

## 2011 Annual Report

International Institute of  
Municipal Clerks



*"A bridge is a structure built to span a valley, road, body of water or other physical obstacle, such as a canyon, for the purpose of providing passage over the obstacle. Designs of bridges vary depending on the function of the bridge, the nature of the terrain where the bridge is constructed, the material used to make it and the funds available to build it."*

### IIMC 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.*





# *Building Bridges*

At the annual conference in Reno, I shared with you my theme for the year as I served as President would be on Bridge Building.

As this year comes to an end, I'd like to take a minute and reflect on some of the bridges we've crossed together.

I think the biggest sense of accomplishment in terms of building for our future, was our ability to pay off the MCEF line of credit three years ahead of schedule. This allowed us to retain the strong partnership we have with the Foundation and, more importantly, it enables us to put more effort into continuing to offer quality services and educational programming to our membership.

We've continued our International Bridge with growth from many of our affiliates such as SOLAR, AMCTO, IMASA, LGMA and SLCC. I also need to mention that it gave me great pleasure to sign a new affiliation agreement with the Flemish Federation of Municipal Secretaries during the Nashville Conference. I will look forward to many years of a successful partnership and to IIMC members of embracing our new members from the Flemish Federation of Municipal Secretaries.

Another area of growth was seen in our Institutes. Of the 44 active Institutes, more than 30 fulfilled the requirement of filing an Annual Report, a record high for our Institutes. When thinking about our Institutes and our certification program and how far we've come over the last three years, I can't help but think of a quote made by legendary basketball coach John Wooden – "the maxim 'easy come, easy go' carries more truth in it than most people realize. When we add to our accomplishments, the element of hard work over a long period of time, we'll place a far greater value on the outcome. When we are patient, we'll have a greater appreciation of our success." The work of our Institutes is invaluable

to the members of our Organization and they provide us with the necessary tools to obtain our prestigious certification.

When you think about the many parts of a Bridge and the importance of each element, we have to talk about our Board of Directors. I cannot tell you how proud I am of them and the work they do to represent each one of you and keep you informed through newsletters, personal phone calls and e-mails. All are important functions that lead to the successful construction of our bridge.

I am equally as proud of our committee chairs and the standing committees. Each committee was charged with some pretty hefty goals and I must tell you that I've not been disappointed with the efforts of not just the chairs but all members who stepped to the plate to do the important work of our committees. There is no substitute for work. Worthwhile results come from hard work and careful planning. Many committees worked together to accomplish common goals while others lent their expertise in addressing specific issues.

One definition of a Bridge that I've used before says: "A bridge is a structure built to span a valley, road, body of water or other physical obstacle, such as a canyon, for the purpose of providing passage over the obstacle. Designs of bridges vary depending on the function of the bridge, the nature of the terrain where the bridge is constructed, the material used to make it and the funds available to build it." Our IIMC Bridge, comprised of our Committees, State/Provincial/National Associations, Institutes, MCEF, Clerks, Treasurers, City Secretaries



**SHARON CASSLER**

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and IIMC Staff, must be equipped to provide passage over any obstacle which could prevent us from accomplishing our stated mission.

I would be re-miss if I didn't take a minute to talk about the great IIMC. We are very fortunate to have such a dedicated, hard working group of people who truly care about you, our members. It's not just a job to them, it's a passion to be a help and to be of service. Just prior to my taking the oath of President, my special friend and Past President, Tom Roberts, gave me lots of great advice about serving as President. One pointer stood out in particular and that was "don't micro-manage the staff." Because of their commitment to our Organization, they go the extra mile to take care of the day to day operations. To our staff – I can't thank you enough for being a very important part of our Bridge and for your help and service to me during this year. Our Executive Director, Chris Shalby provides leadership, guidance and direction to not just our staff but to me personally as well as other members of the Executive Committee and our Board. Chris is a true professional who leads with dignity and much character. In my mind, he is the rock of our organization and he never fails to rise to the challenge to do whatever needs to be done to ensure that our members are receiving the best possible services we can provide.

To again quote Coach Wooden – "We almost have to force or drive ourselves to work hard if we are to reach our potential. If we don't enjoy what we do, we won't be able to push as hard as we need to push for as long as we need to push to achieve our best. However, if we enjoy what we do and if we're enthusiastic about it, we'll do it better and come closer to becoming the best we can be." I couldn't agree more coach! I love IIMC and there is no doubt in my mind that I am a better person today because of the opportunity afforded me to serve as your President.

As I cross the final Bridge of my term, I know it's always dangerous to try and thank everyone who assisted me, but there are a few that cannot go without mention.

