



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
November 11-12, 2011**

**Riverside, CA**



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Colleen J. Nicol, MMC

**President** Term ends: May 24, 2012  
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### Marc Lemoine, MMC

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### James G. Mullen, Jr., CMC

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### Vincent Buttiglieri, CMC

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### Melissa E. Small, MMC

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### Mary Kayser, MMC

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### Debra Batliner, MMC

**Region V Director** Term ends: May 23, 2013  
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### Brenda M. Cirtin, MMC

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### Sharon K. Cassler, MMC

**Immediate Past President** Term ends: May 24, 2012  
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### Linda L. Spence, MMC

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

**Region II Director** Term ends: May 23, 2013  
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### Tiny B. Washington, CMC

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### Deborah L. Miner, MMC

**Region IV Director** Term ends: May 24, 2012  
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### Tami K. Kelly, MMC

**Region V Director** Term ends: May 24, 2012  
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# IIMC Board of Directors Roster

## Julie R. Helt, MMC

**Region VI Director** Term ends: May 24, 2012  
 Village Clerk  
 Village of Waunakee  
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## Karen F. Goodwin, MMC

**Region VII Director** Term ends: May 24, 2012  
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## Donna M. Geho, CMC

**Region VIII Director** Term ends: May 22, 2014  
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## Margaret Hawker, MMC

**Region IX Director** Term ends: May 24, 2012  
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## Francois Allers

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## Kittie L. Kopitke, MMC

**Region VII Director** Term ends: May 22, 2014  
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**Region VIII Director** Term ends: May 23, 2013

**VACANT**

## Kristie L. Smithers, MMC

**Region IX Director** Term ends: May 23, 2013  
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## Gail E. Pomroy, MMC

**Region X Director** Term ends: May 22, 2014  
 Deputy Clerk  
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## Samantha Shippen

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**International Institute of Municipal Clerks  
Board of Directors ~ Mid-Year Meeting Agenda  
November 11-12, 2011  
Mission Inn ~ Riverside, California**

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17.	Adjournment	

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## MINUTES OF BOARD OF DIRECTORS MEETING

MAY 5 and 6, 2011 AT 3:30 P.M.

GAYLORD OPRYLAND HOTEL-NASHVILLE, TENNESSEE



### 1. Call to Order

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

### 2. Roll Call

Those in attendance were:

President Sharon Cassler

President Elect Colleen Nicol

Vice President Brenda Cirtin

Immediate Past President Mary Lynne Stratta

Region I Directors: James Mullen, Jr. and Linda Spence

Region II Directors: Diane Fitzhenry and Jane Williams-Warren

Region III Directors: Tiny Washington

Region IV Directors: Deborah Miner and Barbara Blackard

Region V Directors: Debbie Batliner and Tami Kelly

Region VI Directors: Julee Helt and Shari Moore

Region VII Directors: Jerry Lovett-Sperling and Karen Goodwin

Region VIII Directors: Stephanie Kalasz and Debra Owen

Region IX Directors: Kristie Smithers and Peggy Hawker

Region X Directors: Marc Lemoine and Laurie Darcus

Region XI Directors: Nick Randle

Absent were: Region III Director Lisa Small and Region XI Director Francois Allers

Also present was IIMC Executive Director Chris Shalby.

**It was moved and seconded to excuse Region III Director Lisa Small and Region XI Director Francois Allers. The motion carried unanimously.**

### 3. Agenda Approval

President Cassler requested the Agenda be amended to place the MCEF Report as the first item of business. There were no objections.

**It was moved and seconded for approval of the agenda as amended. The motion carried unanimously.**

### 4. MCEF Report

Municipal Clerks Education Foundation President Dale Barstow presented the MCEF Report to the Board of Directors. Mr. Barstow reported that financial backing for the Foundation is more important. Mr. Barstow stated the Foundation gave back \$55,400 to IIMC for educational programs. The Foundation will focus on providing more funding for educational programs. Mr.

