall be listed alphabetically by last name. The Executive Director shall submit the proposed ballot for review by the chair of the Elections ~~Credentials~~ Committee and IIMC President.

2. No later than sixty (60) days prior to the commencement of the Annual Meeting of the organization, the Executive Director shall notify all active voting members within each region of those candidates who qualify for the office of Regional Director. *** Each active voting member **(SEE BELOW IN NUMBER 5, WHERE IT STATES ONE VOTE PER MUNICIPALITY)** within the region should receive a cover letter explaining the details and procedures for the election (applicable dates, etc), a Ballot for that region, and a Ballot Return Envelope. Samples are provided on pages 14-16 of this Section.

3. All ballots must be returned in the Ballot Return Envelope to be counted. Ballot Return Envelopes must **be postmarked on or before the deadline** for the receipt of voted ballots. The deadline for the receipt of voted ballots will be twenty (20) days prior to the Opening Session of the Annual Conference. (This date will be different each year but will fall sometime at the end of April.) Ballots **received after the deadline will not be opened or counted.** **Contrary statements – they cannot be postmarked and received at the same time, right?**

To facilitate the processing of the ballots by IIMC staff and the ~~Elections Credential~~ Committee, Ballot Return Envelopes should have the following information blanks on the outside of the envelope to be filled out by the voter: Region #, Name of Voter, Municipality, State, ~~and~~ Country, and Signature of the voter certifying that he or she is the person who has voted the ballot. (See illustration for ballot and envelope design).

4. Voters will supply return postage to IIMC Headquarters. Upon receipt, IIMC Headquarters will stamp each Ballot Return Envelope with the date received, secure the envelopes for safe-keeping, and deliver the envelopes unopened to the ~~Elections Credential~~ Committee **Chair of the Elections Committee (or his/her designee)** during the IIMC Annual Conference.

5. During the annual conference, the IIMC President shall appoint at least three voting members from each region in which a mail election has been held to assist the Elections ~~Credentials~~ Committee in qualifying and counting ballots voted by mail. The ~~Credentials~~ **Elections** Committee **and additional appointees** will meet during the Annual Conference, prior to the Annual Meeting, to open, tally the votes, and process election returns. **The counting process takes 2 – 3 hours. (Remove – not needed or maybe not even accurate.)**

Supplies Needed for Counting Voted Ballots for Mail Elections

12" Rulers

Highlighters

Pens

~~Electric~~ Letter Opener(s)

Membership List(s) sorted by Region

Before counting ballots, the ~~Credentials~~ **Elections** Committee will verify that each ballot was **received by the deadline, (POSTMARKED?)** was cast by an eligible voting member of the region for which the election was conducted, and that *****only one vote was cast for each member municipality**. Ballots will be counted and election returns processed according to procedures for elections held at IIMC conference.

During or before the Annual Meeting, the chair of the Elections ~~Credentials~~ Committee will announce the results of the Regional Directors elections conducted by mail. The announcement of Results of the Mail Election shall include the number of ballots mailed, the number of ballots returned by the dead line, **the percentage of voting members in the region voting, WHY?** the number of ballots qualified and counted, and the number of votes each candidate received. See sample report in Exhibit H of this manual. **And, Each** elected Director will be introduced by the presiding officer at the Annual Meeting.

6. Mail ballots will be destroyed at the same time as ballots from the elections held at annual conference.

The following Election Calendar summarizes procedures for Mail Elections of Regional Directors:

ELECTION CALENDAR

2 months prior to Candidate Announcements	December <i>News Digest</i>	List of offices to be elected, qualifications for candidacy, and an outline of the nomination/election procedure printed in IIMC <i>News Digest</i>
2 months prior to annual conference ISN'T FEB 1ST ABOUT 4 MONTHS PRIOR TO THE CONFERENCE?	February 1st Within five (5) business days after the filing deadline, the Executive Director shall certify the candidates and notify the candidates, the Board of Directors and the Chair of the Elections Credentials Committee of the status of candidacies. (45 days for Regional Elections by Mail to be called and preparations made)	Filing Deadline; Nominations due to IIMC
60 days prior to annual meeting	Date varies, but usually mid-March (40 days for voters to mark and return ballots to IIMC)	Mail Ballots sent to Active Voting Members of Regions-ONCE AGAIN – VOTING MEMBERS OR ONE PER MUNICIPALITY? Sample Cover Letter, Ballot and Return Envelope are provided on pages 14-16
20 days prior to Opening Session of annual conference	Specific date at end of April (IIMC Annual Conference during 2 nd or 3 rd week in May)	Voted Ballots must be postmarked and returned to IIMC in Ballot Return Envelopes

March 20, 2001

TO: IIMC Region VIII Eligible Voting Members

RE: IIMC Board of Directors Election for Region VIII

Two members have submitted their candidacy and have been declared qualified for the Region VIII Director position on the IIMC Board of Directors. The three-year term of office for the Director begins May 24, 2001 and will run through May 2004.

According to IIMC Policy 17: Election Procedures – the election of Region VIII Director will be conducted by mail ballot. **To vote, a person must be a qualified voting member with membership dues paid through March 31, 2001. ONE PER MUNICIPALITY OR EACH VOTING MEMBER? THERE CAN BE MORE THAN ONE FULL MEMBER PER MUNICIPALITY, RIGHT?**

Use the following steps to vote:

- 1) **Mark your choice of candidate** on the enclosed ballot by placing an X in the box beside the candidate's name.
- 2) **Fold the ballot and enclose** it in the Ballot Return Envelope addressed to IIMC.
- 3) On the back of the Ballot Return Envelope, complete **your region number and municipality, state and country, and your printed name. Also, please read and sign the certification that you are the voting member for your municipality and that you marked the ballot personally.**
- 4) **IIMC Headquarters must receive your ballot postmarked on or before April 29, 2001.** Ballots received which are postmarked after that date will not be counted.

IIMC Headquarters will secure all ballots and turn them over, unopened, to the Elections **Credential** Committee at the Annual Conference in _____. The Committee will qualify, open and count the ballots prior to the Candidates' Forum. The elected Director will be presented to the membership at the Forum.

If you have any questions, please do not hesitate to call us.

Sincerely,

Elections Coordinator

Joe Tierney
Executive Director

SAMPLE
BALLOT

logo

**IIMC MAIL BALLOT
FOR REGIONAL DIRECTOR
SPRING, YEAR**

**DIRECTOR - REGION XX
3 YEAR TERM
(VOTE FOR ONE)**

- [] Name
CMC/MMC (if applicable), Title, City, State
- [] Name
CMC/MMC (if applicable), Title, City, State
- [] Name
CMC/MMC (if applicable), Title, City, State

BALLOTS MUST BE RECEIVED IN THE BALLOT
RETURN ENVELOPE AND POSTMARKED ON OR
BEFORE (Insert a date 20 days prior to Opening Session of
Annual Conference)

BALLOT RETURN ENVELOPE FOR
IIMC REGIONAL DIRECTOR ELECTION

REGION: _____

NAME OF VOTING MEMBER: _____

MUNICIPALITY: _____

STATE AND COUNTRY: _____

I certify that I am the voting member for the above named municipality
and that I have personally marked the enclosed ballot.

Signature of Voter

International Institute of Municipal Clerks
8331 Utica Avenue,
Suite 200
Rancho Cucamonga, CA 91737

BALLOT RETURN ENVELOPE

SECTION II: PROCEDURES FOR ELECTIONS AT ANNUAL CONFERENCES

Headquarters Responsibilities:

- * Arrange for use and set up of voting area with state liaison.
- * Inform chair of the Election ~~Credentials~~ Committee of candidates and positions to be filled.
- * Provide chair of the Election ~~Credentials~~ Committee with roster of delegates eligible to vote.
Note: Voting Delegates will also be identified by color coded conference badges
- * Provide chair of the Election ~~Credentials~~ Committee with 5-minute timer (stopwatch) for Candidate's Forum.
- * Provide ~~Credentials~~ **Elections** Committee with forms to be used for Proxy-Assignments of Voting Rights. See Exhibit G.1 for form.
- * Prepare signs designating polls by state/province/country or alphabetically by last name.
- * Coordinate with hotel/state for easels for signs.
- * Provide poll workers with election official badges.
- * Provide calculator, tape, pencils, clips, rubber bands, indelible pens, single hole punches, "I voted" stickers.
- * Prepare ballot duplications at conference in an emergency.
- * Provide coffee and light breakfast for poll workers.
- * Provide stop watch or 5-minute timer for Candidates Forum.
- * Include in each delegate's registration materials: 2nd Vice President Candidate's information, Notice of Election, Application for Emergency Ballot, and Assignment of Voting Rights.

Chair of the Election ~~Credentials~~ Committee Responsibilities:

- * Initiate contact with Headquarters and state/province conference liaison.
- * Determine voting method, ie, hand count or use of vote tabulator.
- * Obtain copy of current election and emergency ballot policies from IIMC.
- * Coordinate procurement of vote tabulating machine with state/vendor.
- * Prepare tentative ballot with information from headquarters. Names are listed in alphabetical order. See Exhibit A for ballot format.
- * Coordinate printing of final ballot for number of voting delegates (usually 1,000 +/-).
- * Prepare tally sheets and summary sheet if ballots are to be counted by hand.
- * Post day and time of election and emergency ballot procedures and policies. See Notice of Election in Exhibit C.
- * Provide ~~Credentials~~ **Election** Committee with procedures, Application for Emergency Ballot, Emergency Voter Roster, ballots and envelopes for Emergency Ballots. See Exhibit D - Application for Emergency Ballot and Exhibit E – Emergency Voting Roster.
- * ~~Coordinate with Vice President as to Candidates' Forum program. Not sure applies since~~

changes for electing VP

- * Lay out diagram of voting area with staff/hotel/state liaison. See Exhibit F for Polling Place Set Up.
- * Divide roster equally by states or alphabetical order.
- * Announce results of election before or during the Annual Meeting. See Exhibit H for format for Election Results.
- * Turn all documentation over to headquarters; destroy only ballots.

Credentials Election Committee Responsibilities:

- * Per Constitution Article VIII, Section B-Elections, Subsection 4(b), the Elections ~~Credentials~~ Committee shall be responsible for the conduct and supervision of elections at the Annual Meeting.
- * Set and post place, time, and committee schedule for availability of emergency ballot.
- * Receive Proxy – Assignments of Voting Rights from delegates/headquarters.
- * Review and act upon eligibility of voting delegates.
- * Review and act upon Applications for Emergency Ballots.
- * Secure voted ballots until close of election and destroy after approval.

State Liaison Responsibilities:

- * Coordinate and confer with Chair of the Election ~~Credentials~~ Committee on all election matters.
- * Coordinate with IIMC staff as to voting area selection.
- * Coordinate with local vendor regarding vote tabulator, programming, ballot printing, special pens (see programming instructions).
- * Supply voting booths, handicap booths, ballot box as requested by the Chair of the Election ~~Credentials~~ Committee.
- * Supply workers to set up booths.
- * Coordinate ballot security.

During the Candidates' Forum, the Elections ~~Credentials~~ Chair will:

- * ~~Announce the results of the Regional Directors elections conducted by mail.~~
- * ~~Review Election information and procedures.~~
- * ~~Review emergency ballot procedures.~~
- * ~~Announce that each region will nominate two (2) members from their region to assist the members of the Elections Credentials Committee at the polls.~~
- * ~~First Vice President will introduce 2nd Vice President candidates by order in which they appear on the ballot (alphabetical order).~~
- * ~~Each candidate and endorser will come to the microphone.~~
- * ~~Each candidate and endorser(s) will be allowed five (5) minutes total for presentation.~~
- * ~~When thirty (30) seconds remain, timekeepers will raise their hand.~~
- * ~~When five (5) minutes are up, timekeepers will stand.~~

This section no longer applies.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: The Board of IIMC
From: Tony Russell, Chair
Date: April 1, 2011
Subject: 2011 Final Report - International Relations Committee

Background

The purpose of the International Relations Committee is to facilitate the exchange of information, knowledge and experience between IIMC members, assist in developing joint educational programs that lead to various IIMC certifications, and increase the number of members in Regions X and XI.

Discussion

During the 64th Annual IIMC Conference in Reno, Nevada, the Board adopted the Business Plan which provides a roadmap for accomplishing the Committee's charter and purpose. There are six goals and objectives outlined in the Business Plan. They are as follows:

1. Update the business plan for Regions X and XI to identify and provide needed/desired services and increase membership in those regions.
2. Oversee and promote the 2011 Study Abroad Tour.
3. Oversee and promote the Exchange Program. Work with Public Relations/Marketing Committee to develop a brochure from the Exchange Program.
4. Submit a minimum of three IIMC News Digest articles on the importance and value as it relates to global/international relations.
5. Identify and recommend to the Conference Education Committee topics and speakers of global relevance, adhering to IIMC's Education Department Conference deadlines.
6. Work with the Membership Committee to establish a local base in key centers in Region XI with the mission to promote IIMC membership.

Also included in the Business Plan are many action items to assist the Committee in meeting the established goals and objectives. Included in this report under the Summary Section is a detailed progress report of the Committee's efforts.

The committee met on Tuesday, May 25, 2010 during the Reno Conference and held teleconferences on June 28, 2010, August 24, 2010 and February 28, 2011 to discuss and provide updates on the Committees' progress.

Financial

The total financial impact of the Committees efforts is approximately \$11,300 which includes: 1) \$7,500 contribution from MCEF to support the Study Abroad Program to South Africa; 2) \$3,000 to support the International Exchange Program; and 3) \$800 to assist with the expenses of the Study Abroad Program Coordinator.

Summary

Goal #1: Update the business plan for Regions X and XI to identify and provide needed/desired Services and increase membership in those regions.

Status: **COMPLETED** - The portion of the business plan that impacts the International Relations Committee has been updated. See Attachment A

Action Item #1: Identify destination for 2013 Study Abroad Program
Status: **COMPLETED** – Scotland will be the site of the 2013 Program

Action Item #2: Introduce a sister city program as suggested by Sandi Thompson of Virginia Beach

Status: **COMPLETED** - Submitted an article to IIMC to be published in the News Digest encouraging clerks to reach out to clerks in their Sister Cities. See Attachment B

Action Item #3: Submit budget request, requesting that IIMC provide one scholarship to an IIMC member for the current and future Study Abroad Programs

Status: **COMPLETED** - MCEF agreed to provide \$7500 towards the Study Abroad Program and the Board approved the grant funds. The funds were applied to the overall cost of the program, which reduces the cost to IIMC members who participates in the 2011 Study Tour.

Action Item #4: Submit budget requests for the development of brochures for the International Exchange and Study Abroad Programs

Status: **COMPLETED** – Money is included in the budget for this item.

Action Item #5: Develop a relevant website with easy access to bulletin boards, e- forum, publications, educational downloads and creating a cyber professional community

Status: It was reported that IIMC is still working on the forum section of the website. The Committee agreed to continue to solicit ideas in an effort to improve the website from an international perspective.

Action Item #6: Explore regional meetings – starting with Europe

Status: It was report that the international members thinks that this is a good idea and is excited about the possibilities, but that this effort will take a lot of coordination between the countries. A process needs to be developed to move this initiative forward.

Action Item #7: Conduct another survey of members in Regions X and XI to understand the needs of international members

Status: A survey for the Reno conference was not conducted. However, results from 2009 survey showed that there were concerns that the off-site tours for Regions X and XI conflicted with educational sessions. The Committee agreed that future off-site tours should be educational in nature and award points towards one's CMC and/or MMC designations. The Committee requested and received approval for the award of points for the Region X and XI offsite tours at IIMC Conferences. The number of points awarded will be determined by the content of the program.

Action Item #8: Send a request to all State Presidents requesting that each state association provide at least one scholarship to its members for the current and future Study Abroad Programs

Status: **COMPLETED** - It was determined that since MCEF has already provided funding for the program that it would be a conflict of interest with MCEF for an IIMC Committee requests this type of financial support.

Action Item #9: Investigate the feasibility of a study tour in conjunction with IIMC conferences

Status: This item was left in the plan for further discussion. During our 8/24/10 teleconference, it was suggested that we poll the international members to determine if they are interested in such a tour. It was also suggested that Regional Directors in the areas of the conferences could possibly take the lead in planning and carrying out the tours. It was also recommended that a timetable be developed and presented to the Regional Directors with an outline of the tour. No further action was taken on this item.

Action Item #10: Define the appropriate membership criteria for international members

Status: – **COMPLETED** - It was determined that the current membership criteria in the IIMC Constitution is broad enough to capture all potential members with a common thread within their role. It was also determined that the criteria will not exclude anyone who we would naturally say was part of our community while allowing us to admit people with differing roles arising from different legal, governmental or organisational structures within local government worldwide.

Action Item #11: Investigate the feasibility of an internationally relevant qualification – developing a “world class professional”

Status: COMPLETED – It was determined that with the recognition of the institute in the UK, more international members will be applying for their CMC/MMC. As mentioned about, it was also determined that the current membership criteria in the IIMC Constitution is broad enough to capture all potential members with a common thread within their role and that the criteria will not exclude anyone who we would naturally say was part of our community while allowing us to admit people with differing roles arising from different legal, governmental or organisational structures within local government worldwide.