First – the members of OMCA. From the moment I announced my candidacy in New Orleans, you've been beside me. Your encouraging words, cards, e-mails and phone calls have meant the world to me and there aren't enough words to express my gratitude to each one of you.

To the members of the Executive Committee – Mary Lynne, Colleen, Brenda – thank you so much for your hard work, your leadership and commitment to IIMC. I also want to welcome Marc – I know the work that is ahead for all of you and I pledge my support to do whatever you need me to, to assist in making your job a little easier!

I've often heard it said that if you have one true friend in life, you're very lucky. Well, that must make me the luckiest person in the world because I am surrounded by a wonderful group of friends – Fritz and Lenny – never a dull moment when you are around. Tom and Mary Lynne – past presidents who offered their support and advice all along the way but their greatest gift to me is their gift of friendship. Mary Johnston, Kathy Dornan, Brenda Young, Lavette Hennigan – wow, I couldn't ask for a better group of friends. And then there's Tami Kelly. From the moment we met in 1993, we were best friends. When I look back over the years and think about all the Bridges we've crossed together, not just in our professional lives, but in our personal lives, I have to stop and thank God for allowing me to have such a supportive friend. She's kept me grounded and there is no way this journey would have been possible without her love, friendship and support.

Finally, no one can effectively serve this great Organization without the love and support of their family. I am truly blessed with an absolutely precious mom – you look up "model mom" in the dictionary and I guarantee you, you'll see her picture! Just prior to the 2002 conference in San Antonio, I lost my biggest fan to cancer, my dad. But I guarantee you that he's been right beside me every step of the way as I have served IIMC.

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I want to also extend my love and thanks to my big brother Joe and his wife Cinda. They have under girded me with their prayers and have been my biggest cheerleaders.

Last, but certainly not least, I couldn't have done this without the love, understanding and support of my husband Bill. I can't thank him enough for truly being the wind beneath my wings.

We can become great in the eyes of others, but we'll never become successful when we compromise our character and show disloyalty toward our friends or col-

leagues. The reverse is also true: no individual will become great without loyalty.

As I turn over the reigns to Colleen, Brenda and Marc, I want to express my heartfelt thanks to all of the members of IIMC for your loyalty, your friendship and your support.

I only have one thing to ask –continue your loyalty to IIMC and let's make our Bridge one that sustains any obstacle that stands in our way.



**CHRIS SHALBY**

## *Update*

This past year, IIMC's President Cassler focused on Building Bridges – between the Board and membership, Institute

Directors, Committees, Associations and Staff. It was an appropriate theme for her term as IIMC continued to strengthen its ties with all of the abovementioned parties while holding steady in a number of areas and departments. The two salient points of this past year included -- pay off of the MCEF line of credit, which relieved IIMC of its financial burden three years ahead of schedule; and building reserves, which now approximate \$250,000.

With the principal impact made a year ago with the revisions to the Education Guidelines, this past year witnessed IIMC's Board and Committees working on fine-tuning goals and objectives; specifically, the creation of Board approved Policies to assuage the cost of doing business for future conferences and the impact of the economy on membership growth. The Organization continues to be a rewarding merger of Committees, Board and Staff working cohesively to bring new tasks forward and resolve existing issues.

The Board is committed in its quest for improvements and change in all aspects of this Organization to better serve you – the members.

### **STRATEGIC PLANNING**

Strategic Planning, which began in 2008, has embellished to include Board Development sessions prior to each Board meeting. Since its inception, strategic planning involved Board homework in between the mid and annual meetings. This year, the Board participated in

assignments that included studying the compositions of non-profits (laws and policies and how they differ from local government practices); the Board's role in a non profit organization (the basics of managing a 501C6); what's expected of an IIMC Board member; communicating the IIMC message, verbally; developing public speaking skills; leading and managing non profit meetings; and a review of the Key Results Areas of the Strategic Plan. Much work and effort went into making these sessions engaging, educational, and informative.

We are on track with the approved Strategic Plan, completing assignments ahead of schedule while revising and implementing new ones.

### **Financial Highlights**

IIMC ended fiscal year 2010 with a profit of \$199,000, making it three consecutive years that IIMC has made a profit come year-end. The following are key factors that contributed to IIMC's fiscal year:

### **Building Income**

IIMC Headquarters is now fully occupied with both rental offices leased through 2013 and 2014, respectively. The building income budget in 2010 realized a profit of \$71,000. Much of this revenue meets and reduces mortgage obligations.

### **COMMITTEES**

#### **Executive Committee**

**Expenses** - Due to more strategic and fiscally responsible planning in travel, the Executive Committee came in under budget by approximately \$7,000.00 for the second consecutive year. The 2011 travel budget is also projected to come in under budget. The Organization's philosophy regarding non-domestic travel and efforts of those Presidents the past few years played an integral

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role in financial prudence. IIMC continues to keep Region XI travel to only those Associations that IIMC has a strong presence or working toward an Institute. Travel expenses were also reduced by using American Express points for Regions X and XI (South Africa, UK, British Columbia and domestic when possible). IIMC also was successful in having State/Provincial/National Associations help when possible, and we thank them for their assistance.