Barstow stated the fund stands at \$1,486,000 in 2011 versus \$1,331,000 in 2010. The Foundation changed their portfolio to be more diverse and expanded investments for the long term. Mr. Barstow reported the investments have been performing well this year and the Fund has experienced a 3.4% growth annualized over eleven years translating to \$647,000 returned to IIMC for educational program the last eleven years. Mr. Barstow stated there are twenty restricted funds in the portfolio with two additional funds in the works. Mr. Barstow stated the Foundation is working on expanding the Legacy Plan and will be communicating this Plan to the membership. Mr. Barstow reported that voluntary contributions are down this year and have been down 50% the last two years. Mr. Barstow asked Region Directors to encourage members to contribute to the Foundation. Mr. Barstow reviewed fundraisers that help fund the Foundation such as the Hawaii Vacation Raffle and the White Elephant Sale the Board held which raised \$691.00. Mr. Barstow stated the scholarship award amount will increase from \$300 to \$400 per recipient.

President Cassler suggested a membership survey on MCEF be conducted. Director Kelly asked if the language on the membership form changed that resulted in a decline in contributions. Mr. Barstow replied the decline is related to the economy and financial situation. Mr. Barstow stated a survey was conducted two years ago of the Board of Directors and MCEF Board. Other avenues are needed to raise funds for the Foundation. Mr. Barstow thanked the Board of Directors for their support of MCEF.

At this time, President Cassler recessed the meeting at 4:25 p.m. until Saturday, May 6, 2011 at 8:30 a.m.

## **5. Call to Order**

President Cassler reconvened the IIMC Board of Directors Meeting at 8:30 a.m. on Saturday, May 6, 2011.

Nashville Conference Host Clerk Marilyn Swing and TAMCAR Host Committee welcomed the Board of Directors to Nashville.

## **6. Roll Call**

Those in attendance were:

President Sharon Cassler  
President Elect Colleen Nicol  
Vice President Brenda Cirtin  
Immediate Past President Mary Lynne Stratta  
Region I Directors: James Mullen, Jr. and Linda Spence  
Region II Directors: Diane Fitzhenry and Jane Williams-Warren  
Region III Directors: Tiny Washington  
Region IV Directors: Deborah Miner and Barbara Blackard  
Region V Directors: Debbie Batliner and Tami Kelly  
Region VI Directors: Julee Helt and Shari Moore  
Region VII Directors: Jerry Lovett-Sperling and Karen Goodwin  
Region VIII Directors: Stephanie Kalasz and Debra Owen  
Region IX Directors: Kristie Smithers and Peggy Hawker  
Region X Directors: Marc Lemoine and Laurie Darcus  
Region XI Directors: Nick Randle  
IIMC Board of Directors Meeting  
Friday and Saturday, May 5 and 6, 2011

**DRAFT**

Absent were: Region III Director Lisa Small and Region XI Director Francois Allers

Also present was IIMC Executive Director Chris Shalby.

## **7. Consent Agenda Approval**

- a. DRAFT Minutes of November, 2010 Board Meeting – Omaha, NE
- b. DRAFT Minutes of January 25, 2011 Board Teleconference
- c. DRAFT Minutes of February 14, 2011 Board Teleconference

Corrections were made to the Education Department Committee report in the November, 2010 Minutes to include language on eliminating paper session handouts at the Nashville Conference to conserve paper and costs; on Page 12 of the Board Packet to change language to “not more than two directors”; and on Page 15 of the Board Packet to change the word “has” to “have”.

**It was moved and seconded to approve the Minutes as amended. The motion carried unanimously.**

## **8. Executive Director Update**

Executive Director Shalby reported the main concerns are declines in membership numbers and revenue and the Nashville Conference may not meet projected attendance and thus reducing the expected income plus facing penalties in hotel attrition. Executive Director Shalby discussed concerns with future conferences based on past trends and they have started reducing the room block with hotels beginning with the 2012 conference. The Board suggested the following for future conferences: start with no information except numbers then reveals the location; do not select dates that coincide with elections; select locations with reduced airfares; and update policies for location selection. Executive Director Shalby stated staff will review the policies and report back to the Board.