Action Item #12: Determine the effectiveness of the scholarship to IIMC annual conferences for Regions X and XI

Status: One request was granted for Region X for the Reno conference. It was reported that the SLCC also offers 5 scholarships to its members, which includes airfare and registration and that lodging is paid for by the member. It was also reported that there have been no scholarship requests submitted for the Nashville conference.

Action Item #13: Explore the need for members to experience best practice at the conference. Coordinate site tours to experience best practices in cities where conferences are held. Best practices should be promoted through other means as well. The Committee will work with IIMC on ways to structure the tours so that participants are able to get credit towards their CMC and MMC designations.

Status: COMPLETED - Received approval for the award of points for the Region X and XI offsite tours at IIMC Conferences. The number of points awarded will be determined by the content of the program.

Goal #2: Oversee and promote the 2011 Study Abroad Program

Status: The Itinerary has been finalized and is currently posted on the IIMC Website, several E-Blasts have been sent out and it was published in the November and December 2010 and the January and February 2011 News Digests.

Action Item #1: Finalize the program and costs for the 2011 Study Abroad Tour

Status: COMPLETED

Action Item #2: Work with PR & Marketing Committee to create a brochure to market the International Exchange and Study Abroad Programs

Status: COMPLETED - The brochure for the Study Abroad Program has been finalized and is awaiting printing by IIMC.

Goal #3: Oversee and promote the International Exchange Program. Work with Public Relations and Marketing Committee to develop a brochure for the Program.

Status: Updated brochure and application form. The brochure and application form is posted on the IIMC Website. There has been at least five E-Blasts advertising the program and articles were published in the June/July and December 2010 and February 2011 News Digests.

Action Item #1: Work with PR & Marketing Committee to create a brochure to market the International Exchange and Study Abroad Programs

Status: COMPLETED – The brochure for the International Exchange Program has been finalized and is awaiting printing by IIMC.

Action Item #2: Develop further exchange opportunities with IMASA and other organizations similar to SLCC sponsorship.

Status: The International Exchange Program is open to all IIMC Members all over the world. The 2011 International Exchange Program documents were updated and sent out in several E-Blasts to the membership. It was reported that SLCC sends out news blasts about the program to its IIMC members and the ADSO has a link to the program on its website. Not sure if we have made contact with other affiliate organizations. If not, we should forward the information to them for distribution to IIMC members.

Goal #4: Submit a minimum of three News Digest articles on the importance and value as it relates to global/international relations.

Status: COMPLETED - Two articles were published in the October 2010 and September 2010 News Digests and One article was published in the June/July 2010 and the February 2011 News Digest for a total of six articles this year.

Goal #5: Identify and recommend to the Conference Education Committee, topics and speakers of global relevance, adhering to IIMC's Education Department Conference Deadlines.

Status: COMPLETED - James Derounian of the University of Gloucestershire is **unable** to participate at the Nashville conference, possibly due to travel expenses. However, there is a panel discussion scheduled title "Global Perspective on Mentoring" which includes several international members.

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. (Item 6 came from the KRA's and therefore has been incorporated into the goals. This may change with the adoption of the Strategic Plan.)

Status: It was reported that this item arose out of the board strategic development process. The question that needs to be answered is whether or not IIMC wants to be a global organisation operating globally or an international organisation based in North America. There was a determination that the perennial problem with developing region XI is that it's a huge territory with lots of small pockets of members which will tick over through developing relationships with key organisations in different countries but which will not take off, as a region or regions unless specific direct effort is applied to it. This determination was support by the conclusion that, while other regions can probably be run and even thrive and grow through the voluntary efforts of board members with support from the centre, It is believed that Region XI will need a specific dedicated effort to stimulate it to grow. This would include having a regional meetings structure and regionally based services for members which do not exist today. It was determined that in order for this to happen, IIMC would need to have a presence on the ground which is specifically dedicated to making things happen.

Recommendation

Continue to support the Business Plan.

MANAGEMENT'S RECOMMENDATION

This Committee has been busy and the following comments reflect the committee's statements:

- 2011 South Africa Study Abroad Program – enrollment is now up to 12 with the potential of growth. We need a minimum of 15, and we're confident we will reach this number in due time.
- Exchange Program – to date, we have one individual who has submitted the application. We need two to make this viable. We've promoted this program under Global Opportunities in both the Digest and E-Briefings, but we've had little takers. One of the goals of the incoming IRC Committee will be to review the Exchange Program's practicality and submit a report as to whether or not the funds allocated for this Program may be better suited to the Study Abroad Program.
- Both of the above programs have their own respective generic brochures on the web site. We also produced two specific brochures that are available to distribute at this Conference.
- Web site – this is still a work in progress and will take some time to accomplish the committee's goal.
- 2013 Scotland Study Abroad Program - We need to begin promoting this program immediately after the conclusion of the 2011 Program in South Africa. A solid 2-year head start should help along with specific information to produce promotional materials.
- We're not certain what a survey in Regions X and XI would accomplish. It seems to Management that membership and Certification go hand-in-hand and based on the Executive Director's Update (in this Agenda) regarding Region XI and Certification, that would ease the recruitment process.
- IIMC Committees cannot approach Associations for fundraising purposes. This is in direct conflict with MCEF. I believe there's a policy that is being discussed regarding this procedure.

- Management agrees that IIMC should host a Study Abroad Program in the US for Region X and XI members and thinks it would be beneficial to both of these Regions.. There is quite a bit of work to do and it would involve a huge effort from primarily our Region Directors and the IRC Committee.

GOAL #1 ACTION ITEM – #10

- No action required on this item

GOAL #1 ACTION ITEM - #11

- No action required on this item. However, as IIMC reviews its guidelines in regards to Region XI certification, the possibility of revising criteria specifically to meet the needs of those members might streamline certification and that may manifest into an increase in membership.

GOAL #1 ACTION ITEM - #12

- IIMC offers one Conference Grant per Region. Management believes each Region should have one Grant recipient. In essence, this is a complimentary conference registration and members should be vying for one. We did not have a grant recipient from Region XI this year. SLCC, through one of their major sponsors, Blachere, granted five scholarships to the IIMC Conference. This needs better promotion.

GOAL #1 ACTION ITEM - #13

- Points will be awarded in Nashville for the Tuesday afternoon Regions X and XI offsite program to Nashville City Hall. To earn education points, participants will be scanned prior to leaving for the program.

GOAL #2 – Action Items #1 & 2

- Both items are complete.

GOAL #3 – Action Items #1 & 2

- International Exchange and Study Abroad brochures are complete
- More information is required for Item #2. Management feels that the Exchange Program is wieldy and requires too much work, both personal and professional, for it to maintain its viability.

GOAL #4

- The on-line Digest continues to publish at least one or more articles of relevance on Regions X and XI in each issue.

GOAL #5

- It's unfortunate that James Derounian could not be in attendance. Both IIMC and SLCC allocated funds to help with his travel, unfortunately, his expenses were too high this year.

GOAL #6

- IIMC supports the Region XI Business Plan; however, Management believes that the Organization needs to retool its marketing efforts toward new members in Region XI. At this time, IIMC is “all over the map” with its target area. We need to be specific as to where we want to grow the membership and proceed toward that goal. Membership recruitment requires a plan, time, effort and funds. Recruiting in North America takes a much different approach than recruiting outside North America. In the past, IIMC’s approach to recruiting has not been strategic, but employed more of a shotgun approach. Those types of recruitment methods do not work.

With membership numbers down, it's imperative that IIMC focus on key areas to rebuild its membership. Spreading ourselves too thin is a waste of time and funds.

Management believes at a certain point, it may be constructive to hire a consultant in Region XI and allocate funds to help us develop a strategic recruitment plan. For the time being, IIMC offers a \$26US membership fee to any Region XI association that affiliates with us. If our education guidelines are revised to fit the needs of our Region XI members, then that will help in recruiting. The former is in place now and the latter needs Board approval. These two items will go a long way toward growing that membership.

International Institute of Municipal Clerks



International Institute Of Municipal Clerks

BUSINESS PLAN

2010 to 2013

To put the focus on IIMC's international role

Introduction

IIMC has valid aspirations to be an international professional body but while it has an international dimension to its membership it is currently a primarily North American organisation. This Business Plan discusses some of the issues which IIMC needs to address to achieve its aspirations to be the pre-eminent organisation for Clerks worldwide and makes proposals which might form a basis for moving forward.

IIMC has in the past invested time, energy and resources into developing itself into an international organisation. It now wishes to grow further its engagement with the Clerks profession internationally. IIMC has a number of advantages in being able to do this. These are:-

- Being based in the USA and drawing its membership from within state organisations in USA and Canada it has a relatively large membership and an infrastructure which already makes it an umbrella organisation with the participation of a range of state organisations.
- The solid foundations of an organisation which has existed for 60 years.
- International contacts, alliances and some international members which have resulted from earlier initiatives.
- A high quality annual conference which has provided a basis for encouraging and developing international relationships.

The major obstacles which need to be overcome in building a successful international organisation for clerks are various but the major ones can be identified as:

- **Identification of the characteristics of the international member**
- **Defining membership benefits which will attract international members**
- **Finance**
- **The tyranny of distance.**

(Extract from a joint report by Nick Randle and Tom van der Hoven to IIMC Board)

I would like to thank the members of the International Relations Committee for their contributions and support. This Business Plan should be seen as the start of a process which would see IIMC grow its relationship with similar associations worldwide. It should not be treated as a standalone document but integrated into IIMC's overall strategy for the future.

Tom van der Hoven

Chairman of the International Relations Committee

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Part 1: Overview

1.1 Role and membership of the International Relations Committee

A number of Committees advise the Board on matters that affect the aims and aspirations of the organisation.

The purpose of the International Relations Committee is to facilitate the exchange of information, knowledge and experience between IIMC members, assist in developing joint educational programs that lead to various IIMC certifications, and increase the number of members in Regions X and XI.

Membership of the Committee

- Tony Russell, CMC – Chairman
- Dyanne C. Reese, MMC - Vice Chairman

Members

- Maricela Hernandez, CMC
- Katherine Owen
- Billi Jo Richter
- Rodabe Rudin
- Monica M. Simmons, MMC
- Sandra Thompson, CMC
- Charles E. Tokar, MMC
- Lucinda Williams, MMC

Board/Staff Liaisons

- Francois Allers
- Laurie Darcus, CMC
- Tami K. Kelly, MMC
- Nick Randle
- Denice Cox - Staff Liaison

1.2 Goals and Objectives

1. Update the business plan for Regions X and XI to identify and provide needed/desired services and increase membership in those regions.
2. Oversee and promote the 2011 Study Abroad Tour.
3. Oversee and promote the Exchange Program. Work with Public Relations/Marketing Committee to develop a brochure from the Exchange Program.
4. Submit a minimum of three IIMC News Digest articles on the importance and value as it relates to global/international relations.
5. Identify and recommend to the Conference Education Committee topics and speakers of global relevance, adhering to IIMC's Education Department Conference deadlines.
6. Work with the Membership Committee to establish a local base in key centers in Region XI with the mission to promote IIMC membership.

1.3 Past Year

- Study Abroad tour is schedule for South Africa.
- Developed brochures to market the International Exchange and Study Abroad Programs.
- The International Exchange Program was advertised.
- Various visits to international colleagues.
President Strata undertook a number of visits. Affiliation agreements were signed/renewed with SLCC and ADSO in the UK, IMASA in South Africa, SOLAR in Scotland, VvG in the Netherlands. **Could someone please update this information?**
- Received \$7,500 from MCEF to support IIMC Members who attend the 2011 Study Abroad Program.
- Received approval International Members to receive educational points for off-site tours at IIMC conferences.
- Assisted in securing international speakers for the Nashville conference.
- Continued sponsorship by SLCC to attend IIMC conference.
SLCC has sponsored a number of their members to attend IIMC's conferences.

1.4 Challenges ahead

- Identification of the characteristics of the international member. IIMC

supports Clerks, which in the USA describes a particular role and professional specialism. While there are similar roles in probably every local government setting in every country, job titles, range of responsibility and legal environments vary widely. IIMC needs to define its membership characteristics sufficiently widely to ensure that appropriate professionals in each country are eligible to join and see benefit in doing so. However it should not be drawn so widely that members from different countries are unable to identify their common interest in being part of the same organisation.

- **Defining membership benefits which will attract international members.** While IIMC has a membership package which is very relevant to the USA there is not a great deal within that package which can readily be exported. In some countries existing national professional bodies provide services and education packages which are tailored to their national environment and with which IIMC will struggle to compete. In countries where such professional bodies are weak or non-existent IIMC may have an opportunity to fill a gap but this will require ongoing investment in membership recruitment and service delivery. IIMC needs to create services which are complimentary to those offered by national bodies which exist while developing an infrastructure including founding national bodies to provide services where there is no existing provision.
- **Finance** Any major strategic development will require an investment of resources, which will, at a minimum, include staff time, money for building infrastructure and developing services. Currently IIMC finances are stretched and identifying sufficient resources to achieve major advances internationally will be a challenge.
- **The tyranny of distance.** Membership associations are people businesses and communication and networking is at the heart of what makes membership associations tick. While air travel and electronic communications media have made global organisations feasible, overcoming the problems of distance will always be a primary concern. Direct face to face meetings are preferable but costly. E communications need to be invested in to make them provide reasonable value viz-a-viz face to face meetings. If IIMC is to work as a global organisation IIMC will need to invest continuously in regular travel for its officers and in ever more sophisticated web based communications fora for its members so that it becomes and stays a relevant international community.

1.5 Key Result Areas

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

Given IIMC's current position and the challenges which it needs to address, a phased approach is probably essential. A long term investment will be required so IIMC needs to build resources in parallel with creating its international infrastructure and use all the tools at its disposal to achieve its long term goals. It is therefore appropriate to consider an approached based on phases.

We suggest that there be 3 phases: phase 1 (one to three years) phase 2 (three to ten years) and phase 3 (ten years plus).

In conclusion

In conclusion, we acknowledge that this Business Plan will be an ever changing document, updated and amended as events change.

The plan will be monitored at half yearly meetings of the Board and will be used by representatives of the Board to consult/ inform members within their respective regions. It will be updated and republished on an annual basis.

This Plan covers the period 2010 to 2013. Phases 2 and 3 need to be developed by taking account of the strategic work undertaken by the Board and to which we have not had access. The Board must ensure that the work of the International Relations Committee in future is focussed solely on the strategic direction set by the Board.

Part 2: Our Action Plan

This section of our Business Plan sets out how the Institute proposes to make itself more relevant to colleagues across the world.

The Action Plan will be updated by the Chairman of the International Relations Committee as progress is made and is also monitored at meetings of the Board.

Priority 1: To Identify and provide needed/desired services

Objectives:

2010/ 2011:

- ◆ To understand the needs of our international members
- ◆ To provide appropriate services

Long term (2011 to 2013):

ITEM 1. – Maybe it's time to start identifying the laws of other countries. Start with the legal requirements, one country at a time. Build membership there first. Then move to the next country. Of course, we can still promote IIMC everywhere, but maybe we need more focus (one at a time).