### Board of Directors

There are several key elements in this budget that have reduced spending: inexpensive locations for mid-year Board meetings and detailed allocations of spending for the Annual Conference Board meeting played important roles in savings.

### Marketing

**Income** - Revenue overall is approximately \$10,000 less than what we've realized in past years. Unfortunately, many of IIMC's long time advertisers have felt the sting of local government's cuts and they, too, were deeply affected by the economy. IIMC has seen several advertisers pull out of the *News Digest*. However, moving to the on-line format in 2009 reduced costs considerably while improving method of delivery and *Digest* content.

### Membership

**Income** - Membership Dues surpassed the \$1 million mark for the third consecutive year. IIMC's membership continues to fluctuate each quarter, and hovers around the 9,200 mark.

For financial details, please refer to the Auditors financial statements in this report (pages 41 and 43).

### ADMINISTRATION

Staff continues to handle a variety of subjects from the daily operation to overseeing the web site. Our finances continue to be directed internally by the Executive Director, our Finance Specialist with external consulting by Accounting and Association Software Group. As you will see by the 2010 year-end financial statements, IIMC is persistent in maintaining financial health.

### ATHENIAN DIALOGUES

With the 2010 changes to the Education Guidelines, the Athenian Dialogues also received an overhaul. Rather than IIMC handling each aspect of the Dialogue, the new guidelines now allow each Association to set costs, handle logistics and choose a facilitator have made the Dialogues more accessible to members. The Board also approved new Policies for this program, streamlining the Fellow process requirements and allowing IIMC members to facilitate Dialogues. For more information, please visit our web site.

### CONFERENCE

This Department operates with staff and with Partners, Ltd., as our external event management company working with future host cities, hotels, proposals and negotiations. The 2010 Conference in Reno went well despite low attendance figures.

### EDUCATION

In May of 2010, IIMC hired a new Education Director only to have the person resign due to health reasons. Since then, the Department has operated without a Director of Education. Although this is not a long-term solution, the Department's staff expertly handled the education programs, collaborated with Institutes, recommended facilitative methods of expediting CMC and MMC certifications and coordinated the Conference education component. Staff was instrumental in bringing the on-line "ed2go" distance learning webinars to the membership. In 2011, the Department created its own Education Department E-Briefings, distributing to members Education only information.

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

### MARKETING

It has been nearly one-and-a-half years since the *News Digest* became an on-line publication. To date, the feedback from the members has been positive and our mem-



bers enjoy the immediacy and length of the on-line magazine. IIMC research shows that 25 percent of members access the magazine the same day it is announced in our E-Briefings. IIMC's annual savings continue to be approximately more than \$100,000 in printing and mailing costs.

### MEMBER SERVICES

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

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

- MBNA credit card program;
- NAP's -- Parliamentary Procedures in Local Government; and
- Eli Mina's *Guide To Minute Taking*.

IIMC continues to explore for new affinity programs that will add value to membership.

### COMMUNICATION

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

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

### Web Site

As IIMC becomes more proficient and knowledgeable about the legal implications of social marketing through social media, a different avenue of communication will be imparted to the membership through Twitter and Facebook.

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

### ADMINISTRATION

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

**Chris Shalby** – Executive Director  
**Ashley Carroll** – CMC Verification Specialist  
**Denice Cox** - Office Manager  
**Janis Daudt** - Director of Member Services  
**Emily Maggard** – MMC Verification Specialist  
**Maria Miranda** - Administrative Assistant  
**Janet Pantaleon** - Finance Specialist  
**Tammy Schultz** - Member Services Representative  
**Jennifer Ward** - Associate Director of Education

IIMC also contracts with three individuals to provide financial, information technology and event management services.

### OUTREACH

IIMC's President and Executive Committee continued their outreach program by traveling to State, Provincial and National Association meetings. This year, the Executive Committee was committed to visiting Associations that have not been visited in past years. This practice continues as IIMC's goal is to visit at least each Association in the next five years if possible.

IIMC thanks all those Associations who have provided financial assistance in the form of accommodations, complimentary registrations and meals. This collaboration allows IIMC to continue with its outreach program while maintaining fiscal health.

Also to forward any recommendations for improvement to IIMC's Education Department.