Executive Director Shalby provided an update on the Director of Education. Management contacted two local universities seeking to hire a Director of Education. After a month or two of inquires, management received a handful of resumes, but none were promising and nothing materialized. However, with the 2012 Conference issues, management is asking the Board to wait until they have a better picture of where IIMC stands on the Nashville conference financially before moving toward hiring an individual by early Fall or at the start of 2012. Executive Director Shalby commended Jennifer Ward for overseeing the Department and has total confidence in Emily Maggard’s and Ashley Durmisevich’s abilities.

Executive Director Shalby stated he spoke with the Marriot Hotels about an affiliation through the Affinity Program. This program would promote IIMC members who travel on business or pleasure. The hotel would rebate IIMC a portion of the room cost. There is no financial or contractual obligation on IIMC’s part, just an occasional promotion to inform the membership.

**It was moved and seconded to approve the participation in the Marriott Hotel Affinity Program. The motion carried unanimously.**

Executive Director Shalby discussed a memorandum regarding Associate Members and Certification. President Cassler directed the Program Review/Certification, Education/Professional Development and Policy Committees to work with staff to develop the viability of allowing Associate Members to enter or continue with the Certification Plans. IIMC’s definition of membership needs to be revised based on individual’s needs in the 21<sup>st</sup> Century in light of today’s economic and fluctuating climate with Municipal Clerks. Granted that four out of the eight core

duties must remain, but the environment should be expanded to include non-profit or public sector agencies in addition to municipalities and special districts. In the long-run, allowing Associate Members access to these certification programs can only enhance IIMC's image as an Organization that is inclusive, visionary and wide ranging. **After a lengthy discussion, it was moved and seconded to send this back to the Program Review/Certification, Education/Professional Development Policy Committees for further discussion and review. The motion carried unanimously.**

Executive Director Shalby reported as IIMC looks to grow its international base, there is only one tangible product that it can offer its Region XI members and that is Certification. Developing Institutes in Region XI is costly, time consuming and would show little return on the investment. There seems to be a pending interest in IIMC membership, however, immediacy and tangible results preclude any long-term development by IIMC. Management is recommending the Board direct Staff to research and create a specific area in the Guidelines that will compensate for this imbalance. The Education Department will need to distinguish the common denominators in the various countries that are applicable to Certification without Institute involvement. There is no financial burden to IIMC if it chooses to pursue this route. There will be a financial gain (albeit small) if more Region XI members decide to participate in the Certification programs based on more amenable guidelines toward them. **It was moved and seconded to approve Management Recommendation. The motion carried unanimously.**

Executive Director Shalby discussed the Vvg Affiliation Contract with the Board. **It was moved and seconded to approve and sign the Vvg Affiliation Contract. The motion carried unanimously.**

## **9. Education Department Report**

The Education Department has been busy developing and researching online course programs, reviewing applications, informing the membership and Institute Directors of new programs and certification information and working on the 2011 Conference Education Program. CMC Verification Specialist Ashley Durmisevich reported from March 2010 to March 2011 they have certified 359 CMC's. The review time of CMC applications is two weeks or less. MMC Verification Specialist Emily Maggard reported from March 2010 to March 2011 they have certified 180 MMC's. The review time of MMC applications is now at two to four weeks. Executive Director Shalby reported IIMC will continue the process of scanning during the 2011 Conference and conference handouts will be posted on IIMC's website and delegates will receive a DVD of the concurrent education sessions. Institute Update: Staff has reviewed and accepted three new Institute Proposals in 2010 – Oklahoma MMC program, Missouri Institute and SLCC UK Institute. There have been no new applications received in 2011. There are five other possible Institutes in the works: South Dakota, South Africa, Pennsylvania, Wyoming and Louisiana. The Kentucky Clerks Association is looking for a new Institute to host their program due to the retirement of their Institute Director. Annual Reports: Out of forty four Institutes, the Education Program received reports from thirty of them (two were received past the deadline of 12/31/10), twelve Institutes did not submit a report and two were exempt due to one of them being new (SLCC) and one that canceled their program due to the 2010 Conference (Nevada). A lengthy discussion was held by the Board that centered around adding more teeth to the compliance section of the Institute Guidelines. **It was moved and seconded to postpone indefinitely the review of the Institute Guidelines until after the Institute Director meeting. The motion carried unanimously.**