Actions	When?	Key Success Factors	Costs	Lead	Progress
1. Identify destination for 2013	May 2010	Program published	\$0	Tony Russell	COMPLETED - The Committee selected Scotland for the 2013 Study Abroad Tour.
2. Introduce a sister city program as suggested by Sandi Thompson of Virginia Beach	June 2010	Details published in News Digest.	\$0	HQ	COMPLETED - Submitted the attached article to IIMC to be published in the News Digest encouraging clerks to reach out to clerks in their Sister Cities.
3. Submit budget request requesting IIMC provide one scholarship to an IIMC member for the current and future Study Abroad Tours	July 2010	Approval of scholarship and approved budget requests	\$3,000	Tony Russell/ Charles Tokar	\$7500 towards the Study Abroad Program and the Board approved the grant funds. The funds were applied to the overall cost of the program, which reduces the cost to IIMC members who participates in the 2011 Study Tour.
4. Submit budget requests for the development of brochures for the International Exchange Study Abroad Programs	July 2010	Completed and approved requests	\$0	Tony Russell	COMPLETED

Actions	When?	Key Success Factors	Costs	Lead	Progress
5. Develop a relevant website with easy access to bulletin boards, e-fora, publications, educational downloads and creating a cyber professional community.	August 2010	New website goes live. To have in place a website with member only areas providing useful and meaningful content and interactive opportunities.	\$0	Denice Cox	It was reported that IIMC is still working on the forum section of the website. The Committee agreed to continue to solicit ideas in an effort to improve the website from an international perspective.
6. Finalize the program and costs for the 2011 Study Abroad Tour	September 2010	Program published	\$8,300	Tami Kelly/ Francois Allers / Tony Russell	COMPLETED
7. Explore regional meetings – starting with Europe	September 2010	Publish the outcome of discussions with the Dutch, Belgium and UK associations	\$0	Nick Randle and Rodabe Rudin	It was reported that the international members thinks that this is a good idea and is excited about the possibilities, but that this effort will take a lot of coordination between the countries. A process needs to be developed to move this initiative forward.
8.	Conduct another survey of members in Regions X and XI to understand the needs of international members. See above	October 2010	Results of the survey published in December 2010	\$0	Chair IRC
9. Work with PR & Marketing Committee to create a brochure to market the	October 2010	Completed brochure for distribution to membership and	\$0	Tony Russell Tami Kelly Sam	COMPLETED

Actions	When?	Key Success Factors	Costs	Lead	Progress
Exchange and Study Abroad Programs	posting on the IIMC Website			Shippen Chris Shalby	
10. Send a request to all State Presidents requesting that each state association provide at least one scholarship to its members for the current and future Study Abroad Tours	October 2010	Finalized letter mailed to State Presidents	\$100	Dyanne Reese	COMPLETED - It was determined that since MCEF has already provided funding for the program that it would be a conflict of interest with MCEF for an IIMC Committee requests this type of financial support.
11.	Investigate the feasibility of a study tour in conjunction with IIMC conferences.	January 2011		Tony Russell	This item was left in the plan for further discussion. During our 8/24/10 teleconference, it was suggested that we poll the international members to determine if they are interested in such a tour. It was also suggested that Regional Directors in the areas of the conferences could possibly take the lead in planning and carrying out the tours. It was also recommended that a timetable be developed and presented to the Regional Directors with an outline of the tour. No further action was taken on this item.
12.	Analyze the results of the survey and identify what new services/products are required.	February 2011	New services identified and costed.	\$0	Chair IRC/Denice Cox

Actions	When?	Key Success Factors	Costs	Lead	Progress
13. Define the appropriate membership criteria for international members.	May 2011	Present a report to Board in May 2011	\$0	Nick Randle /Francois Allers	<p>COMPLETED - It was determined that the current membership criteria in the IIMC Constitution is broad enough to capture all potential members with a common thread within their role. It was also determined that the criteria will not exclude anyone who we would naturally say was part of our community while allowing us to admit people with differing roles arising from different legal, governmental or organisational structures within local government worldwide.</p>
14. Investigate the feasibility of an internationally relevant qualification – developing a “world class professional”.	July 2011	Publish initial thoughts. I think a key success factor for this item would be the recognition of International educational academies by IIMC to allow international member to earn points towards their CMC and MMC.	\$0	Nick Randle	<p>COMPLETED - It was determined that the current membership criteria in the IIMC Constitution is broad enough to capture all potential members with a common thread within their role. It was also determined that the criteria will not exclude anyone who we would naturally say was part of our community while allowing us to admit people with differing roles arising from different legal, governmental or organisational structures within local government worldwide.</p>

Actions	When?	Key Success Factors	Costs	Lead	Progress
15. Develop further exchange opportunities with IMASA and other organisations similar to SLCU sponsorship.		New opportunities developed	\$3,000	President/HQ	The International Exchange Program is open to all IIMC Members all over the world. The 2011 International Exchange Program documents were updated and sent out in several E-Blasts to the membership. It was reported that SLCU sends out news blasts about the program to its IIMC members and the ADSO has a link to the program on its website. Not sure if we have made contact with other affiliate organizations. If not, we should forward the information to them for distribution to IIMC members.
16.	Determine the effectiveness of the scholarship to IIMC annual conference for Regions X and XI.	Yearly	Report on the use of the	What was the amount?	Rodabe Rudin/HQ One request was granted for Region X for the Reno conference. It was reported that the SLCU also offers 5 scholarships to its members, which includes airfare and registration and that lodging is paid for by the member. It was also reported that there have been no scholarship requests submitted for the Nashville conference.
17.	Explore the need for members to experience best practice at the conference. Coordinate site tours to experience best practices in cities where conferences are held. – best practices should be promoted through other means as well.	Yearly	Review feedback after each conference and respond to suggestions.	\$0	Chair IRC/HQ COMPLETED - Received approval for the award of points for the Region X and XI offsite tours at IIMC Conferences. The number of points awarded will be determined by the content of the program.

Priority 2: To Maintain, strengthen and develop new affiliate relationships.

Objectives:

2010/ 2011:

- ◆ To agree affiliate relationships with SOLAR and ADSO in the UK and the new Dutch Association

Long term (2011 to 2013):

- ◆ To develop affiliate relationships with other associations which would benefit IIMC .

Actions	When?	Key Success Factors	Costs	Lead	Progress
1. Identify the countries that we have affiliate relationships with?	July 2010	Make list available		Denice Cox	
2. Which countries offer the most potential?	August 2010	Countries identified that offer the most potential for collaborative working.		Chris Shalby/ Denice Cox	
3. What would attract other organisations to establish relationships with IIMC?	June 2010	List of identified benefits		Nick Randle/Chris Shalby	
4. Build closer relationships with the new Dutch association and ADSO and SOLAR in the UK	March 2010	Affiliation agreements signed by both parties		President/Chris Shalby	<p>Affiliation agreement signed with VvG Dutch Association and ADSO and SOLAR in England and Scotland.</p> <p>Further Committee member comment: In October 2009 the declaration of an association was signed by the presidents of the IIMC and the VvG (the Dutch association of municipal clerks). The incentive for the VvG to connect with the IIMC is their ambition to set up a (national) system of certification. They hope the experiences of the IIMC will stimulate the development of a certification system in The Netherlands. Most likely the president</p>

Actions	When?	Key Success Factors	Costs	Lead	Progress
					and the vice president of the VvG will attend the Reno-conference.
5.	Via national organisations facilitate study tours, exchanges and affordable access to IIMC conference and other conferences worldwide.	Ongoing		President and HQ	Already in October I presented an ambitious educational plan for clerks, from the Vocational Academy for administrators in The Netherlands in cooperation with the Nijenrode University. This top course was developed in close cooperation with the VvG. As promised we translated it into the English language and sent it for assessment to the IIMC.
6.	In concert with national organisations take positions on issues affecting the clerks profession worldwide so that the IIMC brand is linked with the profession and these key areas.	Ongoing	Respond to consultation documents and publish responses	HQ	
7.	Build alliances with key national organisations with a view to offering IIMC membership as an extension of their own membership by providing the additional services aimed for.		Increase in members of other associations taking up the offer of joint membership.	President/HQ	
8.	Generate finance for international development through membership increase, services diversification and possibly support from grant giving bodies which promote international endeavour.		Publish options for Board consideration.	HQ	

Priority 3: Increased membership in Regions X and XI

Objectives:

Long term (2011 to 2013):
 ◆ To increase membership.

Actions	When?	Key Success Factors	Costs	Risk to ADSO if not achieved	Progress
<p>1. Increased membership will be a natural consequence of improved relationships with international associations and an improved benefit package.</p> <p>We have therefore not identified any specific actions at this stage aimed at individual membership recruitment.</p>					<p>IIMC signed affiliation agreements in 2009 with the following associations, these agreements includes the Affiliation Region XI Membership for the cost of \$26.00.</p> <p>Renewed (Memorandum of Understanding-) United Kingdom, SLCC-Society of Local Council Clerks in October 2009.</p> <p>NEW-(Memorandum of Understanding) South Africa, IMASA-Institute of Municipal Administration for Southern Africa in October 2009.</p> <p>NEW- (Declaration of Association) The Netherlands, VvG - Vereniging van Griffiers (Association of Griffiers) - October 2009.</p> <p>A Declaration of Association was also offered to the new organization in the United Kingdom ADSO-Association of Democratic Service Officers and SOLAR (Scotland) and both signed in March 2010..</p> <p>Possibly affiliation with the VFG-Flemish Association of City Secretaries (Vlaamse Federatie van Gemeentesecretarissen) whom have been members of IIMC for several years and most of their Board have attend our conferences, could be investigated.</p>
<p>2. Can we look at partnering with vendors to promote membership? Maybe they offer discounts to IIMC members.</p>					

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC BOARD OF DIRECTORS

From: POLICY REVIEW COMMITTEE
MARY J. KAYSER, CHAIR

Date: April 1, 2011

Subject: FINAL REPORT 2010-2011



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 reviewed policy issues as stated in the 2010/2011 Goals and Objectives as well as items added at the request of the Board and/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 met a total of 8 times and the subcommittees met as needed.

Financial

The Policy Review Committee and subcommittees utilize the IIMC teleconference line for their meetings.

Summary

The Committee worked through the Goals and Objectives and items requested by the IIMC Board. We also reviewed the Policy Manual in its entirety. The Committee has formulated recommendations regarding various IIMC policies.

Recommendation

The recommendations and policy documents are attached. The Committee recommends approval of all attached policies. Listed in the order they appear as attachments:

2.05 – Minutes and Agendas

7.35 – Conference Cancellations

2.60 – Visits – Presidential

7.55 – Conference Education by IIMC Member

7.60 – Conference Income and Expense Policy

6.10 - Dues

I will be available if the Board has any questions.

- 1) Review current policy on agenda, minutes (regular and Executive Session) and use of Executive Session (scope) (Policy 2.05 page 2-3) **COMPLETED – POLICY 2.05 ATTACHED**

MANAGEMENT'S RECOMMENDATION:

Management agrees with the new policies and believes the recommendation regarding using external sources for a Recording Secretary and Parliamentarian provide a solid direction in keeping the Organization on track with policy and compliance and eliminating the various discrepancies it has encountered with deadlines.

There are costs for both positions that will have to be included in the budget, beginning in 2012.

- Recording Secretary -- \$50 to \$75 per hour, plus expenses based on information received from the California Court Reporters Association. Each state has an association that can provide names and costs and depending on the state, the hourly costs can vary up or down.
- Parliamentarians average approximately \$60 to \$100 per hour, plus expenses. Information provided by National Association of Parliamentarians.

IIMC would look to hire these individuals in the cities/states where it will hold its meetings.

Regarding Parliamentarians, IIMC also has the option of hiring a local Parliamentarian for each board meeting or using an IIMC member, who is a Registered Parliamentarian, depending on costs.

Management supports this policy.

- 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.

COMPLETED – BOARD RECOMMENDED FURTHER REVIEW AT THE MID YEAR BOARD MEETING NOVEMBER 2011. RECOMMEND 2011-2012 COMMITTEE TAKE THIS UP.

MANAGEMENT'S RECOMMENDATION

This is an important goal and one that, if amended, would provide every voting IIMC member with a voice in their Organization. If the Board approves this direction, then the Committee needs to prepare a report for the Mid-year meeting to meet deadlines of providing the membership with enough notice per the Constitution in order to vote on a Constitutional Amendment at the 2012 Conference.

Management supports this amendment to 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

**COMPLETED AND A CONSTITUTIONAL AMENDMENT WILL BE
PRESENTED TO THE MEMBERSHIP AT THE ANNUAL BUSINESS MEETING
IN NASHVILLE.**

- 4) Prepare criteria for rescinding Honorary Membership (Policy 6-30, page 6-11)
**COMPLETED AND POLICY APPROVED AT NOVEMBER 2011 MID YEAR
BOARD MEETING.**
- 5) Discuss financial assistance for Regional Directors. **COMPLETED. NO CHANGES
RECOMMENDED**
- 6) Create a contingency plan in case of a natural disaster at a conference site. **COMPLETED
SEE POLICY 7.35 ATTACHED**

MANAGEMENT'S RECOMMENDATION:

This new policy is long overdue and badly needed. Management recommends that this be approved and implemented as policy and begin to include it immediately starting with the 2012 Conference promotional materials. This policy would keep IIMC in compliance and protect it should a disaster occur prior to or during a Conference. This policy was reviewed, revised and vetted by IIMC's attorney for legal wording.

Management supports this policy.

- 7) Review Policy manual **COMPLETED**
- 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.

**COMPLETED AND RECOMMENDATION PRESENTED AT MID YEAR BOARD
MEETING. FURTHER INPUT BY THE REGIONAL DIRECTORS REQUESTED BY
THE BOARD WITH THE REGIONAL DIRECTORS TO REPORT BACK AT THE
MAY BOARD MEETING. POSSIBLE ITEM FOR 2011-2012 COMMITTEE**

9) Work with the Budget and Planning Committee to develop a policy on reserves – how much and what is the purpose. NOT COMPLETED FORWARD TO 2011-2012 COMMITTEE

MANAGEMENT'S RECOMMENDATION:

There currently is a policy on non-lapsing reserves that was implemented in 2007. However, this policy needs to be reviewed and expounded to better fit the Organization's financial plans.

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). COMPLETED – COMMITTEE RECOMMENDED THAT CONFERENCE ATTENDANCE QUALIFICATION BE CHANGED TO 2 CONFERENCES FOR ALL REGIONS. BOARD REFERRED THIS BACK TO POLICY AT FEBRUARY 14, 2011 TELECOM. DUE TO TIME CONSTRAINTS FOR CONSTITUTIONAL AMENDMENTS WILL HAVE TO BE FORWARDED TO 2011-2012 COMMITTEE FOR FURTHER DISCUSSION.

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). COMPLETED NO ACTION RECOMMENDED

12) Review the Constitution – we will proceed with this after the voting has concluded for the constitutional amendments DUE TO THE FACT THAT THE CONSTITUTION WAS EXTENSIVELY REVIEWED IN 2010 WE RECOMMEND THAT THIS BE HANDLED BY THE 2011-2012 COMMITTEE.

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 includes the splitting of the Executive committee travel funds and American Express points equally between the current Executive committee and the incoming Executive Committee. COMPLETED SEE ATTACHED POLICY 2.60.

MANAGEMENT'S RECOMMENDATION:

Although the current practice is implied, a formal policy regarding Board approval for International (outside North America) travel by Presidents is a sound, strategic move.

The past four years the Executive Committee has been diligent and frugal in IIMC travel. The proposed policy eliminates the broad aspect of funding EC travel and serves to cement the actual allocated budgeted amount per President and Executive Committee.

Management supports both of these policies.

14) Develop a blanket fund raising policy. NOT COMPLETED FORWARD TO 2011-2012 COMMITTEE

15) Develop policy on conference education by IIMC Member. COMPLETED – SEE ATTACHED POLICY 7.55

MANAGEMENT'S RECOMMENDATION:

Management supports this new policy of remunerating IIMC members who present, conduct or facilitate education sessions at IIMC Conferences. IIMC also supports the options of what category of stipend to use based on costs of Conference.

16) Develop a policy that all conferences must generate a minimum 10% profit. **COMPLETED** – **SEE ATTACHED POLICY 7.60**

MANAGEMENT'S RECOMMENDATION:

Management supports this new policy for a variety of reasons, but mostly, to ensure that IIMC Conferences generate revenue when possible. This policy will also protect the Organization and staff from having to compromise its budget based on ambiguous requests. We also agree with providing each future host committee with one complimentary conference registration for fundraising purposes. This practice began with the current conference based on the Board's decision at the 2010 mid year meeting.

17) Developed a policy about when an individual becomes a member. **COMPLETED** – **SEE ATTACHED POLICY 6.10**

MANAGEMENT'S RECOMMENDATION:

Management supports this policy and believes it will clarify any future discussions with members, especially since the date of membership is integral to the two-year waiting period before receiving the CMC designation.

The change in policy (D) is supported as well.

Chapter 2.05

MINUTES AND AGENDAS

Sections:

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

2.05.010

Purpose.

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

2.05.020

Scope.

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

2.05.030

Policy.

- A. Approved minutes shall be maintained in an official corporate minute book.
- B. In preparation of the agenda the executive director shall:
 - 1. Set administrative deadlines for submittal of agenda reports as appropriate; however, this does not preclude subsequent additions of urgent matters to the agenda as determined by the president or executive director.
 - 2. Publish and distribute all board meeting agendas and packets to the board no later than five business days prior to special meetings and 15 business days before the annual and mid-year meetings.
 - 3. Post the board agenda and packets, including draft minutes, on the website immediately subsequent to distribution to the board of directors, with the exception of confidential documents.
 - 4. Provide management's recommendations regarding committee recommendations for which action is requested.
- C. Minutes of the IIMC Board, Executive Committee and all committees will be action minutes. The minutes will indicate who was in attendance, who was absent, the items discussed, comments submitted for the record, motions made (the maker of the motion and the second will not be listed) and the vote. If the vote is not unanimous the individuals in opposition will be listed. Any member abstaining from an item due to a conflict of interest will be noted in the minutes.
- D. Executive Sessions
 - 1. Executive Sessions will be allowed for personnel matters, consultation with legal counsel, real estate issues, ethics matters and other matters where public discussion would be harmful or detrimental to the IIMC organization as a whole as determined by the board.
 - 2. Final action resulting from Executive session will be made in open session.
 - 3. Minutes will be kept of Executive Sessions noting beginning time, who was in attendance, items discussed and the time adjourned.

E. Recording Secretary – The recording secretary will be responsible for the recording/transcribing of the meeting. Arrangements will be made by the Executive Director or his designee for a steno typist to serve as the recording secretary and to record the meetings of the board of directors. The transcript of the meeting will be formatted into the approved summary minutes format.

F. Parliamentarian – The Parliamentarian will know parliamentary procedure and act in an advisory capacity to the board of directors in matters related to parliamentary procedure. Arrangements will be made by the Executive Director or his designee for a parliamentarian to serve at each board of directors meeting.

G. Drafts of action- summary minutes of board meetings shall be distributed to the board of directors no later than ~~five~~ ~~ten~~ business days subsequent to the board meeting along with a list of any new policies adopted or amended.

H. Drafts of action- summary minutes of board meetings, with the exception of confidential documents, shall be posted on the website as soon as possible following the board meeting and subsequent to distribution to the board of directors.