# *Committees Continue to Drive IIMC*

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

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

What started a few years ago, continues to this day – IIMC Committees must be prevalent for this Organization to flourish. Stepping up to the plate to tackle incredibly important issues that deeply affect their Organization, IIMC's Committees have endured endless hours of work in 2010 and 2011 to provide IIMC's Board with valuable options upon which to base decisions for the betterment of IIMC and its members. IIMC depends on its Committees and those members who volunteer their time and efforts and lend their creativity to help generate and shape future endeavors for the Organization.

During the course of 2010 and 2011, standing committees and one Task Force worked toward common goals and objectives, always providing input on direction and instrumental in bringing new ideas or programs to fruition. All Committees are required to file mid-year and year-end reports, whether or not they recommend action.

The following Committees submitted reports REQUIRING ACTION:

- Election
- International Relations
- Policy Review
- Public Relations and Marketing

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

- Budget and Planning
- Conference
- Education and Profession Development
- Membership
- Mentoring
- Program Review and Certification
- Records Management
- Research and Resource

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

**NOTE:** Some Committees major works were reported in years past, or at the mid-year meeting.

## ELECTIONS

**Terri Kowal, MMC, Chair**

### 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

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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. 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 held their meeting in Nashville on Tuesday, May 10, and counted the ballots on Wednesday, May 11, 2011 for the Region II elections.

### 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.

### 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

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and ready for the 2011 mid-year board meeting in order to distribute them next Spring prior to the 2012 Conference.

### INTERNATIONAL RELATIONS

**Tony Russell, Chair**

#### 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 Committee's 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 participate in the 2011 Study Tour.

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**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 reported that the international members think that this is a good idea and are 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 to request 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 above, 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 September 2010 and October 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.

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**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 titled "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 organization 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 supported 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.

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- 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 that 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.

### POLICY REVIEW COMMITTEE

**Mary J. Kayser, MMC, Chair**

#### 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

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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

IIMC Policy Committee Goals and Objectives 2010 – 2011

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

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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 WAS 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.

### PUBLIC RELATIONS/MARKETING

**Aimee Nemer, Chair**

#### 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.

#### 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.

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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.

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**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 logistically 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.

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## 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

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*

## 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.

## Budget and Planning

**Marian Karr, MMC, Chair**

### 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

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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.

### CONFERENCE

#### Elisa D. Olson, MMC, *Chair*

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 Spoons; 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.

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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 presented the plan at the May Board 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 guide-

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lines 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.

## MEMBERSHIP

### Susie Corbitt, MMC, Chair

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

- 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

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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 requests 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.

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.

### MENTORING

**Diane E. Collins, MMC, Chair**

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

#### 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.

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.

#### 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.

#### EDUCATION AND PROFESSIONAL DEVELOPMENT

**Susan M. Phillips, MMC, Chair**

##### 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

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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 would this program fit within current IIMC education guidelines, how would points 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.

#### **PROGRAM REVIEW/CERTIFICATION**

##### **From: Patrice Fogarty, Chair**

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

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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 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

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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

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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 pursuing the CMC designation.

The PR/C previously recommended allowing certification points for serving on committees for members pursuing 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 to award points for 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.



## RECORDS MANAGEMENT

From: **Lisa Johnston**, *Chair*

### 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 Principals (Academy)
    - Applying Archival Principals – 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 professional 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

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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

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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.

## RESEARCH AND RESOURCE

### Randy Reed, CMC, Chair

**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

Continued on page 40



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.

The Committee would like to thank its members and IIMC Staff Liaison Tammy Schultz for their 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.





## *About Our Financials*

Board of Directors  
International Institute of Municipal Clerks

We have audited the accompanying statement of financial position of the International Institute of Municipal Clerks ("Institute") as of December 31, 2010, and the related statement of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the International Institute of Municipal Clerks as of December 31, 2010 and the changes in net assets and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Gyl Decauwer, LLP  
Certified Public Accountants  
April 7, 2011



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

### STATEMENT OF FINANCIAL POSITION

December 31, 2010

#### ASSETS

##### CURRENT ASSETS

Cash and cash equivalents	\$ 346,170
Accounts receivable	7,709
Inventory	17,184
Prepaid expenses	13,788
Conference prepaids	26,571
Total Current Assets	<u>411,422</u>
Property and equipment	1,065,151
Capitalized cost	8,430
Total Assets	<u>1,485,003</u>

#### LIABILITIES AND NET ASSETS

##### CURRENT LIABILITIES

Accounts payable	35,678
Accrued liabilities	86,303
Deferred revenue	632,593
Mortgage note payable - current portion	21,887
Total Current Liabilities	<u>776,461</u>

##### NOTES PAYABLE

Mortgage note payable	890,260
Total Liabilities	<u>1,666,721</u>

##### NET ASSETS

Unrestricted net assets	(181,718)
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Total Liabilities and Net Assets	<u>\$1,485,003</u>
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## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