The Education Department continues to maintain communication with the Membership and Institute Directors regarding all changes and requirements. Staff will continue with cross training of duties. The Education Department has added to the Online Learning Opportunities with ed2go. The Education Department is currently working on the 2011 Conference Program and marketing the CMC/MMC programs to members who have never applied into either program. They are also working on bringing back the Louisiana Institute.

Region VII Director Sperling addressed an issue with a Kansas Clerk CMC designation. Director Sperling felt this issue has not been resolved. **It was moved and seconded to review the member's file to determine if they are short of points or eligible for the MMC designation. After discussion, the motion and second were withdrawn. There were no objections to the withdrawal.**

## **10. Committee Reports – No Action**

**Budget and Planning** – Chair Marian Kerr presented the 2011 Budget and Planning Annual Report. IIMC ended the 2010 fiscal year with an outstanding net profit of \$187,215. This is the fourth year in a row where IIMC has realized a year-end profit. A general reserve fund of approximately \$230,000 has been established and untouched and a building reserve of \$20,000 has been funded. The Headquarters building will require major repairs and the impact of the economy on future membership and conference revenues are a concern. Future Conference budget projections can also be a concern due to the economy. Overall, IIMC has made excellent strides in maintaining financial discipline and adhering to internal processes that has kept the Organization healthy in this area.

**Ethical Standards** – No report submitted

**Conference Committee** 2010/2011 Annual Report

**Education and Professional Development Committee** 2010/2011 Annual Report

**Membership Committee** 2010/2011 Annual Report

**Mentoring Committee Report** 2010/2011 Annual Report

**Program Review and Certification Committee** 2010/2011 Annual Report

**Records Management Committee** 2010/2011 Annual Report

**Research and Resource Committee** 2010/2011 Annual Report

**It was moved and seconded to accept the Committee Reports as presented. The motion carried unanimously.**

## **11. Committee Report – Action Required**

### **a. Elections Committee**

The Elections Committee began the lengthy process of review and updating the Elections Manual. The Committee reviewed the first section, and together made suggestions for alternative language to bring the manual into sync with current constitutions. The Committee submitted the proposed changes to the Board with this Report for comment and suggestions, and request the 2011/2012 Elections Committee continue on with this task. Management agrees the Elections Manual is in dire need of revisions. All IIMC elections should be conducted electronically, however, the Constitution does not make for that provision regarding Region Director and Vice President candidate elections. **After a lengthy discussion, it was moved and seconded to refer the continued revisions of the Elections Manuals to the Elections Committee. The motion carried unanimously.**

**b. International Relations Committee**

Region V Director Kelly reported the 2011 Study Abroad Tour to South Africa is a go. The Study Tour will depart in September with twelve individuals signed up for the tour. Region XI Director Randle reported Region X and XI will conduct a Region Meeting during the SLCC Conference in October. The International Relations Committee spent the last year updating the business plan for Regions X and XI to identify and provide needed/desired services and increase membership in those regions. **It was moved and seconded to approve the Business Plan for Region X and Region XI. The motion carried unanimously.**

**c. Policy Review Committee**

The Policy Review Committee recommends approval of the following policies: 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; and 6.10-Dues. Management agrees with the changes to Policy 2.05-Minutes and Agendas by using external sources for a Recording Secretary and Parliamentarian to meet deadlines. **It was moved and seconded to amend 2.05 to include the words “or individual” in Section D. Executive Sessions, Paragraph 1 after the word “organization”. The motion carried unanimously.**

Discussion was held on 7.35-Conference Cancellations. Management believes this new policy is long overdue and badly needed and recommends this be approved and implemented as policy and begin to include it immediately starting with the 2012 Conference promotional materials. This policy was reviewed and vetted by IIMC’s attorney for legal wording. **It was moved and seconded to accept Management’s recommendation. The motion carried unanimously.**