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

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

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

Chapter 7.35

CONFERENCE CANCELLATIONS

Sections:

- 7.35.010 Purpose.
- 7.35.020 Scope.
- 7.35.030 Policy.

7.35.010

Purpose.

To establish a policy for conference cancellation and refunds. [May 2009. Policy C-8].

7.35.020

Scope.

General. [May 2009. Policy C-8].

7.35.030 – Cancellations and refunds – Members

All requests for cancellations must be made in writing to IIMC headquarters by mail or fax ((909) 944-8545). Telephone cancellations will not be accepted. Cancellations received postmarked on or after (date) are nonrefundable.

If written notice is received by (date) regardless of what is cancelled (academy, conference registration or all), a full refund minus a US\$40.00 handling and processing charge will be received. If written notice is received between (date) and (date) 75 percent of the fee will be refunded. No refunds will be made after (date). Cash refunds are not available at the conference.

Refunds will not be issued for late arrivals or early departure. No refunds will be made for skipped events. Registrants that do not attend the conference and did not cancel by the deadline forfeit all registration fees paid, unless the inability to attend was due to verifiable personal or family medical emergency. In this instance, the postmarked deadline to receive the documented written request for a refund less US\$40.00 is (date). Regretfully, no considerations will be made after this date.

IIMC headquarters will process any refund due within 30 days after the end of the conference.

Any IIMC member canceling membership within 60 days of the conference and desiring to attend shall pay the nonmember registration fee. Carry-over of paid conference fees to a future conference is not permitted.

Current IIMC members must attend the annual conference as full delegates. Current IIMC members cannot attend the annual conference as a guest or an exhibitor. [May 2009. Policy C-8].

7.35.040 - Conference Cancellation – Reimbursements/Refunds

IIMC is a non-profit organization that relies on the financial support of its 10,000 plus members through their annual dues and conference registration fees to provide yearlong services to the membership.

IIMC Annual Conferences are the Organization's largest source of revenues outside of membership dues. In the event that it is necessary to cancel a conference it is important to note that IIMC incurs numerous contractual obligations long before the opening ceremonies and as such is financially committed to expenditures that may not be refundable to the Organization. Should it be necessary to cancel the annual conference, every effort

will be made to return registration fees to our attendees. However, it is vital to understand that the contractual commitments to third parties may make it impossible for the Association to refund 100% of the registration fee, may limit the refund available to registrants. Therefore, the amount of a refund (if any) will be determined by IIMC in its sole discretion.

Chapter 2.60

VISITS – PRESIDENTIAL

Sections:

- 2.60.010 Purpose.
- 2.60.020 Scope.
- 2.60.030 Policy.

2.60.010

Purpose.

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

2.60.020

Scope.

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

2.60.030

Policy.

A. All invitations for the president to attend state/provincial/regional and national events or meetings shall be sent to the president and to IIMC headquarters.

B. The president, in consultation with the executive director, shall determine if the invitation can be accepted and if the president can attend.

C. If the president cannot attend, the president and executive director shall determine who should attend on the president's behalf. When economically feasible, the order of selection is as follows: president, president elect, vice-president, immediate past president, executive director, region director.

D. Every effort shall be made to coordinate the president's travel and staff travel in order to maximize the number of locations visited.

E. Travel expenses shall be paid in accordance with the IIMC approved travel expense policies.

F. Before accepting an invitation to attend a conference, the president or staff shall contact the host and request the following:

1. Complimentary registration as a delegate and/or exhibitor;
2. Complimentary conference meal events;
3. Hotel accommodations for the duration of the event;
4. Transportation to and from the airport;
5. The opportunity to address the entire delegation.

G. Notwithstanding subsection (F) of this section, the president and executive director have the discretion to decide whether the president or designee shall attend the meeting.

H. International travel by the President will be pre-approved by the Board of Directors.

I. Presidential Travel funds, including American Express points, in the Executive Committee budget are to be divided equally between the current President and Executive Committee and Incoming President and Executive Committee.

[October 27, 2006; December 6, 2002. Policy B-11].

Chapter 7.60

CONFERENCE INCOME AND EXPENSE POLICY

Sections:

- 7.60.010 Purpose.
- 7.60.020 Scope.
- 7.60.030 Policy.

7.60.010

Purpose.

To establish a policy for conference income and expenses. Related to the conduct of the IIMC annual conference.

7.05.020

Scope.

General.

7.05.030

Policy.

- A. All future IIMC Conference budgets must adhere to a minimum 10% profit.
- B. All future host committees will be provided with one complimentary IIMC Conference registration to use in a raffle for fundraising purposes.

Chapter 7.55
Conference Education by IIMC Member

Sections:

7.55.010 Purpose
7.55.020 Scope
7.55.030 Policy

7.55.010 Purpose

To establish guidelines for payment for the presentation of education sessions and the facilitation of Athenian Dialogues by IIMC members at IIMC Annual Conferences.

7.55.020 Scope
All

7.55.30 Policy

IIMC members who present an education session or facilitate an Athenian Dialogue at the annual conference may receive one of the following:

- one night hotel stay or a discounted hotel night; or
- a one day conference pass or a discounted registration or
- travel reimbursement (mileage or airfare).

The presenter and IIMC will be in agreement on what if any stipend the presenter will receive and the agreement will be in writing.

Chapter 6.10
Dues

Sections:

- 6.10.010 Purpose
- 6.10.020 Scope
- 6.10.030 Policy

6.10.10 Purpose

To establish a policy with respect to membership in IIMC. [November 2008; December 1988. Policy M-3]

6.10.20 Scope

All. [November 2008; December 1988. Policy M-3]

6.10.30 Policy

- A. Membership in IIMC shall be granted in accordance with the IIMC Constitution.
- B. Membership dues will be invoiced annually a maximum of three months. in advance of the members ~~anniversary~~ **paid through** date and are payable upon receipt
- C. An individual is considered a member of IIMC upon receipt at headquarters of a completed application and check. Checks received without an application and applications received without payment will be contacted by staff returned.
- D. A list of delinquent members shall be completed ~~monthly~~ **quarterly** and submitted to the board of directors, the members of the membership committee and the executive director. ~~for action~~
- E. A member's name will be removed from the membership roll and their membership canceled if they have not paid their dues within six months of the due date.
- F. Membership dues are to be reviewed by the board of directors every two years. [November 2008; December 1988. Policy M-3]

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Sharon Cassler, IIMC President

CC: IIMC Board of Directors
Chris Shalby, Executive Director

From: Aimee Nemer, Chair, Public Relations & Marketing Committee

Date: April 5, 2011

Subject: Annual Report –Public Relations & Marketing Committee



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

2010/2011 Goals & Objectives

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.
(Item 7 came from the KRA's and therefore has been incorporated in to the goals. This may change with the adoption of the Strategic Plan.)

Discussion and Recommendations

Status of 2010/2011 Goals & Objectives

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: Completed through IIMC staff.

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 progress - 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.

Recommendation: Continue this objective in 2011-2012.

3. Update the five year marketing plan to include strategies for accomplishing the annual objectives and add new objectives for five years.

Status: This objective has not been started.

Recommendation:

- Recommend that the 2011-2012 PRM Chair and Vice Chair meet with IIMC Staff and Board to determine the use of the five year marketing plan and what to include in the update. (2010-2015 Marketing Plan as submitted last year is attached –**Attachment 1**)

4. Develop criteria and methodology for promoting Municipal Clerks Week, review Proclamation issued by IIMC.

Status: Completed. This objective was completed in 2009-2010.

5. Work with the International Relations Committee to develop promotional brochure for Study Abroad Program.

Status: Completed. The IRC developed a promotional brochure and submitted it to PRM to review. PRM gave feedback to IRC.

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 progress - 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

Recommendations:

- Need Board/Staff direction if this is an objective to continue in 2011-2012; if so, then we will need to acquire list of retirees and those nearing retirement with assistance from IIMC, Region Directors, and State Organizations. We recommend that this list is maintained by the Membership Committee. PRM will use the list to distribute surveys and volunteer opportunities.
- Recommend to continue offering discounted membership and registration rates to retirees

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 progress - Shaunna Lee-Rice (Maple Valley, WA) and David Bryant (Lenexa, KS) are working on this objective.

It is imperative that communication flows up and down from board members, IIMC staff, region directors, committee chairs, committee members, and the membership. A manual may not be necessary, but we recommend best practices be instituted and followed to facilitate open and clear communication.

This objective is basically about communication. We do not recommend that this objective be continued for PRM in 2011-2012; however, we do recommend improvements in communication at all levels. This objective should be a priority of the Executive Committee.

Recommendations:

- Develop “report” or “email update” templates
- Board President and/or Executive Board should distribute updates at least quarterly or after each board meeting to all Region Directors and Committee Chairs –in turn, these positions should also be distributing information.
- Board President should report after each committee telecon.
- Include updates for committees in monthly updates.
- Provide information electronically in PDF format.
- Pass information forward to the new board members and maintain committee membership continuity where feasible.

- 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; but don't rely solely on committee members to deliver information.
- Provide board members with email lists for their Regions to facilitate more direct communication from board member to region members.
- Region Directors should be communicating with their region members on regular basis.

8. Market the new Education Guidelines and communicate Education Mission to Institutes, State/Provincial Associations and the membership.

Status: Completed through IIMC staff, website.

9. Develop and implement steps targeting municipal elected officials sharing the value of membership and certification.

Status: In Progress - Shaunna Lee-Rice (Maple Valley, WA) and David Bryant (Lenexa, KS) are working on this objective.

Recommendations:

- Need direction from board/staff if this objective should continue in 2011-2012. We believe many of the recommendations below may already be in place through IIMC staff.
- 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: Completed - Claire Lider (Battle Ground, WA) worked with Mentoring Committee to complete this objective. The following direction was given in regards to this objective:

- Promote that we are here to compliment and not compete with the state organizations.
- We have members nationwide, internationally, and locally who can help and are willing to help.
- We need to have an awareness that we are available and that we exist.
- It could be a brochure or one page article that covers how the IIMC Mentor Program is different from the mentoring programs the States might have.

Recommendations:

- Approve and implement the attached flyer. (Connect with Clerks Mentoring Program – **Attachment 2**)

11. Submit articles for New Digest to include but not limited to, best practices, management and leadership.

Status: In Progress - 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. Need to compile responses and bio information from panel and submit to IIMC staff.

Recommendations:

- Continue this objective for 2011-2012
- Establish “What do our Members Say” regular feature in News Digest. Begin after IIMC 2011 Conference. (Sample Questionnaire for first article –**Attachment 3**)
- Solicit articles from various IIMC members and institute directors on topics of interest.
- Provide updates from each committee and submit for the IIMC Digest and/or email list serve, and Region/Board members –to help facilitate communication as listed in objective 7.

12. Promote the Athenian Leadership Society.

Status: - Athenian Leadership Challenge (ALC) program was created and submitted for Board review. It was determined that the program could not be facilitated logically with the traveling trophy. (Information about the submitted program is attached –**Attachment 4**)

Recommendations:

- The Athenian Leadership Society is well established and just needs to be promoted periodically to the membership.
- We recommend that as an option for the assessment for each dialogue, an attendee can submit an article about their experience for the News Digest.

Financial

The Public Relations and Marketing Committee submitted one budget request in the amount of \$200.00 for a traveling trophy for the Athenian Leadership Challenge –Objective 12. This recommendation did not move forward and is no longer requested. There is no other financial impact.

Summary

In summary, the 2011 PRM Committee was assigned many goals. We were able to begin work on most of them, but they require continued focus to be considered completed. As the Executive Committee’s focus changes from year to year, it is somewhat difficult to work and complete some of the objectives, as they require more than one year to develop and implement. Even if the focus is similar, the specific objective may not be the same. Continued improvement in communication from the board and staff can help committees achieve the desired outcome of the board.

Appointing motivated and dedicated members to committees is also key to achieving our goals.

Active 2010-2011 Committee Members

Aimee Nemer
Shaunna Lee-Rice
David Bryant
Claire Lider

Members who gave Input

Samantha Shippen
Gina Antolini
Rod Diridon
Ronny Frederickx

Active Board Liaison

Stephanie Kalasz

Recommendations

To recap, the Public Relations and Marketing Committee recommendations are:

1. Continue Objective Number 2 through establishing 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.

2010-2011 Objective 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.

2. 2011-2012 Chair and Vice-Chair meet with IIMC Staff to determine the usefulness of the Five Year Marketing Plan and what should be included in the update.
3. Obtain Board/Staff direction regarding the continuance of Objective Number 6

2010-2011 Objective 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.

4. Regarding Objective 7, we recommend improvements in communication at all levels, but do not feel that this should be a committee objective.

2010-2011 Objective 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.

5. Obtain Board/Staff direction regarding the continuance of Objective 9

2010-2011 Objective 9

Develop and implement steps targeting municipal elected officials sharing the value of membership and certification.

6. Recommend approval of the Connect with Clerks Mentoring Program Flyer
7. Recommend approval of a News Digest regular feature entitled "What do our Members Say"
8. Recommend that the Athenian Leadership Dialogue assessments include an option for an attendee to write an article about their dialogue experience for the News Digest

Attachments

Attachment 1 2010-2015 Marketing Plan submitted in 2010 –not updated for 2011 (Objective 3)

Attachment 2 Connect with Clerks Mentoring Program Flyer (Objective 10)

Attachment 3 Sample Questionnaire for "What do our Members Say" (Objective 11)

Attachment 4 Athenian Leadership Challenge (Objective 12)

MANAGEMENT'S RECOMMENDATIONS:

Like all committees, this one is no exception in terms of goals and objectives needing more than a one-year term to accomplish.

Management's Comment on #1

We will work with the committee to help bring this objective to fruition. IIMC already has a bevy of articles that can be used for promotion in other publications, but the issue at hand is getting the publications to publish. Perhaps, the impetus should be on making or acquiring contacts from similar magazines and allowing IIMC to submit these articles.

Management's Comment on #2

The five-year marketing plan was ambitiously developed several years ago. Staff and the Committee will need to raze the plan and reconstruct a new to be more in tune with our web site and on-line publications among other areas. One of this committee's new objectives will be to establish a "crisis communication" plan.

Management's Comment on #3

We need to create this model membership package as a recruitment tool. As we look ahead to launch a membership campaign, this recruitment tool will be useful to promote the Organization.

Management's Comment on #4

We are currently revising the Board Candidate Handbook that currently includes a chapter on roles and responsibilities. This is easily embellished to meet the committee's objectives.

Management's Comment on #5

We have articles that are tailored toward this goal. We need to inform our members if this is something they would like for IIMC to promote.

Management's Comment on #6

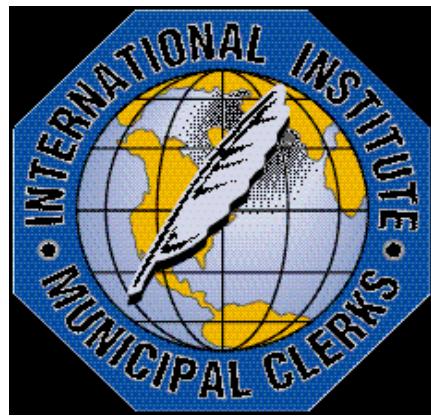
We have a Mentoring Brochure that is in hard copy and accessible from the web site. We don't see the need to expense dollars for another brochure or flyer.

Management's Comment on #7

We would be happy to publish the "What do our members say" feature. We need the articles or information.

Management's Comment on #8

This option is currently available and we've published several Athenian Dialogue assessment articles in the Digest. We look forward to publishing more.



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

FIVE YEAR MARKETING PLAN

2010 - 2015

1.0 Executive Summary

Founded in 1947, the International Institute of Municipal Clerks (IIMC) is the leading professional nonprofit association of Municipal Clerks and officials from cities and towns around the world. IIMC currently has approximately 10,100 members, mostly from the United States and Canadian municipalities.

IIMC sponsors continuing education programs at its annual conference and through 46 university-based Institute programs. IIMC also offers professional certification and networking opportunities among its membership. IIMC provides research and information through its monthly News Digest, Web Site and Resource Center.

The work of the association is done through its leadership of a 26 member Board of Directors and their respective committees and task forces.

In addition, IIMC Headquarters staff provides Members of the association with the support and information they need.

The Municipal Clerks Educational Foundation (MCEF) is a related fundraising organization for IIMC. MCEF provides funds for educational programs and member scholarships among its many contributions. IIMC and MCEF appreciate the support of their donors and corporate partners.

Major challenges face IIMC for the future. These include the retention of current membership levels, recruitment of new Members, involvement of international Members and establishing new educational programs for Members. The Board of Directors, staff and committee members must continue to work toward providing quality educational programs and up to date information in the most effective manner for the future of this exceptional organization.

1.2 Mission Statement

“The Mission of the International Institute of Municipal Clerks is to foster professionalism in local government through education”.

2.0 Situation Analysis

Marketing all programs and services provided by IIMC is critical to the success of the organization. The basic market need is the expansion of educational programs and communicating the importance of membership and education certification to non-member municipal clerks around the world.

IIMC’s primary goal is to actively promote the continuing education and professional development of Municipal Clerks through extensive education programs, certification, publications, networking, annual conferences and research. As an educational catalyst, IIMC inspires Clerks to expand and advance beyond their present levels of development.