### STATEMENT OF ACTIVITIES

For the year ended December 31, 2010

#### REVENUES

Membership dues	\$ 1,046,696
Conference	562,631
Education	138,491
Marketing development and promotion	47,243
Building rental	71,048
Administration	20,731
Interest	1,000
Loss of disposal of asset	{3139}
Total Revenues	<u>1,884,702</u>

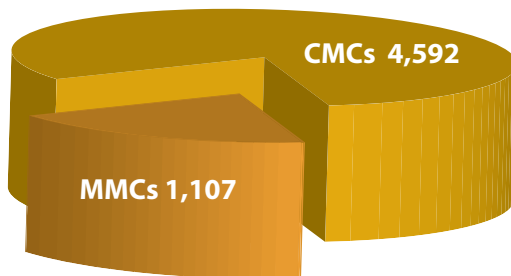
#### EXPENSES

Program Services	
Education	246,649
Conference	588,971
Member services	182,051
Marketing development and promotion	96,514
Building	87,462
Supporting Services Administration	<u>502,816</u>
Total Expenses	<u>1,704,463</u>

Increase in Net Assets	180,239
Net assets, beginning of year	(361,957)
Net Assets, end of year	<u>\$ (181,718)</u>

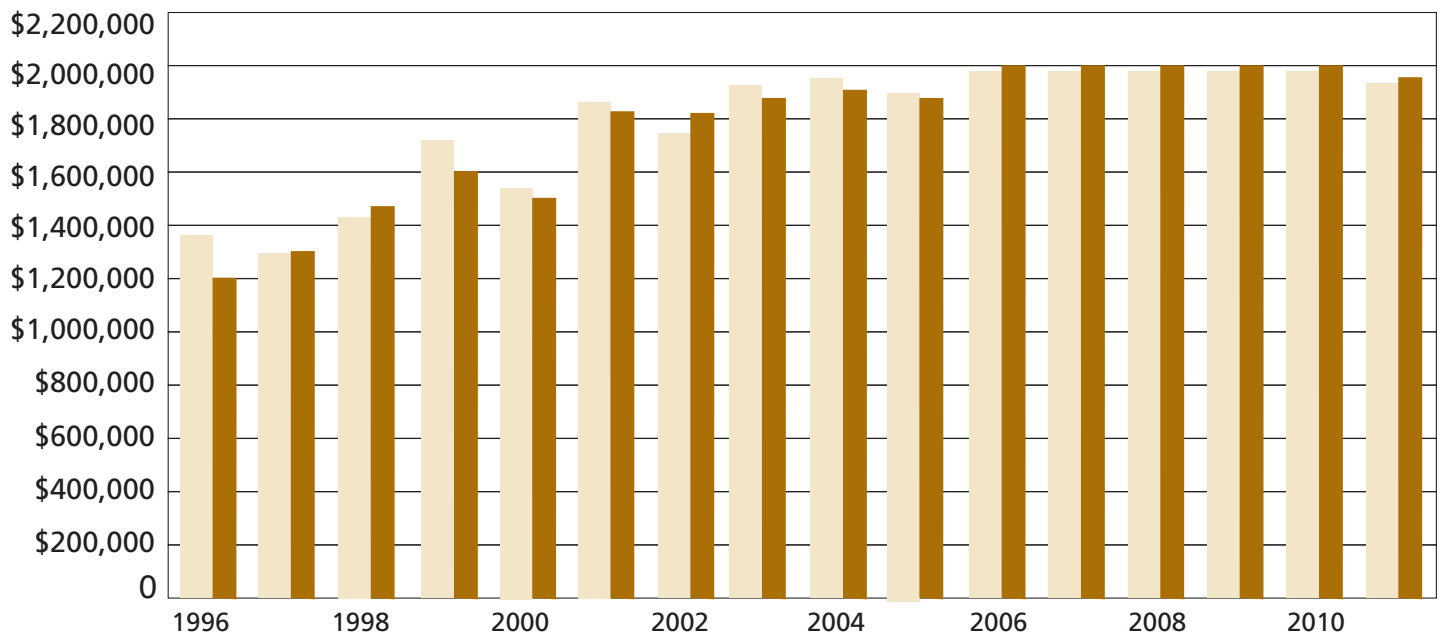
## Certification and Master Municipal Clerk Academy Figures The Certified Municipal Clerk program began in 1971.

Total active clerks as of June 30, 2011 - 9,268



NOTE: In January 2010, IIMC's Education Guidelines were revised to reflect major changes including the elimination of Recertification. IIMC's CMC's program has increased by three percent and MMC participation has increased by 10 percent.