Discussion was held on 2.60-Visits/Presidential. Management supports a formal policy regarding Board approval for International (outside North America) travel by Presidents is a sound and strategic move. 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. **It was moved and seconded to accept Management’s recommendation. The motion carried unanimously.**

Discussion was held on 7.55-Conference Education. 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. **It was moved and seconded to accept Management’s recommendation. The motion carried unanimously.**

Discussion was held on 7.60-Conference Income and Expense Policy. 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. Management also agrees 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. **It was moved and seconded to accept Management’s recommendation. The motion carried unanimously.**

Discussion was held on 6.10-Dues. 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. **It was moved and seconded to accept Management’s recommendation. The motion carried unanimously.**

**It was moved and seconded for the Policy Review Committee to review Section 2.20.060, Paragraph C, Campaigning Guidelines to allow the Executive Committee to endorse a candidate as long as no IIMC funding is used during the campaign. The motion carried unanimously.**

**d. Public Relations and Marketing Committee**

The Public Relations and Marketing Committee will work with IIMC staff to raze and reconstruct a new Five Year Marketing Plan to be more in tune with IIMC's website and on-line publications among other areas. The Committee's new objective will be to establish a "crisis communication" plan. The Committee will create a model membership package as a recruitment tool.

**12. Financials**

Janet Pantaleon and Pilar Archer reported IIMC ended fiscal year with a positive and optimistic net profit of \$187,215. This is \$126,439 above projected budget of \$60,775. IIMC continues to grow, thrive, prosper and expand services even with the challenges of the current economy. A huge achievement in 2010 was the pay-off of the MCEF Line of Credit. Throughout the year, IIMC has implemented new processes, procedures and tasks to enable staff to complete work faster and more efficiently. Total assets and liabilities as of December 31, 2010 is \$1,485,002. A copy for the 2010 Financial Audit was distributed to the Board that reported the financial position of IIMC as of December 31, 2010 are in conformity with the accounting principles generally accepted. Region X Director Darcus expressed concerns with the building condition of headquarters and suggested profits be placed into an operating reserve. Executive Director Shalby stated staff will be going out to bid for audit services.

**13. Staff Reports**

**a. Membership**

Director of Member Services Janis Daudt reported Member Services sent out the 2011 Salary Survey in January with 3,669 responses. Member Services created an attractive "new member packet" that will be sent via email when a new member joins. This cuts down on paper, printing, envelopes and postage. IIMC E-Briefings are sent out consistently throughout the week, month and year. Director Daudt provided information on the number of members who open the e-briefings. Member Services, each year, registers conference attendees and prepares the delegate packet. Pre-conference information was sent through email to each delegate. Membership has dipped and the frustrating part of this is that over the last several months any gain in membership is wiped out by cancellations. The majority of cancellations are due to budget cuts. The Membership Drives continue with success. Tammy Schultz, Member Services Representative, continues to accomplish goals and creates new ideas for the department and customer service.

**14. Annual Conference Updates**

- a. 2011 Nashville TN.** Executive Director Shalby provided highlights for the 2011 Conference in Nashville.
- b. 2012 Portland OR.** Executive Director Shalby provided an update on the conference planning.
- c. 2013 Atlantic City NJ.** Executive Director Shalby provided an update on the conference activities.
- d. 2014 Milwaukee WI.** Executive Director Shalby provided an update on the conference planning.