IIMC also engages in municipal research administration, enhances critical professional skill development and fosters a spirit of mutual assistance and good fellowship among Municipal Clerks around the globe.

2.1 Market Summary

Through intense market analysis, IIMC has acquired sufficient knowledge to better understand its Members and their needs. As a result, IIMC is able to communicate in a manner that will enhance all services it provides to the membership.

2.1.1 Market Demographics

Geographics – IIMC serves approximately 10,100 plus Members in municipalities of 250 people to more than 10 million people in United States, Canada, Eastern Europe, South Africa, Australia, Asia, and the Middle East.

Demographics – Membership consists of male and female Members. As of December 31, 2009, 43% had earned their Certified Municipal Clerk designation; 11% earned recertification; and

7 % had earned their prestigious Master Municipal Clerk designation.

Market Behaviors – IIMC continues to enjoy support by its Members for the educational sessions offered at the annual conference or through Long Distance Learning available on the association website. This is evident by the number of attendees at Institutes, Academies and the Annual Conference each year.

2.1.2 Market Needs

IIMC provides educational sessions and support to all of its Members for the purpose of obtaining certification through the organization. IIMC also provides access to its many services through the website and by offering long distance learning opportunities for Municipal Clerks unable to attend education sessions offered by IIMC.

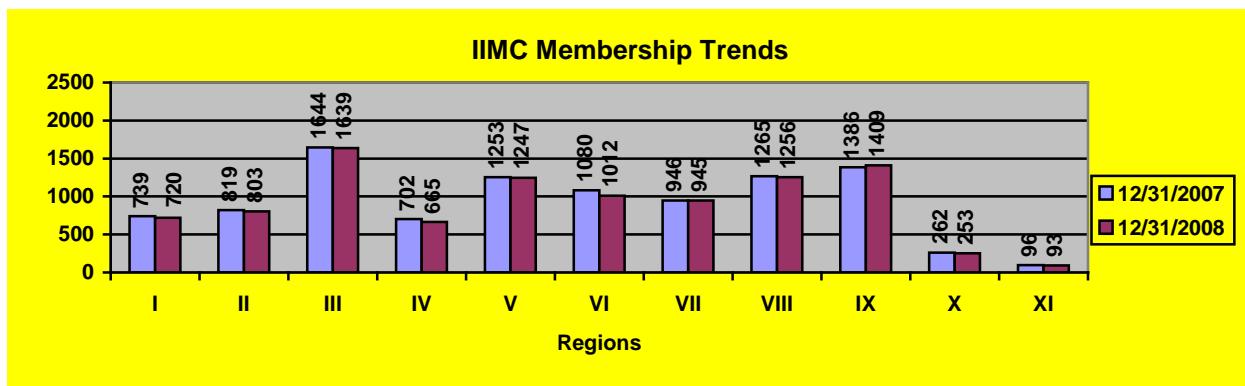
2.1.3 Market Trends

The market trend since 2002 has shown membership holding steady at approximately 10,100 Municipal Clerks and Associates. There is an increased demand for more services to Members via the Internet to reach Members who have no access to educational programs. There is also a need to increase the awareness of IIMC with state/provincial/national associations and help build and maintain working relationships with fellow municipal organizations such as ICMA, ARMA, NAGARA, and NLC.

2.1.4 Market Growth

There is a huge market need for IIMC to promote its products and services to all municipalities around the world. Currently, IIMC memberships has held steady at approximately 10,100 for the past three years. The goal for the Board of Directors is to increase membership by 1% each year over the next five years. Current membership as of December 31, 2009 is 10,048.

IIMC is in the initial stages of partnering with associations in the United Kingdom and Western Europe. These partnerships will expand IIMC's membership base and provide benefits to those municipal clerks in these regions.



	2009	2010	2011	2012	2013
Membership Growth (1%)	10,148	10,249	10,351	10,455	10,560

(Numbers need to be updated based on 2009 actuals and extended to 2014)

2.2 SWOT Analysis

2.2.1 Strengths

The following outlines key strengths of the organization:

- Communications with state/provincial/national associations
- IIMC website
- Monthly News Digest to all Members
- Educational sessions at institutes, academies and regional/annual conferences
- Message board for members to utilize
- Networking opportunities

2.2.2 Weaknesses

- Retaining/increasing membership

- Difficulty in meeting the educational needs of diverse International Members
- Lack of available resources for IIMC staff to perform marketing duties
- Language barriers between North America and International Members

2.2.3 Opportunities

- Broaden the use of the Internet and Website to reach Municipal Clerks in smaller communities and international communities. Increasing the opportunities on the internet needs to become a top priority, with smaller staffs and budgets it is increasingly difficult to attend seminars. As important as face-to-face interaction is, it is believed that more of us will be reduced to meeting our educational needs over the internet.
- Update current publications to reflect the ever changing world of Municipal Clerks
- Increased communication with state/provincial/national organizations
- Provide educational sessions/institutes to meet the needs of International Members
- Increase educational partnerships with State/ Provincial/ International Associations

2.2.4 Threats

- Members not completing certification due to change in education requirements
- Inability to reach Municipal Clerks in smaller municipalities
- Negative change in the economic climate could reduce the number of Members applying or renewing their memberships
- Communication barriers between North America and International Members

2.3 Alternative Providers

Services are provided to the membership through state and provincial associations, state municipal leagues, records management associations and parliamentary associations.

2.4 Services Offered

IIMC offers educational materials and seminars to all of its Members through institutes/academies, regional and annual conferences and through the IIMC website. IIMC provides networking opportunities for Municipal Clerks at conferences and seminars and on the website.

2.5 Keys to Success

- Increase membership 1% each year for the next five years while at the same time emphasizing the value in retaining existing members.
- Expand services through the website such as a message board for Members to utilize
- Research and develop educational programs that meet the needs of today's Clerks around the globe
- Expand the recognition of IIMC to other affiliates.
- Increase communication by Region Directors to their respective membership in the form of a letter or newsletter.
- [Promote value of IIMC professional designations](#)

2.6 Critical Issues

IIMC strengths are impressive but the weaknesses have been identified and could be resolved. IIMC has many opportunities to experience growth in the next five years while making the organization financially sound. Increased efforts are needed to capture those non-member Municipal Clerks via advertising, publications, mailings and the website. IIMC has the ability to continually offer exceptional educational sessions to the membership.

Critical issues are as follows:

- Continue to offer programs that benefit all Municipal Clerks
- Communicate to public officials the value of IIMC membership, [designations](#) and how membership will be a benefit to the community
- Increase communication by Region Directors to the membership.

- Education criteria for certification
- Retention of current members and attracting new members

International Institute of Municipal Clerks

5 Year Marketing Plan Action Steps

Year 1 (2010-2011)

- Increase membership by 1% in all regions
- Mass mailing of IIMC membership postcards to all municipalities **every other year commencing in 2010**
- Provide additional educational information in IIMC News Digest along with a special section of Who's Who in IIMC to showcase municipal clerk professionalism by October **2010**
- Research the hiring of additional IIMC staff member or outside marketing firm to handle recruitment/marketing duties-decision by March 2010
- Continued promotion/marketing of Municipal Clerks Week in May (**Carry forward for all future years**)
- **Update** power point presentation as a marketing tool to be used at conferences, institutes and seminars **every other year** (with Membership Committee)
- “Region of the Month” Program to highlight region and recruit new members (with Membership Committee)
- Promote/market to Regions X and XI ListServe as global communication tool
- Promote/market IIMC's ideals to other professional organizations (ICMA, NLC, ARMA etc.)-develop clerk articles for each associations' publications
- Review current and past marketing strategies; update 5 Year Marketing Plan
- Assist other IIMC Committees to achieve their goals and objectives

Year 2 (2011-2012)

- Increase membership by 1% in all regions
- Review current and past marketing activities; update 5 year Marketing Plan
- Research an increase in the membership fee schedule by January 2011
- Review website development and upgrade if necessary

Year 3 (2012-2013)

- Increase membership by 1% in all regions
- Review of IIMC's website making sure it is meeting the needs of the membership and update accordingly
- Market the credentialing of IIMC
- Preliminary discussion of future marketing needs; update 5 year Marketing Plan

Year 4 (2013-2014)

- Increase membership by 1% in all regions
- Review the marketing activities for the past five years and set marketing goals for the next five years; update 5 year Marketing Plan

Year 5 (2014-2015)

- Increase membership by 1% in all regions

- Review of website to see if it meets needs of membership
- Revamp of marketing materials
- Review and update 5 year Marketing Plan

Connect with Clerks

Mentoring Program

A benefit of being a member!

The International Institute of Municipal Clerks Mentoring Program is one of the many resources that IIMC offers. IIMC offers excellent mentoring services for the new clerk or the clerk experiencing new duties and statutory changes.

If you have an existing state association program...

IIMC's Mentoring Program is the perfect compliment to a State Association program. IIMC's Mentoring Program offers a large pool of clerks that can assist based on their experience and their local government structure. Can you imagine the power of your mentoring program when you are not only able to match your clerks with someone from your state, but someone who also works in a similar jurisdiction in another region of the country? IIMC also can assist you with finding an "expert" in whatever area of assistance or training that a clerk needs.



...we can add valuable resources.

If you are in need of a mentoring program for your state...

Utilize the existing Mentoring Program through the IIMC! Spread the word to your membership and let IIMC do the rest. We have Mentors waiting to assist your clerks and help facilitate knowledge sharing throughout the region.

Start connecting today!



Contact the IIMC to learn more about how the Mentoring Program can be a valuable resource to your membership:

Janis Daudt, Director of Member Services:

janis@iimc.com
(909) 944 - 4162

Panel Question and Member Information

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

What Do Our Members Say?
First IIMC Panel for News Digest Article

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?

2010 December/Year-End Notes

IIMC ended fiscal year 2010 with a positive and optimistic Net Profit of \$187,215. This is \$126,439 above projected budget of \$60,775. IIMC continues to grow, thrive, prosper and expand services even with the challenges of the current economy. A huge achievement in 2010 was the pay-off of the MCEF Line of Credit. Throughout the year, IIMC has implemented new processes, procedures and tasks to enable staff to complete work faster and more efficiently.

The following are key factors that contributed to IIMC stellar 2010 fiscal year:

General Comments: Please note minor financial formatting changes within the Committee and Conference Financials as IIMC's ongoing commitment to improving financial reporting.

Administrative

- Administrative YTD is under budget - \$4,833
 - **Income** – Interest income is under budget
 - **Expenses** – Overall the expenses for the Administrative department came in under budget with the exception of:
 - Bank Analysis Fees
 - Contract Labor
 - **General Comments** – Web Site Development in the amount of \$10,185 was reclassified in December 2010 as a capitalized expenditure to be depreciated over the course of 5 years.

Building

- Building YTD is under budget - \$27,539
 - **Expenses** – Overall expenses for the Building department came in under budget with the exception of:
 - Depreciation
 - Property Tax
 - **General Comments** – Building and Grounds Repairs in the amount of \$19,433 have been classified as capitalized expenditures to be depreciated over the course of 5 years.

Committees

- Committees YTD is under budget - \$32,048
 - Executive Committee is under budget - \$7,943
 - Board of Directors is under budget - \$10,204
 - General – over budget \$4,667
 - Mid-Year – under budget \$9,129
 - Conference – over budget \$3,592
 - **General Comments** – Continuing commitment to traveling only to those associations with which IIMC has a strong presence or working toward an Institute, as well as, the use of IIMC American Express points as much as possible has helped IIMC to reduce travel expenditures. Although there was an \$11,000 savings for the Board of Directors - General budget it came in over budget due to strategic planning expenses only reflecting one strategic planning meeting when two were held within the fiscal year.

Conference

- Conference YTD is under budget - \$41,784
 - **Income** – Revenue is under budget by \$145,369.
 - **Expenses** – Expense are under budget by \$103,585.
 - **General Comments** - Although the overall attendance of 595 attendees was under the projected budget of 800 attendees, several contributing items were key factors in this conferences overall success:
 - Food & Beverage – No minimums
 - Hotel Rooms – No attrition
 - All Conference Event – Cost savings
 - Transportation – Reduction in cost
 - Onsite Labor – No onsite labor costs

Education

- Education YTD is under budget - \$69,822
 - **Income** – Revenue is over budget by \$4,138
 - **Expenses** – Expenses are under budget by \$69,822
 - **General Comments** – Policy 8 funds came in over budget by \$12,000. IIMC had significant savings in this department due to a vacancy in the Director of Education position. The savings in salary, benefits and travel is approximately \$47,000. However, computer software support is over budget due to the department's use of IMIS for pre and post conference communication. Also, the implementation of the software module Task Manager has helped reduce the timeline on applications. This was a needed move, yet it was not budgeted at the time of the 2010 budget projections.

Marketing

- Marketing YTD is over budget - \$7,458
 - **Income** – Revenue is under budget by \$7,313
 - **Expenses** – Expense are within budget.
 - **General Comments** – The reduction in Advertising revenue is due to the decline in advertising. Several advertisers have either pulled or reduced the rate of their advertising due to the economy.

Membership

- Membership YTD is over budget by \$42,140
 - **Income** – Revenue is over budget by \$37,952
 - **Expenses** – Expenses are under budget by \$4,189
 - **General Comments** – Membership revenue has for the third consecutive year surpassed the \$1 million dollar mark. Dues revenue is over budget due largely to a conservative budget. Similar to the Education Department, computer software support is over budget due to the department's use of IMIS to track and expedite membership process. This was a needed move, yet it was not budgeted at the time of the 2010 budget projections.

IIMC Financials
FISCAL YEAR 2010
Statement of Financial Position
December 31, 2010

ASSETS

Current Assets

General Checking - Vineyard	\$ 97,518
MMA - Acct #10100828	49,048
MMA - Acct #2712253	92,244
MMA - Acct #1359169545	86,759
MMA - Building Reserve	20,601
Accounts Receivable	7,709
Inventory	17,184
Prepaid Expense	13,788
Prepaid Conference	26,571
Total Current Assets	\$ 411,421

Property & Equipment

Furniture	\$ 73,943		
Accum Deprn - Furniture	(71,865)	\$ 2,078	
Office Equipment	42,028		
Accum Deprn - Office Equipment	(42,028)		(0)
Building	397,448		
Accum Deprn - Building	(95,965)		301,483
Building Improvement - No Rent	172,808		
Accum Deprn - Building Improvement	(44,617)		128,191
Building Improvement - Rent Only	29,962		
Accum Deprn - Building Improvement	(26,310)		3,652
Land	321,408		321,408
Building Rental	376,400		
Accum Deprn - Bldg Rental	(90,880)		285,520
Computer Equipment	86,940		
Accum Deprn - Computer Equipment	(76,980)		9,960
Computer Software	86,456		
Accum Amortization - Computer Software	(73,597)		12,859
Loan Cost	16,058		
Accum Amortization - Loan Costs	(7,628)	8,430	
Total Property and Equipment		\$ 1,073,581	

TOTAL ASSETS

\$ 1,485,002

IIMC Financials
FISCAL YEAR 2010
Statement of Financial Position
December 31, 2010

LIABILITIES & EQUITY

Current Liabilities

Accounts Payables	\$ 35,676
Accrued Expense	34,914
Vacation Liability	12,110
Deferred Revenue - Dues	626,490
Deferred Revenue - Conference	38,268
Sales Tax Payable	30
MCEF Liability	111
Total Current Liabilities	\$ 747,600

Long Term Liabilities

Vineyard Bank - Mortgage	\$ 912,147
MCEF LOC	-
Total Long Term Liabilities	\$ 912,147

EQUITY

Equity	(387,347)
Property & Equip Reserves	(11,178)
Building Reserves	20,575
Operating Reserves	15,990
Net Income/(Loss)	187,215
Total Equity	\$ (174,745)