## Revenue & Expenditure Chart

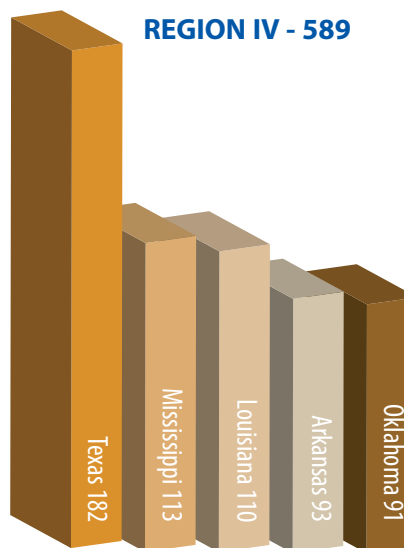
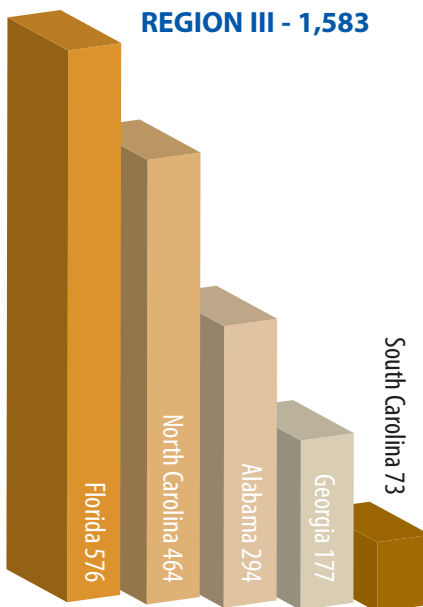
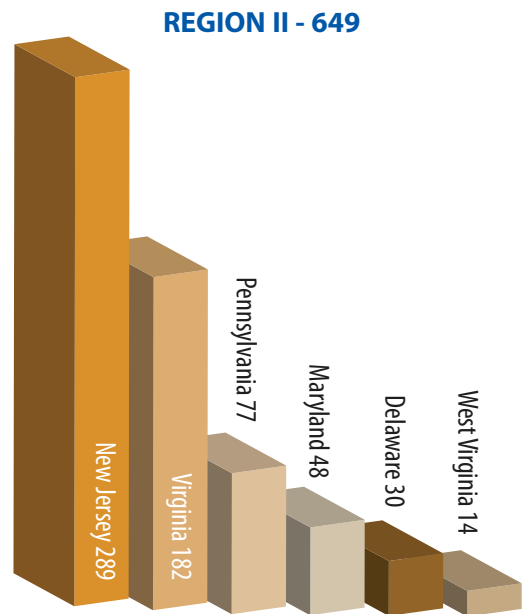
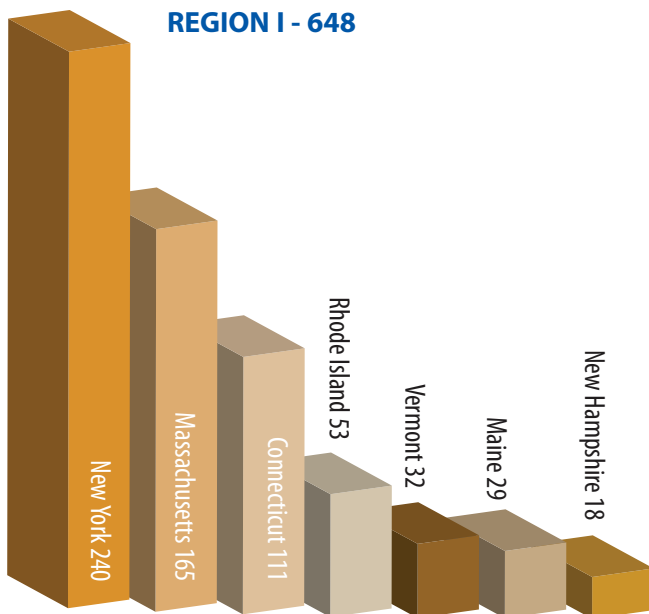