e. **2015 Conference Report.** Executive Director Shalby reported the process of acquiring RFP's for a conference in North America begin in November. To date, management received seven RFP's. They are: Orlando, FL; Fort Worth, TX; San Antonio, TX; St. Louis, MO; Birmingham, AL; Hartford, CT; and Montreal, Canada. After review, four cities remained: Montreal, Ft. Worth, San Antonio and Hartford. Montreal is the only one of the four that does not have a City Clerk or Association directly behind the bid, but was driven by the Convention Bureau. The 2015 Conference will be the introduction of the four-day conference and with the uncertainty of the economy and its impact on future conference attendance, IIMC has to retool the way it chooses conferences. Management believes that it should approach these conferences first and foremost in terms of generating revenue for IIMC with everything else being secondary. The Board reviewed the draft of the 2015 Conference Schedule with managed to keep the education in-class time at the current 16 hours. The Board was comfortable with the proposed schedule and commended staff for developing this. Discussion was held on the 2015 Conference location. There were concerns about the Montreal location having no clerks or volunteers to host the conferences. After discussion, the Board concurs with management's suggestions: use 600 as attendance figures for hotels; allow management to continue to negotiate the best possible rates on rooms, food, etc.; continue to work with IIMC's event management company and a sub committee comprised of several members of the Conference Committee to discuss the bids; once the Committee and staff have ascertained the best one, two or three possible choices that will have a strong impact on the budget, staff would then bring these cities with a recommendation to the Board for a decision.

#### **15. Region XI – Bulgaria**

Executive Director Shalby discussed email exchanges between Management and Valentin Lazarov, President of the Bulgarian Association, offering a joint project with several Balkan countries (Serbia, Macedonia, Albania plus Kosovo and Montenegro). Their intention is to urge IIMC to apply in partnership with them to the National Endowment for Democracy (NED) with a project to provide training to municipal clerks. Management recommends, at this time, there has been no further correspondence regarding what this is about. This may be an equal opportunity venture, but it will be time-consuming and there will be costs. IIMC can contact the Bulgarian Association again with hopes of more clarity regarding the project and IIMC's investment. Once management receives concrete information, they can then compile a report to the Board to determine feasibility and direction.

#### **16. Report from Directors**

At this time, each Region Director gave a report highlighting the activities and upcoming events in their respective region.

#### **17. Other Business and Announcements**

**It was moved and seconded to ratify the email sent to the Board of Directors in January 2011 that approves the Executive Director Employment Contract. The motion carried unanimously.**

There being no further business, the meeting adjourned at 3:30 p.m.

Mary J. Johnston, MMC

Recording Secretary

Clerk of Council

Westerville, Ohio

IIMC Board of Directors Meeting

Friday and Saturday, May 5 and 6, 2011

**DRAFT**

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# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

## MINUTES OF BOARD OF DIRECTORS MEETING

MAY 12, 2011 AT 2:30 P.M.

GAYLORD OPRYLAND HOTEL  
NASHVILLE, TENNESSEE



### 1. Call to Order

President Colleen Nicol called the IIMC Board of Directors meeting to order.

### 2. Roll Call and Introductions

Those in attendance were:

President Colleen Nicol  
President Elect Brenda Cirtin  
Vice President Marc Lemoine  
Immediate Past President Sharon Cassler  
Region I Directors: James Mullen, Jr. and Linda Spence  
Region II Directors: Vinny Buttiglieri  
Region III Directors: Tiny Washington  
Region IV Directors: Deborah Miner and Mary Kayser  
Region V Directors: Debbie Batliner and Tami Kelly  
Region VI Directors: Julie Helt and Roxanne Schneider  
Region VII Directors: Kittie Kopitke and Karen Goodwin  
Region VIII Directors: Donna Geho and Debra Owen  
Region IX Directors: Kristie Smithers and Peggy Hawker  
Region X Directors: Gail Pomroy and Laurie Darcus  
Region XI Directors:

Absent were: Diane Fitzhenry, Lisa Small, Sam Shippen and Francois Allers

Also present was IIMC Executive Director Chris Shalby.

President Nicol thanked staff for an excellent conference.

### 3. Agenda Approval

It was moved and seconded for approval of the agenda as presented. The motion carried unanimously.

At this time, President Nicol presented gifts to Immediate Past President Sharon Cassler in appreciation as IIMC President this past year.