TOTAL LIABILITIES & EQUITY

\$ 1,485,002

IIMC Financials

FISCAL YEAR 2010

SUMMARY TOTALS

Department	2010							
	Revised Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	2010% YTD
INCOME:								
Administration	24,500	1,819	2,042	(222)	22,025	24,500	(2,475)	89.9%
Athenian Leadership Society	15,000	1,000	1,250	(250)	8,205	15,000	(6,795)	54.7%
Building	69,936	5,967	5,828	139	71,048	69,936	1,112	101.6%
Conference	670,850	(88)	-	(88)	525,481	670,850	(145,369)	0.0%
Education	164,300	48,755	36,608	12,147	168,438	164,300	4,138	102.5%
Marketing	60,300	4,476	5,230	(754)	52,987	60,300	(7,313)	87.9%
Membership	1,003,000	86,836	83,583	3,252	1,040,952	1,003,000	37,952	103.8%
Total Income	2,007,886	148,765	134,541	14,224	1,889,135	2,007,886	(118,751)	94.1%
EXPENSES:								
Administration	500,705	38,886	39,925	(1,040)	493,397	500,705	(7,308)	98.5%
Athenian Leadership Society	11,000	-	917	(917)	4,906	11,000	(6,094)	44.6%
Building	176,551	10,174	14,713	(4,538)	150,124	176,551	(26,427)	85.0%
Committee - Board of Directors	80,375	930	800	130	70,171	80,375	(10,204)	87.3%
Committee - Executive	23,600	488	1,967	(1,478)	15,657	23,600	(7,943)	66.3%
Committees - Other	21,350	21	1,079	(1,058)	7,448	21,350	(13,902)	34.9%
Conference	598,999	4,612	4,770	(159)	495,414	598,999	(103,585)	82.7%
Education	280,300	17,895	22,108	(4,214)	214,615	280,300	(65,685)	76.6%
Marketing	96,701	9,775	8,058	1,717	96,846	96,701	145	100.2%
Membership	157,530	14,502	13,128	1,374	153,341	157,530	(4,189)	97.3%
Total Expense	1,947,111	97,284	107,465	(10,182)	1,701,920	1,947,111	(245,191)	87.4%
PROFIT/(LOSS)								
Administration	(476,205)	(37,066)	(37,884)	817	(471,372)	(476,205)	4,833	99.0%
Athenian Leadership Society	4,000	1,000	333	667	3,299	4,000	(701)	82.5%
Building	(106,615)	(4,207)	(8,885)	4,677	(79,076)	(106,615)	27,539	74.2%
Board of Directors	(80,375)	(930)	(800)	(130)	(70,171)	(80,375)	10,204	87.3%
Committee - Executive	(23,600)	(488)	(1,967)	1,478	(15,657)	(23,600)	7,943	66.3%
Committees - Other	(21,350)	(21)	(1,079)	1,058	(7,448)	(21,350)	13,902	34.9%
Conference	71,851	(4,699)	(4,770)	71	30,067	71,851	(41,784)	41.8%
Education	(116,000)	30,860	14,500	16,360	(46,178)	(116,000)	69,822	39.8%
Marketing	(36,401)	(5,300)	(2,829)	(2,471)	(43,859)	(36,401)	(7,458)	120.5%
Membership	845,470	72,334	70,456	1,878	887,610	845,470	42,140	105.0%
Net Profit/(Loss)	60,775	51,481	27,076	24,406	187,215	60,775	126,439	308.0%

IIMC Financials

FISCAL YEAR 2010

Administrative

12/31/2010

Description	2010							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
INCOME								
Interest	3,400	55	283	(229)	1,000	3,400	(2,400)	29.4%
Misc Admin Revenue	100	15	8	6	25	100	(75)	24.7%
MCEF Development Contract	21,000	1,750	1,750	-	21,000	21,000	-	100.0%
Total Income	24,500	1,819	2,042	(222)	22,025	24,500	(2,475)	89.9%
OVERHEAD EXPENSES								
Salary/Wages	129,500	15,036	10,792	4,245	132,462	129,500	2,962	102.3%
Contract Labor	150,000	17,727	12,500	5,227	168,991	150,000	18,991	112.7%
Salary Benefits	32,000	3,167	2,667	500	33,247	32,000	1,247	103.9%
Payroll Taxes-Employer	12,400	1,175	1,033	141	11,994	12,400	(406)	96.7%
Workers Comp Insurance	2,800	125	233	(108)	1,426	2,800	(1,374)	0.0%
Computer/Software Purchase	13,200	-	1,100	(1,100)	1,231	13,200	(11,969)	9.3%
Computer/Software Support	30,900	2,352	2,575	(223)	31,846	30,900	946	103.1%
Depreciation Furn/Amortization Exp	12,700	3,103	1,058	2,045	14,709	12,700	2,009	115.8%
Office Equipment Lease	3,000	650	250	400	4,266	3,000	1,266	142.2%
Office Equipment Maint	3,900	390	325	65	3,007	3,900	(893)	77.1%
Office Equipment Purchase	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Office Supplies	8,100	622	675	(53)	6,724	8,100	(1,376)	83.0%
Telephone	9,900	769	825	(56)	9,874	9,900	(26)	99.7%
Web Site	10,200	(9,925)	-	(9,925)	10,640	10,200	440	104.3%
Auditor Fees	12,500	1,244	1,042	202	13,250	12,500	750	106.0%
Auto Mileage-Staff	300	-	25	(25)	83	300	(217)	27.7%
Copier	8,600	646	717	(71)	7,736	8,600	(864)	90.0%
Credit Card Fees	1,400	141	117	24	1,187	1,400	(213)	84.8%
Bank Analysis Fees	-	298	-	298	3,879	-	3,879	0.0%
Insurance-Retiree (*)	11,400	-	-	-	11,158	11,400	(242)	97.9%
Legal Fees	5,000	-	417	(417)	-	5,000	(5,000)	0.0%
LOC MCEF Interest	12,996	-	1,083	(1,083)	6,465	12,996	(6,531)	0.0%
LOC MCEF Payment	5,004	-	417	(417)	2,316	5,004	(2,688)	0.0%
Memberships	800	-	67	(67)	1,039	800	239	129.9%
Payroll Processing	1,500	277	125	152	1,920	1,500	420	128.0%
Postage/Courier/Mailing	2,500	153	208	(56)	2,615	2,500	115	104.6%
Printing	2,600	-	217	(217)	2,462	2,600	(138)	0.0%
Professional Develop/Training	3,000	-	250	(250)	1,305	3,000	(1,695)	43.5%
Shipping	1,000	-	83	(83)	506	1,000	(494)	50.6%
Subscriptions/Publications	630	-	53	(53)	-	630	(630)	0.0%
Taxes Business	275	-	23	(23)	35	275	(240)	0.0%
Admin Accommodations	2,500	-	208	(208)	614	2,500	(1,886)	24.6%
Admin Airfare	3,400	-	283	(283)	2,828	3,400	(572)	83.2%
Admin Ground	800	-	67	(67)	645	800	(155)	80.7%
Admin Meals	1,200	-	100	(100)	1,178	1,200	(22)	98.1%
Admin Other	200	-	17	(17)	50	200	(150)	25.0%
Other	3,500	939	292	647	1,711	3,500	(1,789)	48.9%
Total Administrative Expenses	500,705	38,886	39,925	(1,040)	493,397	500,705	(7,308)	98.5%
Net Profit/Loss	(476,205)	(37,066)	(37,884)	817	(471,372)	(476,205)	4,833	99.0%

IIMC Financials

FISCAL YEAR 2010

Athenian

12/31/2010

Description	2010							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
INCOME								
Athenian Leadership Society	15,000	1,000	1,250	(250)	8,205	15,000	(6,795)	54.7%
Total Income	15,000	1,000	1,250	(250)	8,205	15,000	(6,795)	54.7%
DIRECT EXPENSE								
Athenian Leadership Society	11,000	-	917	(917)	4,906	11,000	(6,094)	44.6%
Total Expense	11,000	-	917	(917)	4,906	11,000	(6,094)	44.6%
Net Profit/Loss	4,000	1,000	333	667	3,299	4,000	(701)	82.5%

IIMC Financials

FISCAL YEAR 2010

Building

12/31/2010

		2010						
Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
INCOME								
Rental Income	69,936	5,967	5,828	139	71,048	69,936	1,112	101.6%
Total Income	69,936	5,967	5,828	139	71,048	69,936	1,112	101.6%
DIRECT EXPENSE								
Amortize Loan Costs	1,606	132	134	(2)	1,606	1,606	-	100.0%
Association Fees	3,120	230	260	(30)	2,760	3,120	(360)	88.5%
Depreciation Building	26,200	3,137	2,183	954	30,771	26,200	4,571	117.4%
Insurance Fire/Property	4,500	318	375	(57)	3,956	4,500	(544)	87.9%
Landscaping	5,300	780	442	338	4,616	5,300	(685)	87.1%
Mortgage Interest	71,000	5,559	5,917	(357)	68,276	71,000	(2,724)	96.2%
Office Cleaning - IIMC	3,120	240	260	(20)	3,060	3,120	(60)	98.1%
Property Tax	12,000	1,115	1,000	115	14,214	12,000	2,214	0.0%
Repair/Maint Building	14,355	(1,077)	1,196	(2,273)	5,101	14,355	(9,254)	35.5%
Repair/Maint Grounds	17,050	(1,428)	1,421	(2,849)	201	17,050	(16,849)	1.2%
Supplies	100	-	8	(8)	345	100	245	345.5%
Utilities	14,500	950	1,208	(259)	13,466	14,500	(1,034)	92.9%
Allocation to Bldg Reserve	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Office Cleaning - Tenants	1,700	218	142	77	1,752	1,700	52	103.1%
Commissions	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Total Direct Expense	176,551	10,174	14,713	(4,538)	150,124	176,551	(26,427)	85.0%
Net Profit/Loss	(106,615)	(4,207)	(8,885)	4,677	(79,076)	(106,615)	27,539	74.2%

IIMC Financials
FISCAL YEAR 2010
Committees
12/31/2010

Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	2010		2010% YTD
						YTD Budget	Variance	
EXECUTIVE COMMITTEE:								
Telephone	1,500	-	125	(125)	227	1,500	(1,273)	15.1%
Travel Accommodations	7,000	-	583	(583)	3,330	7,000	(3,670)	47.6%
Travel Airfare	10,000	488	833	(345)	7,966	10,000	(2,034)	79.7%
Travel Ground	2,000	-	167	(167)	983	2,000	(1,018)	49.1%
Travel Meals	3,000	-	250	(250)	2,122	3,000	(878)	70.7%
Travel Other	100	-	8	(8)	-	100	(100)	0.0%
Shipping	-	-	0	0	26	-	26	0.0%
Other	-	-	0	0	1,003	-	1,003	0.0%
Total Expense	23,600	488	1,967	(1,478)	15,657	23,600	(7,943)	66.3%
BOARD OF DIRECTORS:								
General								
Election Expense	11,000	-	-	-	-	11,000	(11,000)	0.0%
Insurance Officers & Directors	4,000	565	333	231	5,083	4,000	1,083	0.0%
Legal Fees	-	315	-	315	2,100	-	2,100	0.0%
Meeting Expenses	-	-	-	-	-	-	-	0.0%
Strategic Planning	5,000	-	-	-	12,184	5,000	7,184	0.0%
Postage	50	0	4	(4)	68	50	18	136.8%
Shipping	50	-	4	(4)	12	50	(38)	24.7%
Subscriptions/Publications	-	-	-	-	-	-	-	0.0%
Telephone	4,500	-	375	(375)	914	4,500	(3,586)	20.3%
Memorials	700	50	58	(8)	300	700	(400)	42.9%
Other Expenses	300	-	25	(25)	271	300	(29)	0.0%
General	25,600	930	800	130	20,933	25,600	(4,667)	224.6%
Mid-Year								
Travel Accommodations	15,000	-	-	-	11,314	15,000	(3,686)	0.0%
Travel Airfare	17,000	-	-	-	10,890	17,000	(6,110)	0.0%
Travel Ground	1,000	-	-	-	2,340	1,000	1,340	0.0%
Travel Meals	10,000	-	-	-	8,276	10,000	(1,724)	0.0%
Travel Other	300	-	-	-	60	300	(240)	0.0%
Meeting Expenses	-	-	-	-	1,290	-	1,290	0.0%
Travel Region Directors	-	-	-	-	-	-	-	0.0%
Mid-Year	43,300	-	-	-	34,171	43,300	(9,129)	0.0%
Conference								
Travel Accommodations	5,000	-	-	-	6,846	5,000	1,846	0.0%
Travel Airfare	700	-	-	-	757	700	57	0.0%
Travel Ground	300	-	-	-	-	300	(300)	0.0%
Travel Meals	2,275	-	-	-	565	2,275	(1,710)	0.0%
Board Meeting Expense	-	-	-	-	4,009	-	4,009	0.0%
Travel Other	200	-	-	-	11	200	(189)	0.0%
Audio Visual	3,000	-	-	-	2,880	3,000	(120)	0.0%
Conference	11,475	-	-	-	15,067	11,475	3,592	0.0%
Total Expense	80,375	930	800	130	70,171	80,375	(10,204)	87.3%
BUDGET AND PLANNING:								
Meeting Expenses	-	-	-	-	-	-	-	-
Travel Accommodations	3,200	-	-	-	2,674	3,200	(526)	0.0%
Travel Airfare	3,000	-	-	-	2,745	3,000	(255)	0.0%
Travel Ground	500	-	-	-	242	500	(258)	0.0%
Travel Meals	1,500	-	-	-	1,225	1,500	(275)	0.0%
Travel Other	200	-	-	-	-	200	(200)	0.0%
Total Expense	8,400	-	-	-	6,886	8,400	(1,514)	0.0%
CONFERENCE POLICY:								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Total Expense	200	-	17	(17)	-	200	(200)	0.0%
EDUCATION / PROFESSIONAL DEVELOPMENT:								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Postage/Courier/Mailing	-	-	-	-	-	-	-	-
Telephone	50	-	4	(4)	59	50	9	0.0%
Total Expense	250	-	21	(21)	59	250	(191)	23.5%
ELECTION:								
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%
Postage/Courier/Mailing	-	-	0	0	-	-	-	-
Total Expense	200	-	17	(17)	-	200	(200)	0.0%

IIMC Financials
FISCAL YEAR 2010
Committees
12/31/2010

Description	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	2010		Variance	2010% YTD
						YTD Budget			
ETHICS:									
Telephone	1,000	-	83	(83)	213	1,000	(787)	21.3%	
Total Expense	1,000	-	83	(83)	213	1,000	(787)	21.3%	
INTERNATIONAL RELATIONS:									
Exchange Program/Study Abroad	4,500	-	375	(375)	-	4,500	(4,500)	0.0%	
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
Telephone	-	-	0	0	2	-	2	0.0%	
Total Expense	4,700	-	392	(392)	2	4,700	(4,698)	0.0%	
POLICY REVIEW									
Telephone	200	21	17	5	158	200	(42)	79.0%	
Codification									
Total Expense	200	21	17	5	158	200	(42)	79.0%	
MEMBERSHIP:									
Telephone	-	-			26	-	26	0.0%	
Other	200	-	17	(17)	-	200	(200)	0.0%	
Total Expense	200	-	17	(17)	26	200	(174)	13.0%	
MENTORING:									
Telephone	200	-	17	(17)	-	200	(200)	0.0%	
Other	-	-	0	0	-	-	-	0.0%	
Promotion	200	-	17	(17)	70	200	(130)	35.0%	
Total Expense	400	-	33	(33)	70	400	(330)	17.5%	
PROGRAM REVIEW:									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
Telephone	-	-	0	0	35	-	35	0.0%	
Total Expense	200	-	17	(17)	35	200	(165)	17.4%	
PUBLIC RELATIONS:									
Telephone	100	-	8	(8)	-	100	(100)	0.0%	
Other (Award)	-	-	0	0	-	-	-	0.0%	
Total Expense	100	-	8	(8)	-	100	(100)	0.0%	
RECORDS MANAGEMENT:									
Publications - writing/editing/design	5,000		417	(417)		5,000	(5,000)	0.0%	
Telephone	100	-	8	(8)	-	100	(100)	0.0%	
Total Expense	5,100	-	425	(425)	-	5,100	(5,100)	0.0%	
RESEARCH:									
Meeting Expenses	100	-	8	(8)	-	100	(100)	0.0%	
Telephone	-	-	0	0	-	-	-	0.0%	
Other	-	-	-	-	-	-	-	0.0%	
Total Expense	100	-	8	(8)	-	100	(100)	0.0%	
RESOURCE & INFORMATION:									
Meeting Expenses	100	-	8	(8)	-	100	(100)	0.0%	
Total Expense	100	-	8	(8)	-	100	(100)	0.0%	
TASK FORCE(S):									
Telephone	200	-	17	(17)	-	200	(200)	0.0%	
Total Expense	200	-	17	(17)	-	200	(200)	0.0%	
Executive Committee	23,600	488	1,967	(1,478)	15,657	23,600	(7,943)	66.3%	
Board of Directors	80,375	930	800	130	70,171	80,375	(10,204)	87.3%	
Other Committees	21,350	21	1,079	(1,058)	7,448	21,350	(13,902)	34.9%	
Total Expense	125,325	1,440	3,846	(2,406)	93,277	125,325	(32,048)	74.4%	
Net Profit/Loss	(125,325)	(1,440)	(3,846)	2,406	(93,277)	(125,325)	32,048	74.4%	