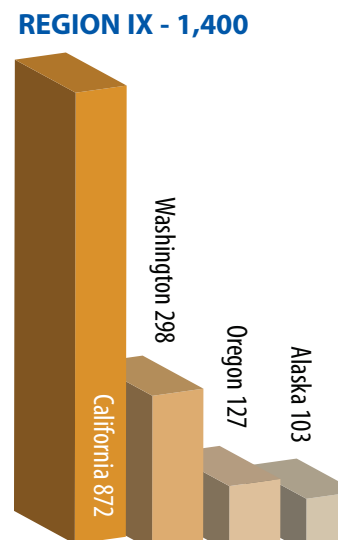
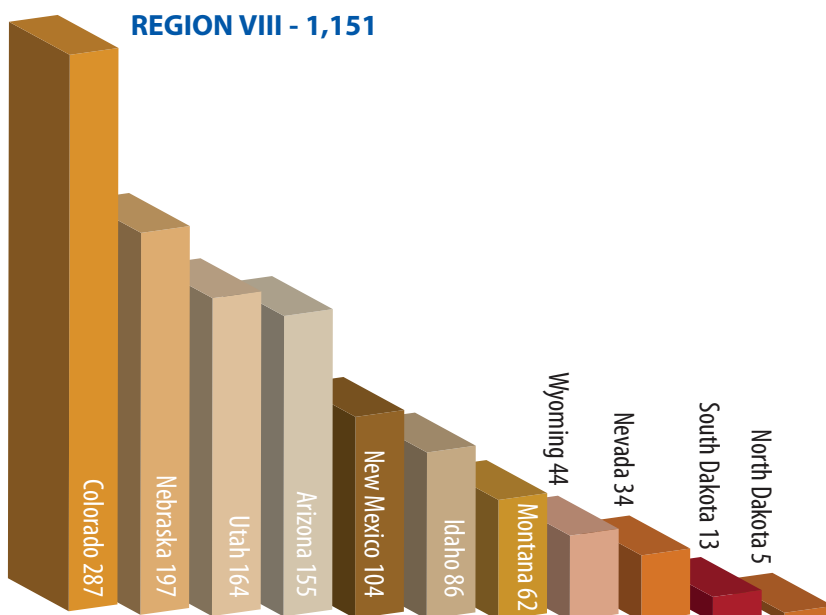
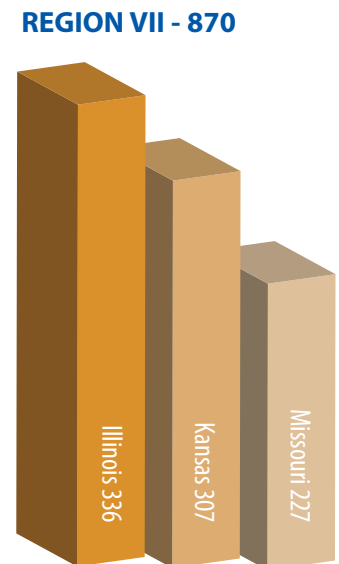
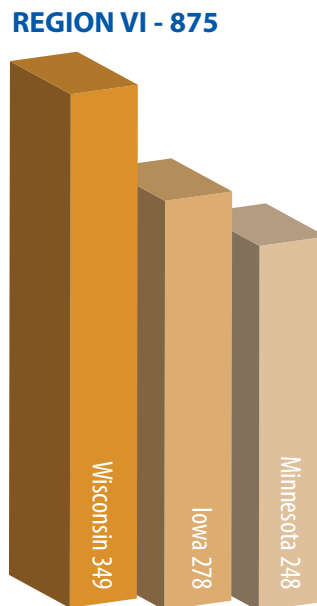
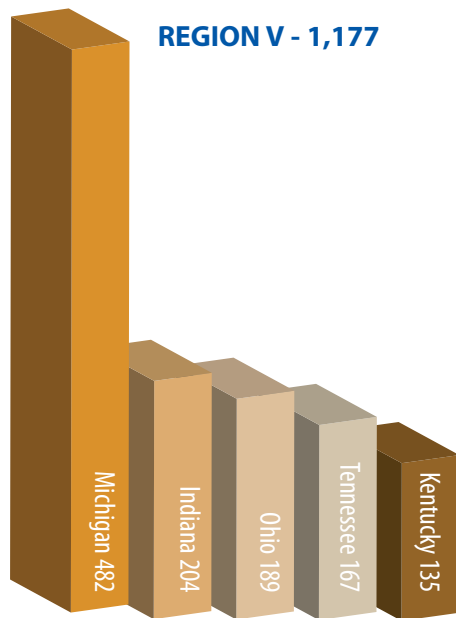


## STATE/REGIONAL/NATIONAL MEMBERSHIP

The following chart represents IIMC membership in each state, province and country. As of July 15, 2011, California leads all states in membership with 872. Region III (AL, FL, GA, NC and SC) leads all Regions in total membership with 1,583. British Columbia leads all members in Canada with 101. England leads all countries in Region XI with 48 members, followed by the Netherlands with 13. IIMC's total membership is 9,267.