### 4. Reports Requiring Action

- a) Ad Hoc Legislative Committee: The Board discussed a memo from Randi Johl, President of the City Clerks Association of California, requesting the Board of Directors create an Ad Hoc Legislative Committee. This eleven-member committee, consisting of one Legislative Director from each region, will monitor and review federal legislation pertinent to the municipal clerk profession, identify trends in state and international legislation affecting the profession, and when appropriate provide relevant written reports regarding the same. The Committee will

complete its work through monthly conference calls. The benefits of creating an IIMC Legislative Committee are numerous and ongoing. It was moved and seconded to approve this request to create an Ad Hoc Legislative Committee. The motion carried unanimously.

- b) Vice President Lemoine presented the name of IIMC Past President Mary Lynne Stratta, MMC, Bryan, Texas, to serve as his appointment to the Budget and Planning Committee. It was moved and seconded to confirm the name of Mary Lynne Stratta to serve on the Budget and Planning Committee. The motion carried unanimously.

#### **5. November 2011 Mid-Year Meeting – California**

President Nicol reported the Board of Directors Mid-Year Meeting will be held at the Mission Inn, Riverside, California on November 10, 11 and 12, 2011.

#### **6. Upcoming Presidential/EC/Executive Director Travel**

President Nicol is requesting approval to travel to the following meetings.

- a) IMASA – South Africa – September 2011 (Executive Director)
- b) SLCC – United Kingdom – October 2011 (Executive Director)

Discussion was held on approval of the Executive Director traveling with the President to these locations. Immediate Past President Cassler stated she highly supports the Executive Director's travel to these conferences if it is feasible. President Nicol stated it is key for the Executive Director to attend. More information will follow.

It was moved and seconded to approve President Nicol's travel to the above locations. The motion carried unanimously

It was announced that Region XI will convene a Region Meeting during the SLCC Conference which has never happened. This is a positive move for Region XI.

President Nicol provided additional travel requests.

- c) ADSO – United Kingdom – TBD
- d) VVG – Netherlands – TBD
- e) ASAE – St. Louis – TBD (Executive Director)

It was determined to delay the travel request approvals until after Executive Director Shalby's surgery.

- f) Executive Director Shalby reported he will be setting up the 2015 Conference Site Visits during the summer. He will be traveling to Ft. Worth, Texas, San Antonio, Texas, and Hartford, Connecticut. Discussion was held on awarding the 2015 conference to Montreal, Quebec. Concerns were expressed about the lack of IIMC membership in Quebec. IIMC staff is working on increasing membership in this region.

President Nicol pointed out that Board Liaisons on IIMC Committees are voting members.

SLCC President Bruce Poole stated he was representing Region XI Director Sam Shippen at the meeting and expressed his appreciation for the personal invitation.

There being no further business, the meeting adjourned at 3:08 p.m.

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



## **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS MINUTES OF BOARD OF DIRECTORS TELECON SEPTEMBER 26, 2011**

### **Call to Order**

President Colleen Nichol called the IIMC Board of Directors meeting to order.

### **Roll Call**

Those in attendance were:

President Colleen Nichol

President Elect Brenda Cirtin

Vice President Marc Lemoine

Immediate Past President Sharon Cassler

Region I Directors: James Mullen, Jr. and Linda Spence\*

Region II Directors: Diane Fitzhenry and Vincent Buttiglieri

Region III Directors: Tina Washington and Lisa Small

Region IV Directors: Mary Kayser and Deborah Miner

Region V Directors: Tami Kelly and Debra Batliner

Region VI Directors: Julee Helt\* and Roxanne Schneider

Region VII Directors: Karen Goodwin and Kittie Kopitke

Region VIII Directors: Donna Geho\*

Region IX Directors: Kristie Smithers and Peggy Hawker

Region X Directors: Gail Pomroy

Region XI Directors: Francois Allers and Samantha Shippen

Also present were IIMC Executive Director Chris Shalby, and members of the Education Department, Jennifer Ward, Emily Maggard, and Ashley Carroll.

Absent was Laurie Darcus (Region X)

\*Members joined the meeting after roll was called at various times.