IIMC Financials

FISCAL YEAR 2010

Conference

12/31/2010

Description	2010							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
INCOME								
Registration Members-Full	464,350	(88)	-	(88)	323,253	464,350	(141,098)	69.6%
Registration Guest	25,000	-	-	-	19,250	25,000	(5,750)	77.0%
Donations & Sponsorships	46,500	-	-	-	46,500	46,500	-	100.0%
Exhibitor Program	28,000	-	-	-	26,100	28,000	(1,900)	93.2%
Registration Comp	(8,000)	-	-	-	(26,120)	(8,000)	(18,120)	326.5%
Cancellation Fee	3,000	-	-	-	3,016	3,000	16	100.5%
Misc. Conference Revenue	68,000	-	-	-	95,519	68,000	27,519	140.5%
Academy Workshop	41,000	-	-	-	34,209	41,000	(6,791)	83.4%
Boutique Sales	3,000	-	-	-	3,754	3,000	754	125.1%
Total Income	670,850	(88)	-	(88)	525,481	670,850	(145,369)	78.3%
DIRECT EXPENSES								
Planner Travel Accomm.	100	-	-	-	-	100	(100)	0.0%
Planner Airfare	1,000	-	-	-	765	1,000	(235)	76.5%
Planner Ground Travel	350	-	-	-	218	350	(132)	62.3%
Planner Travel Meals	700	-	-	-	670	700	(30)	95.7%
Planner Travel Other	100	-	-	-	-	100	(100)	0.0%
Planner	2,250	-	-	-	1,653	2,250	(597)	73.5%
Academy Speaker Fees	24,000	-	-	-	22,000	24,000	(2,000)	91.7%
Academy Speaker Accommodations	2,700	-	-	-	447	2,700	(2,253)	16.6%
Academy Speaker Meals	1,200	-	-	-	495	1,200	(705)	41.3%
Academy Speaker Travel	7,400	-	-	-	2,834	7,400	(4,566)	38.3%
Academy Materials/Supplies	1,000	-	-	-	2,265	1,000	1,265	226.5%
Academy	36,300	-	-	-	28,042	36,300	(8,258)	77.3%
Gen/Plenary Speaker Fees	40,000	-	-	-	44,250	40,000	4,250	110.6%
Gen/Plenary Speaker Accommodations	890	-	-	-	447	890	(443)	50.3%
Gen/Plenary Speaker Meals	400	-	-	-	-	400	(400)	0.0%
Gen/Plenary Speaker Travel	3,400	-	-	-	-	3,400	(3,400)	0.0%
Gen/Plenary Speaker	44,690	-	-	-	44,697	44,690	7	100.0%
Speakers Accommodations	4,700	-	-	-	2,685	4,700	(2,015)	57.1%
Speakers Fees	32,000	-	-	-	20,250	32,000	(11,750)	63.3%
Speakers Meals	2,100	-	-	-	1,031	2,100	(1,069)	49.1%
Speakers Travel	10,100	-	-	-	5,345	10,100	(4,755)	52.9%
Speakers	48,900	-	-	-	29,311	48,900	(19,589)	59.9%
Staff Travel Accomm.	11,000	-	-	-	6,803	11,000	(4,197)	61.8%
Conf. Travel Airfare Staff	3,000	-	-	-	3,756	3,000	756	125.2%
Conf. Travel Ground - Staff	800	-	-	-	921	800	121	115.1%
Conf. Travel Meals - Staff	4,500	-	-	-	3,450	4,500	(1,050)	76.7%
Conf. Travel Other - Staff	200	-	-	-	48	200	(152)	24.0%
Conf. Staff	19,500	-	-	-	14,977	19,500	(4,523)	76.8%
Conf. Transportation - VIP	1,000	-	-	-	-	1,000	(1,000)	0.0%
Travel Accommodations VIP	4,000	-	-	-	4,922	4,000	922	123.1%
VIP	5,000	-	-	-	4,922	5,000	(78)	98.4%
Opening Reception	35,000	-	-	-	35,500	35,000	500	101.4%
All Conference Event	55,000	-	-	-	34,100	55,000	(20,900)	62.0%
Opening Ceremony	500	-	-	-	350	500	(150)	70.0%
Events	90,500	-	-	-	69,950	90,500	(20,550)	77.3%
Food & Beverage	85,000	-	-	-	85,199	85,000	199	100.2%
Meetings/Board/Comm.F&B/AV	-	-	-	-	-	-	-	0.0%
Colloquium Food & Beverage	3,000	-	-	-	547	3,000	(2,453)	18.2%
Annual Banquet	35,000	(88)	-	(88)	23,184	35,000	(11,816)	66.2%
Private Receptions	10,000	-	-	-	10,303	10,000	303	103.0%
Food & Beverage	133,000	(88)	-	(88)	119,233	133,000	(13,767)	89.6%
Contract Labor	57,245	4,584	4,770	(186)	55,008	57,245	(2,237)	96.1%
Credit Card Fees	12,500	-	-	-	7,902	12,500	(4,598)	63.2%
Telephone/Internet	6,000	-	-	-	2,796	6,000	(3,204)	46.6%
Awards & Gifts	3,000	-	-	-	5,493	3,000	2,493	183.1%
Office Supplies	100	-	-	-	189	100	89	188.6%
Shipping	3,000	-	-	-	1,643	3,000	(1,357)	54.8%
Lanyards/Bags/Gifts	4,000	-	-	-	4,814	4,000	814	120.4%
Conference Security	1,200	-	-	-	1,638	1,200	438	136.5%
Colloquium Institute Director	500	-	-	-	26	500	(474)	5.2%

IIMC Financials

FISCAL YEAR 2010

Conference

12/31/2010

Description	2010							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
Postage/Courier/Mailing	715	-	-	-	619	715	(96)	86.6%
Conf. Transportation	30,000	-	-	-	11,531	30,000	(18,469)	38.4%
Audio/Visual	65,000	-	-	-	57,840	65,000	(7,160)	89.0%
Copier	100	-	-	-	431	100	331	431.5%
DJ	2,000	-	-	-	2,175	2,000	175	108.8%
Exhibit Hall	3,500	-	-	-	3,902	3,500	402	111.5%
Onsite Labor	5,000	-	-	-	-	5,000	(5,000)	0.0%
Design Work	600	-	-	-	-	600	(600)	0.0%
Photographer	3,500	-	-	-	2,500	3,500	(1,000)	71.4%
Signage	300	-	-	-	-	300	(300)	0.0%
Conference Printing/Design Work	18,000	-	-	-	21,521	18,000	3,521	119.6%
Merchandise	2,000	115	-	115	1,872	2,000	(128)	93.6%
Other	599	-	-	-	294	599	(305)	49.1%
Other	218,859	4,699	4,770	(71)	182,628	218,859	(36,231)	83.4%
Total Direct Expense	598,999	4,612	4,770	(159)	495,414	598,999	(103,585)	82.7%
Net Profit/Loss	71,851	(4,699)	(4,770)	71	30,067	71,851	(41,784)	41.8%
				0			(0)	

IIMC Financials

FISCAL YEAR 2010

Education

12/31/2010

Description	Revised Budget	Monthly	Monthly Budget	Variance	2010			2010% YTD
					Actual YTD	YTD Budget	Variance	
INCOME:								
MCEF Contribution/Policy 8	25,000	37,150	25,000	12,150	37,150	25,000	12,150	0.0%
Fees CMC	40,000	3,125	3,333	(208)	38,820	40,000	(1,180)	97.1%
Fees CMC Recertification	-	(150)	-	(150)	(950)	-	(950)	0.0%
Fees MMC	60,000	7,100	5,000	2,100	57,620	60,000	(2,380)	96.0%
Pin CMC	-	-	-	-	90	-	90	0.0%
Pin MMC	-	-	-	-	120	-	120	0.0%
Plaques CMC	8,000	455	667	(212)	7,645	8,000	(355)	95.6%
Distance Ed Registration	20,000	100	1,667	(1,567)	19,635	20,000	(365)	98.2%
Conference CD Rom	11,300	975	942	33	8,100	11,300	(3,200)	71.7%
Misc Education Income	-	-	-	-	192	-	192	0.0%
MCEF Scholarship	-	-	-	-	-	-	-	0.0%
Total Income	164,300	48,755	36,608	12,147	168,438	164,300	4,138	102.5%
DIRECT EXPENSES:								
Salary/Wages	158,250	13,879	13,188	692	125,996	158,250	(32,254)	79.6%
Salary Benefits	23,500	1,738	1,958	(220)	17,963	23,500	(5,537)	76.4%
Payroll Taxes - Employer	13,500	880	1,125	(245)	11,086	13,500	(2,414)	82.1%
Workers Comp Insurance	2,800	68	233	(165)	888	2,800	(1,912)	31.7%
Computer/Software Support	-	181	-	181	19,771	-	19,771	0.0%
Conference CD Rom	5,000	-	417	(417)	-	5,000	(5,000)	0.0%
Credit Card Fee	2,500	145	208	(63)	1,725	2,500	(775)	69.0%
Distance Ed	22,900	-	1,908	(1,908)	14,385	22,900	(8,515)	62.8%
Memberships	500	-	42	(42)	-	500	(500)	0.0%
Pins CMC	2,000	-	167	(167)	-	2,000	(2,000)	0.0%
Pins MMC	1,500	-	125	(125)	691	1,500	(809)	46.1%
Plaques	5,000	200	417	(217)	5,076	5,000	76	101.5%
Office Equipment Purchase	-	-	-	-	-	-	-	0.0%
Office Supplies	-	-	-	-	-	-	-	0.0%
Postage/Courier/Mailing	1,100	81	92	(10)	2,027	1,100	927	184.3%
Printing	2,500	-	208	(208)	(1,275)	2,500	(3,775)	-51.0%
Shipping	6,000	454	500	(46)	6,139	6,000	139	102.3%
Professional Develop/Training	2,000	267	167	100	767	2,000	(1,233)	38.4%
Program Development	10,000	-	833	(833)	109	10,000	(9,891)	1.1%
Subscriptions/Publications	500	-	42	(42)	-	500	(500)	0.0%
Telephone	500	-	42	(42)	75	500	(425)	15.1%
Staff Travel Accommodations	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Staff Airfare	2,000	-	167	(167)	-	2,000	(2,000)	0.0%
Staff Travel Ground	750	-	63	(63)	-	750	(750)	0.0%
Staff Travel Meals	750	-	63	(63)	-	750	(750)	0.0%
Staff Travel Other	750	-	63	(63)	-	750	(750)	0.0%
Conference Scanning Expense	15,000	-	-	-	9,191	15,000	(5,809)	0.0%
Total Direct Expense	280,300	17,895	22,108	(4,214)	214,615	280,300	(65,685)	76.6%
Net Profit/Loss	(116,000)	30,860	14,500	16,360	(46,178)	(116,000)	69,822	39.8%

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IIMC Financials

FISCAL YEAR 2010

Marketing

12/31/2010

Description	2010								
	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD	
INCOME									
Advertising	27,000	1,600	2,455	(855)	22,570	27,000	(4,430)	83.6%	
Advertising/Sponsor	16,500	1,526	1,375	151	15,771	16,500	(729)	95.6%	
Advertising Website	1,500	354	125	229	2,004	1,500	504	133.6%	
Royalty - Liberty Mutual	500	-	42	(42)	1,084	500	584	216.9%	
Royalty - MBNA MasterCard	4,000	746	333	413	2,632	4,000	(1,368)	65.8%	
Royalty - Robert's Rule of Order	1,000	249	83	166	1,037	1,000	37	103.7%	
Royalty - E.Mina/NAP	2,000	-	167	(167)	445	2,000	(1,555)	22.3%	
Mailing Lists	800	-	67	(67)	1,700	800	900	212.5%	
Merchandise	2,500	-	208	(208)	-	2,500	(2,500)	0.0%	
Publications	4,500	-	375	(375)	5,444	4,500	944	121.0%	
Publications - Book 8	-	-	-	-	300	-	300	0.0%	
Total Income	60,300	4,476	5,230	(754)	52,987	60,300	(7,313)	87.9%	
DIRECT EXPENSES									
Contract Labor	81,900	6,825	6,825	-	81,900	81,900	-	100.0%	
Workers Comp Insurance	339	48	28	20	511	339	172	150.8%	
Auto Mileage	200	-	17	(17)	-	200	(200)	0.0%	
Credit Card Fee	312	-	26	(26)	165	312	(147)	52.8%	
Awards & Gifts	1,000	-	83	(83)	1,007	1,000	7	100.7%	
Postage	50	-	4	(4)	121	50	71	241.7%	
Design Work (non conference)	1,000	-	83	(83)	310	1,000	(690)	31.0%	
Merchandise	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Shipping	100	-	8	(8)	74	100	(26)	73.7%	
Staff Travel Accommodations	600	370	50	320	704	600	104	117.3%	
Staff Airfare	500	50	42	8	50	500	(450)	10.0%	
Travel Exhibit	2,000	293	167	126	2,294	2,000	294	114.7%	
Staff Travel Ground	500	36	42	(5)	108	500	(392)	21.7%	
Staff Travel Meals	500	32	42	(9)	232	500	(268)	46.5%	
Staff Travel Other	200	-	17	(17)	-	200	(200)	0.0%	
News Digest/Print/Mail/Design	3,000	285	250	35	4,041	3,000	1,041	134.7%	
Printing - Book 8	500	-	42	(42)	260	500	(240)	52.0%	
Printing /Publications	3,000	1,836	250	1,586	5,069	3,000	2,069	169.0%	
Total Direct Expense	96,701	9,775	8,058	1,717	96,846	96,701	145	100.2%	
Net Profit/Loss	(36,401)	(5,300)	(2,829)	(2,471)	(43,859)	(36,401)	(7,458)	120.5%	

IIMC Financials

FISCAL YEAR 2010

Membership

12/31/2010

Description	2010							
	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	2010% YTD
INCOME								
Membership Dues	1,001,000	86,686	83,417	3,269	1,035,296	1,001,000	34,296	103.4%
Membership Late Fee	2,000	150	167	(17)	5,655	2,000	3,655	282.8%
Total Income	1,003,000	86,836	83,583	3,252	1,040,952	1,003,000	37,952	103.8%
DIRECT EXPENSES								
Salary/Wages	97,000	10,218	8,083	2,135	90,377	97,000	(6,623)	93.2%
Salary Benefits	17,500	1,829	1,458	371	18,378	17,500	878	105.0%
Payroll Taxes-Employer	9,000	780	750	30	8,119	9,000	(881)	90.2%
Workers Comp Insurance	1,100	98	92	6	1,064	1,100	(36)	96.7%
Auto Mileage	200	-	17	(17)	-	200	(200)	0.0%
Awards/Gifts	-	-	-	-	-	-	-	0.0%
Computer/Software Support	-	109	-	109	12,361	-	12,361	0.0%
Credit Card	4,500	604	375	229	4,824	4,500	324	107.2%
Dues Mailing	10,600	447	883	(436)	8,997	10,600	(1,603)	84.9%
Membership	530	-	44	(44)	-	530	(530)	0.0%
Office Equipment	-	-	-	-	154	-	154	0.0%
Postage/Courier/Mailing	8,400	256	700	(444)	5,156	8,400	(3,244)	61.4%
Printing Mbr Drive	2,000	72	167	(95)	2,434	2,000	434	121.7%
Professional Develop/Training	1,500	89	125	(36)	202	1,500	(1,298)	13.4%
Promotion	600	-	50	(50)	925	600	325	154.2%
Research Salary Survey Services	400	-	33	(33)	350	400	(50)	87.5%
Staff Travel Accommodations	1,500	-	125	(125)	-	1,500	(1,500)	0.0%
Staff Airfare	2,000	-	167	(167)	-	2,000	(2,000)	0.0%
Staff Travel Ground	200	-	17	(17)	-	200	(200)	0.0%
Staff Travel Meals	400	-	33	(33)	-	400	(400)	0.0%
Staff Travel Other	100	-	8	(8)	-	100	(100)	0.0%
Total Direct Expense	157,530	14,502	13,128	1,374	153,341	157,530	(4,189)	97.3%
Net Profit/Loss	845,470	72,334	70,456	1,878	887,610	845,470	42,140	105.0%
					(0)			

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Janis Daudt, Director of Member Services
Date: April 7, 2011
Subject: Member Services Report



I favor the following quote, "We must remember that one determined person can make a significant difference, and that a small group of determined people can change the course of history." Whether we work one on one with a member or work within a committee or come together as an entire association, it always begins with one determined person. This is IIMC. IIMC will grow with the help of all Staff, each Region Director and Executive Committee Member. Member Services has created the Board of Directors supply folder. This folder will contain every item a director needs to enhance their knowledge of IIMC and how they can improve upon their selling of IIMC! Let's pull together and become that small group of determined people.

In January 2011, Member Services sent out the 2011 Salary Survey. Last year we received 3,639 responses and this year 3,669 responded. We will have the new survey on-line in May 2011.

In February 2011, IIMC announced to all of our Members that IIMC would promote them to their City Managers, Council and Mayor for Municipal Clerks Week, May 1 – 7, 2011. The form to complete can be found on our web site and we also send the form with each new quarterly billing. This year, we sent out 1,197 emails for the members that requested it. We will be promoting education to these same people to shed light on what IIMC can do for their Clerks and Municipalities through education and networking. We hope that the number will be larger each year.

Member Services has created an attractive "new member packet" (See Sample) that will be sent via email when a new member joins. This cuts down on paper, printing, envelopes and postage. It lists information that can be found on the web site, but will now just be a click away for our new members. We will continue to send out new Membership and Code of Ethics Certificates along with the *Language of Local Government* book and their IIMC Membership Pin. We continue to send out a three month membership letter and six month membership letter. We want our new members to hear from IIMC and see our brand many times before they go to pay their dues for a second year.

IIMC E-Briefings are sent out consistently throughout the week, month and year. We can verify how many of our members are opening the e-briefings. For instance:

E-Brief – 4/7/10 – title "Municipal Clerks Week" – 8,308 were sent – 2,215 (27.6%) opened it.
E-Brief – 9/28/10 – title "Constitution Voting Results" – 8,405 were sent – 1,674 (20.9%) opened it.
E-Brief – 11/3/10 – title "Conference Preliminary Program" – 8,483 were sent – 1,909 (23.5%) opened it.
E-Brief – 12/9/10 – title "Education Point Breakdown" – 8,508 were sent – 1,753 (22.2%) opened it.
E-Brief – 12/13/10 – title "Global Opportunities" – 8,507 were sent – 1,595 (19.7%) opened it.
E-Brief – 12/20/10 – title "December News Digest" – 8,465 were sent – 1,595 (19.8%) opened it.
229 clicked on our Advertiser's web sites.
E-Brief – 1/19/11 – title "Annual Conference Points" – 8,479 were sent – 1,737 (21.4%) opened it.
E-Brief – 1/26/11 – title "Gaylord Opryland Hotel" – 8,508 were sent – 2,149 (26.4%) opened it.
E-Brief – 1/27/11 – "Honorary/Retired Members Conference Fee" – 332 were sent – 174 (45.1%) opened it.
E-Brief – 3/31/11 – title "New On-Line Courses" – 8,643 were sent – 1,390 (16.9%) opened it.