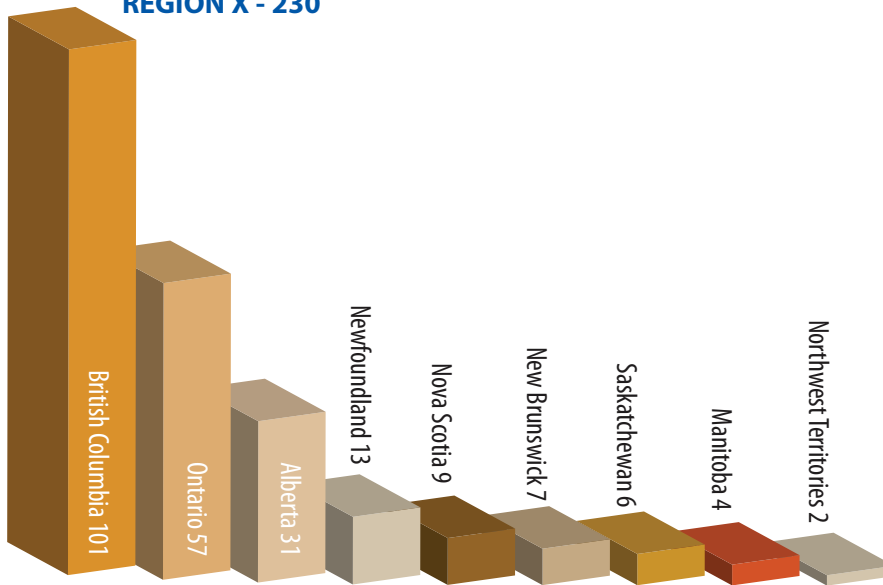
# STATE/REGIONAL/NATIONAL MEMBERSHIP



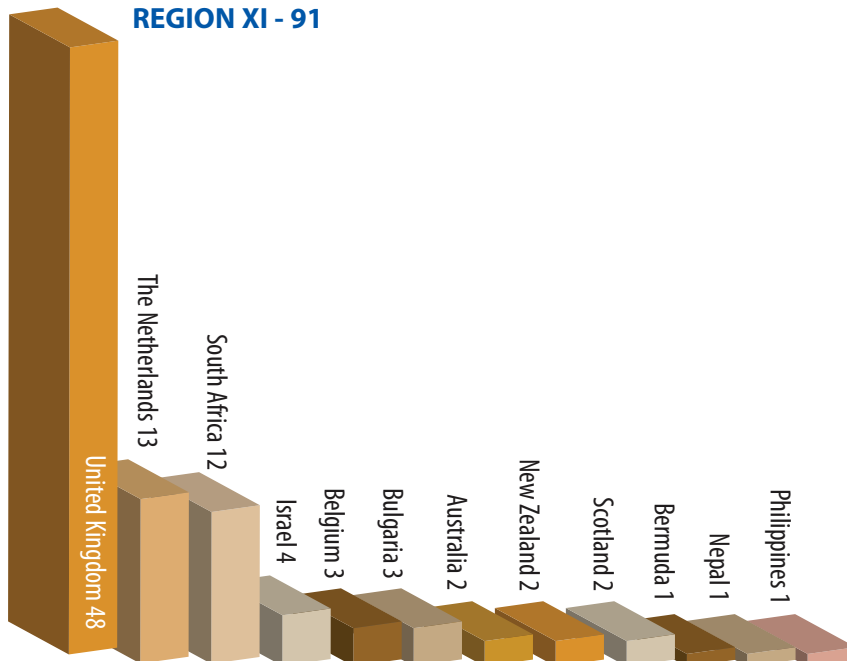


## STATE/REGIONAL/NATIONAL MEMBERSHIP

**REGION X - 230**



**REGION XI - 91**



# BOARD OF DIRECTORS



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



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



**VICE PRESIDENT**  
**Brenda Cirtin, MMC**  
City Secretary  
Springfield, MO



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

## DIRECTORS - 2011 EXPIRATION

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

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

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

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

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

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

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

## DIRECTORS - 2012 EXPIRATION

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

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

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

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

**Julee Helt, MMC**  
Village Clerk  
Beloit, Wisconsin  
Region VI

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

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

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

## DIRECTORS - 2013 EXPIRATION

**Linda L. Spence, MMC**  
Town Clerk  
Manchester, Vermont  
Region I

**Diane G. Fitzhenry, MMC**  
City Clerk  
Penn Hills, Pennsylvania  
Region II

**Tiny B. Washington, CMC**  
City Clerk  
Columbus, Georgia  
Region III

**Debra Batliner, MMC**  
City Clerk  
Simpsonville, Kentucky  
Region V

**Debra Owen**  
City Clerk  
Sioux Falls, South Dakota  
Region VIII

**Kristie L. Smithers, MMC**  
City Clerk  
Wasilla, Alaska  
Region IX

**Laurie Darcus, MMC**  
City Clerk  
Pitt Meadows, British Columbia  
Region X

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