Member Services, each year, registers our conference attendees, prepares each member's envelope (ribbons, badge, tickets, confirmations and tally for venues). This year was especially exciting as we, with the help of Jennifer Strawn of AASG and Janet Pantaleon, were able to get the preconference mailings done through email. Confirmations, Walk/Run, Mentor Brochure, First Time Attendee letter, Things you

need to know about Nashville and Scanning information were sent through email to each delegate. This has saved our department the cost of paper, copying, envelopes and postage. This was a huge step forward. As of this report (4/7/11), IIMC has registered 611 delegates, 79 guests, 34 exhibitors, 19 Institute Directors, 158 First Timers, 41 Athenian Dialogue Delegates and 51 Walk Run Participants for the Nashville Conference. We have also registered 9 delegates for the South Africa Study Abroad Trip.

Our Membership has dipped and the frustrating part of this is that over the last several months, any members we gain, we then cancel that same number or more. Cancellations arrive in various reasons with the majority claiming budget cuts; retirement (IIMC is proactive in promoting retiree membership); job reassignment; not interested or doesn't see the value; and miscellaneous other reasons.

Once again, Member Services is proactive in contacting members about their dues six times before a member is cancelled. Our schedule for contact is below:

1. First Renewal Notice is sent three months prior to the due date.
2. Reminder Notice is sent one month prior to the due date.
3. Past Due Notice is sent within 2 weeks after their membership expires.
4. Final Notice Letter (with a handwritten note) and Final Notice Dues Renewal are sent 2 months prior to cancelling their membership.
5. Membership Committee and Board of Directors receive "Soon to be Cancelled" list so they contact their selected lists or Region Non-Paying Members.
6. Membership Committee contacts Janis Daudt with their contact sheets and I make phone calls, send new replacement letters, discuss with those members that have a CMC or MMC and offer opportunities to remain with IIMC through a payment program or if they are retiring encourage a Retired Membership.
7. If Member Services does not hear from the non-paying member, Janis will cancel their membership six months after.

A n interesting statistic regarding renewals is that we have received many dues payments up to 5, 6 and 7 months after they were due.

Our Membership Drives consist of the following:

- Institute Directors Member Drive – 2 new members since January 21, 2011.
- Region Director Challenge– 31 new members for 2009/2010. Winner was Debbie Batliner, MMC
- Recruit A New Member Challenge – 19 new members in 2010. Winners were:
 1. Yolande Justice, CMC of Scarborough, ME
 2. Tennessee Host Committee

Member Services has been working on their KRA and have, for the most part, been successful in completing many tasks. There are some portions that need more time and a real strategy to move forward. We will be starting the Postcard mailing to three Canadian Provinces totaling 680 municipalities:

- Alberta
- British Columbia
- Manitoba

Tammy Schultz, Member Services Representative, continues to accomplish goals and creates new ideas for our department and customer service. We collaborate and work toward increasing IIMC Membership on a daily basis. We are committed to the Members of IIMC and will do everything in our power to grow, create and design an adaptable approach to retaining our members and recruiting new members.



NEW MEMBER PACKET

International Institute of Municipal Clerks

Visit **IIMC's Web Site** at www.iimc.com to learn more about YOUR Organization and how you can become more involved with its Education Programs, Certification, Committees, Annual Conferences, MCEF and more.

The screenshot shows the homepage of the International Institute of Municipal Clerks (IIMC) website. The header features the IIMC logo and the text "INTERNATIONAL INSTITUTE of MUNICIPAL CLERKS". Below the header is a navigation menu with links to "ABOUT US", "EDUCATION", "MEMBERSHIP", "CONFERENCE", and "I'M SEARCHING FOR...". To the right of the menu are two flags: the United States flag and the flag of the Netherlands. The main content area includes a "ABOUT US" section with a "Our Mission" paragraph and a link to "Read more...". Below this is a "IIMC Announcements" section with a "IIMC's Conference Hotel - The Gaylord Opryland Resort and Convention Center" entry. To the right is a "IIMC Events" section listing "Mon, Jan. 3 - Mon, Feb. 28" (Region IX December 2010 Newsletter), "Thu, Jan. 6 - Mon, Feb. 28" (Region VIII December 2010 Newsletter), and "Tue, Jan. 25 - Thu, Mar. 31" (Region X Newsletter - January 2011). A "FAQs" section is also present. The footer contains links to "Home", "Contact Us", "Sitemap", "Photo Disclaimer", "Copyright Notice", and "Powered by CivicPlus". It also features logos for "CIVICPLUS", "GOVTECH", and "Laserfiche".

MISSION STATEMENT

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



WEB SITE INFORMATION

IIMC's web site offers a variety of topics to benefit its members. The following are headings from the web site with a few of the links that can be found under each heading.

ABOUT US

- Organizational Structure
- Membership Brochure
- Constitution
- Ethical Standards
- Board of Directors –
 - Regions – Region Directors
 - Region Information
- MCEF – Foundation
 - Fundraising arm of IIMC
 - Scholarship Information
- Global Network
- International Affiliates
- History of the Clerk
- Annual Reports
- Current Sponsors
- Contact Us

EDUCATION

- Education Programs
- CMC / MMC Certification Programs
- Online Learning Opportunities
- Athenian Leadership Society
- FEMA Courses
- Course Review Process
- Scholarship and Grant Information
- Institutes

MEMBERSHIP

- Membership Information
- Benefits of Membership
- Join
- Membership Campaign
- Mentoring Program
- CareerCenter
- Members Only
- Committees
- Global Network
- Resource
- State / Provincial / National Associations
- Publications
- Archives
- Municipal Clerks Week
- Awards

CONFERENCE

- Conference Information
- Upcoming Conference
 - Conference Grant
 - Registration
 - Housing Reservations
- Annual Conference Education Program
- Future Conferences
- Conference Bids
- Hosting a Conference
- Exhibiting
- Sponsoring Opportunities
- Current Sponsors

BENEFITS OF MEMBERSHIP



As a Municipal Clerk, you are continually asked to produce more with less. There are always too many questions and not enough answers. IIMC is your Source for educational programs, technical support, resources and publications. Your membership opens many doors.

- Networking
- Research & Information Center
- Publications
- Education
- Professional Support
- Certification Program
- Master Municipal Clerk Academy
- Athenian Leadership Society Dialogues
- Annual Conference
- Study Abroad Programs
- Salary Survey
- CareerCenter
- Clerk ListServ
- IIMC E-Briefings
- IIMC E-News Digest
- Mentor Program

IIMC helps you find solutions to everyday problems, enhance critical professional skills and improve your performance at work. As a member, you and your municipality can rely on IIMC to help you become more efficient and productive. Tap into the ONLY source exclusively dedicated to the advancement of Municipal Clerks.

NETWORKING

- Connect with more than 9,500 colleagues worldwide in municipalities from Maine to Alaska to South Africa
- Attend Annual Conferences for a week of specialized continuing education, problem-solving and camaraderie
- Attend a Municipal Clerk's Education Institute. The contacts you make are a source of year-round support to you
- Receive updates on programs and events in your State, Regional, Provincial and National Clerks Association
- Join an IIMC Committee
- Run for a position on the Board of Directors
- Referrals to Clerk experts in various functions
- Special publications, videos and handbooks
- Electronic communication to exchange information



TYPES OF MEMBERSHIP

- **Full Members** – Municipal Clerks, City Secretaries, Recorders, Finance Directors, City Auditors, Legislative Administrators and Directors of Corporate Services and/or an individual who serves a Legislative Government Body (LGB) in an administrative capacity with management responsibilities and whose duties include four of the following:
 1. General Management
 2. Records Management
 3. Elections
 4. Meeting Administration
 5. Management of by-laws, Articles of Incorporation, ordinances or other legal instruments
 6. Human Resource Management
 7. Financial Management
 8. Custody of the official seal and execution of official documents
- **Additional Full Members** – fully qualified members from the same organization. This would essentially be Deputy Clerks within the same City, but could be other individuals provided they would qualify under the definition of Full Member. A city must have one Full Member before they would be eligible to have Additional Full Members.
- **Associate Members** – individuals serving a legislative body in a capacity not previously defined. In other words if someone serving a legislative body does not qualify for the Full Membership they would be able to join as an Associate Member. Associate members DO NOT have the right to vote, hold office or obtain certification, but they can take advantage of education programs and should they eventually assume the job of Clerk or Deputy, they could then apply for certification. A Full Member who is in transition (between jobs) would automatically become an Associate Member until they resume the position of Clerk. Associate members would also pay a lower fee.
- **Corporate Members** – Companies that find it advantageous to be affiliated with IIMC. They would not have any voting rights nor could they hold office or be certified.

CONTACT US



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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby
Executive Director
Date: April 6, 2011
Subject: 2011 CONFERENCE – UPDATE



The majority of our concerns regarding this Conference are addressed in the 2011 financials and Management's notes and in this Agenda's Executive Director's Update. 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, this year utilizing volunteers to scan instead of conveners.

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 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.

MCEF Donor Reception

This annual reception for MCEF was cancelled this year due to the expensive food and beverage costs. MCEF has already taken care of notifying their contributors.

Annual Business Meeting

This year's meeting will also be a breakfast meeting. We will have a packed agenda which will include the results of the Region II election, the Amendment to the Constitution and a host of other Association business.

Our host clerk, Marilyn Swing and her committee have been incredibly cooperative and wonderful to work with.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: April 5, 2011

Subject: 2015 Conference Update



Background

The 2015 Conference, originally scheduled to be chosen at the 2010 mid year meeting, was held off for the Board was weighing the possibility of holding a Conference in the United Kingdom. Since that did not materialize, the process of acquiring RFPs for a Conference in North America began immediately in November 2010 with 2015 RFPs due at headquarters in February 2011. To date, we received seven RFPs. They are: Orlando, FL; Fort Worth, TX; San Antonio, TX; St. Louis, MO; Birmingham, AL; Hartford, CT; and Montreal, Canada.

Discussion

After reviewing all RFPs, the following cities were omitted: Orlando, FL (too many hotels, high cost of hotels); Birmingham, AL (submitted an incomplete RFP); and St. Louis, MO (the State Association told IIMC that it did not support this bid). The other four cities

- Montreal
- Ft. Worth
- San Antonio
- Hartford

were evaluated based on meeting the requirements in the RFP and in their flexibility to continue discussions with Management regarding revising their original proposal. I now have four RFPs that are equal in value and concessions. Montreal is the only one of the four that does not have a City Clerk or Association directly behind the bid, but was driven by the Convention Bureau.

Financial

The financial impact on IIMC at this point is minimal since all site visits would be at the cost of the prospective cities.

Summary

Since 2015 will be the introduction of the four-day conference and with the uncertainty of the economy and its impact on future conference attendance, IIMC has to retool the way it chooses conferences. Management has touched on this in the Executive Director's Update and believes that we should approach these conferences first and foremost in terms of generating revenue for IIMC with everything else being secondary. I've reiterated the recommendations from the Update below:

Management proposes the following action steps beginning with the 2015 conference:

- Use 600 as attendance figures with hotels. Budget projections will be 650 Delegates, 75 guests. These numbers will provide us with a more realistic budget going into these conferences.
- Allow management to continue to negotiate the best possible rates on rooms, food and beverage and commissions and rebates, etc. In essence, give staff the freedom to “deal” with the prospective venues and cities to determine what is best for IIMC.
- IIMC also needs to review how it chooses future conferences. Once management believes it has exhausted all possibilities with these sites, it will work with Partners, Ltd., IIMC’s event management company, and a sub committee comprised of several members of the Conference Committee to discuss the bids. This eliminates the pressure of staff to weigh all requirements. There is one caveat: that the bidding cities are not revealed to the Committee but assigned a letter; therefore, eliminating any emotional ties to a prospective city. Management believes this new method of working with the Committee provides IIMC with better negotiating powers as opposed to the current method of accepting RFPs at face value and then bringing bidding cities to the Board to choose. This current method precludes IIMC from having any real advantage in negotiating with the venues after the fact.
- Once the committee and staff have ascertained the best one, two or three possible choices that will have a strong and positive impact on the budget, staff would then bring these cities with a recommendation to the Board for a decision. If no city proves to be financially viable, then no bids will be brought forth at the upcoming meeting and the process begins anew.

Recommendation

There are two recommendations for 2015 and future conferences:

- 1) Based on the current list of four possible cities – Hartford, Ft. Worth, San Antonio, and Montreal – does the Board want to entertain keeping Montreal in the mix, especially since it does not have a host clerk or association support?
- 2) Does the Board accept Management’s suggestions above 1) to negotiate at will, 2) to work with IIMC’s event management company and Conference Committee on discussing and finalizing bids and 3) to bring forth to the Board only financially viable bids or none at all?

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Chris Shalby
Date: April 4, 2011
Subject: Bulgaria



Background

The following emails are exchanges from Valentin Lazarov, President of the Bulgarian Association. Email #1 is what Lazarov sent to Denice Cox, which she forwarded to me. Email #2 is my response. Email #3 is Lazarov's response to my Email.

EMAIL #1

Dear Denice,

I'd like to thank you again for inviting me to participate in your annual conference for the fourth time in five years. We discussed our performance in Nashville and, at the same time, we want to offer you a joint project in several Balkan countries (Serbia, Macedonia, Albania plus Kosovo and Montenegro) that we would implement together. Our intention is to urge you to apply in partnership with us to the National Endowment for Democracy (NED) with a project to provide training to municipal clerks in these countries on topics such as Leadership, Lobbying & Advocacy, Strategic Planning & Communication, Time & Stress Management, Conflict Resolution, Presentation & Negotiation Skills, and other.

Over the past three years our organization has gained experience in conducting such training events in Bulgaria and with partners from Macedonia. At the end of this month we are organizing the next training seminar for Bulgarian and Macedonian mayors. Next year we plan to hold similar seminars with partners from Serbia.

As I've already informed you, we got support from the Council of Europe to provide training on these issues in Bulgaria.

We believe that, together with you and backed by your vast experience and expertise, we have the potential to apply for a long-term training project to be implemented in candidate Balkan countries to the European Union. Our experts can help prepare the application package and apply for a large grant to the National Endowment for Democracy.

I look forward to receiving your response shortly (understanding that you have to discuss it with the Board of Directors).

Sincerely yours,

Valentin

EMAIL #2 -- Shalby

Hello Valentin,

I am in receipt of your email regarding the possibility of a new venture in the Balkan countries. I understand you would like IIMC to procure a grant from the National Endowment for Democracy. I am familiar with NED, but there are two issues that might preclude us from this: 1) IIMC is a 501C6 and not a C3. NED is looking specifically at C3s to apply; 2) the deadline for the June meeting is this April, which doesn't give us any time. If you're attending the Nashville conference, perhaps, we could meet and discuss this in more detail.

I think a venture of this nature sounds prolific and in line with IIMC's mission. However, the costs of procuring a grant, even using our Foundation (MCEF), may make it prohibitive. I believe the Board of Directors would need more information. Let's talk in Nashville. Thank you, Valentin

Chris

EMAIL #3 - Lazarov

Dear Chris,

Thank you for your quick and frank response.

I am not very familiar with the American law concerning the statute of the non-profit entities, so I guess that you may clarify that from your end. I checked thoroughly the website of NED, but I couldn't find any information about that. May I suggest that somebody from your staff call NED and clarify that for certain? If your organization turns out not eligible to apply, we may think of another American organization that is close to yours and has the status necessary for applying at NED. The third option is our association to apply in partnership with yours, but it would hardly have the same effect.

If you consider that the amount of time for preparing of the grant application is too short, we may apply at the next round. The next deadline for the session on September 9th is June 24th, so we will have plenty of time to consolidate a project proposal. As regards the cost of the application, I would recommend a person from Bulgaria (Bulgarian American, former employee of the U.S. Embassy in Sofia and current developer of project proposals) who might agree to write the project proposal at the expense of future involvement in the implementation of the approved project, which would be an elegant solution to the problem.

I think that the idea for such a proposal is winning and we should not drop it out. This is why I would like to ask you to consider all possible ways to making it come true and to use all our chances, whatever they may look like at first glance. Let's keep our correspondence on this topic. In addition to the options suggested above, I am open to any other that may make the idea a reality. Thank you for your understanding and support!

Sincerely,
Valentin

MANAGEMENT'S RECOMMENDATION:

At this time, there's been no further correspondence regarding what this is about. This may be an equal opportunity venture, but it will be time-consuming and there will be costs. IIMC can contact the Bulgarian Association again with hopes of more clarity regarding the project and IIMC's investment. Once we receive concrete information, we can then compile a report to the Board to determine feasibility and direction.