### **Report on Proposed Revisions to Assessment Process**

Chris Shalby introduced Jennifer Ward, Association Education Director, who presented a report on the Proposed Revisions to the Conference Academy and Athenian Assessments Process. Ms. Ward indicated that there were about 40% of those who attended Advanced Academies and/or Athenian Dialogues during the Annual Conference that did not receive any education credit due to their not returning the Assessment within the 30-day timeframe. To alleviate that issue, staff proposed to begin the sessions earlier and add an hour to them to allow the assessments to be completed onsite. This proposal was forwarded to the Conference Committee for their review and recommendation. The report from the Committee had been

distributed to the Board of Directors for their review prior to this meeting. A majority of the Committee had approved the proposal for adoption by the Board.

In response to the question if this was mandatory or if they had the option of completing it later, Ms. Ward responded this would be mandatory, everyone who wanted education credit would have to complete the assessment onsite. Ms. Ward indicated it would be too difficult to track, as staff is involved in several other projects during the conference.

Following a great deal of discussion on this item, with both sides of the issue being presented, the motion was made and seconded to refer this item back to the Committee for redrafting, with some type of option being included in the proposal. The motion carried. Executive Director Shalby noted that with this issue being referred back to Committee, it would not be in place for Portland.

### **Report on Amendments to Scanning Process at Annual Conference**

Jennifer Ward noted that some changes needed to be made to the scanning process that was used at the annual conference. Ms. Ward outlined the following recommendations:

- Education Scanning Volunteers and/or IIMC Staff will start scanning Delegates into sessions beginning 15 minutes prior to the session start time. A session is full when there are no more seats available, and scanning for that session will stop. Delegates must then find another available session in order to receive credit. IIMC can only allow the maximum number of participants in each room (as allowed by the local fire code).
- Seating is on a first come, first served basis. Saving seats is prohibited.
- Delegates must be scanned into a session within 10 minutes of the session start time.
- If a Delegate must leave the session for any reason, they must scan out and back in upon their return. If a Delegate misses more than 10 total minutes of a session they will not receive any credit for that session.
- In order to receive credit, a Delegate must be scanned into the session. It is the responsibility of each Delegate to make sure they have been scanned into the session. IIMC and Education Scanning Volunteers cannot go back and scan or manually enter a Delegate into a session after it has ended.
- Delegates should notify Registration of any special needs in order for accommodations to be made in advance, i.e., if their badge will not scan or is damaged in any way; health issues; and physical challenges.
- All scans will be batched into the database by IIMC Staff as soon as possible or practical after the end of each conference day.

These proposed changes were forwarded to the Conference Committee for comment and a recommendation. The Committee recommended approval of these proposed changes. Following comments by the Board members, a motion was made and seconded to approve the recommended changes. The motion carried.

### **Report on incentives to increase attendance at 2012 Conference**

Executive Director Chris Shalby reviewed for the Board specific cost-cutting measures that have been instituted to help with IIMC's expenses at the annual Conference. He then reviewed proposed incentives that are anticipated to increase the attendance at the Annual Conference in Portland. These are as follows:

- Offer a \$25.00 discount for each additional Academy session after paying the \$195.00 fee for the first Academy. This could spur more Academy participants;
- Extend the discount program to cover all of Regions 9 and 8 (IIMC's population in Region 9 is 1,400 and in Region 8 is 1,151). The total number of IIMC members in these regions is approximately 2,551. The past two conferences (2010 and 2011), we've extended the discount program to the host region and other regions that we deemed to be within close driving proximity of the host city;
- Decrease the Region X registration fee to a flat \$460.00US (**No other discounts (first timer or Region) would apply to this area.** The thought behind this discount is that British Columbia, which has 101 IIMC members, is only a 5-hour drive to Portland. For those Delegates wanting to save on airfare and carpool, this could be a solid incentive; and
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$460.00 per each additional delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$460.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable.

Following discussion and comments by the Board, a motion was made and seconded to approve the recommended incentives. The motion carried.

### **Updates**

The Executive Director Shalby gave a brief update on the Budget & Planning Committee meeting and the proposed budget for 2012. He indicated that the Committee also approved a \$1,000 expense to assist Region XI with the holding of their first Region meeting. It will be held in conjunction with SLCC.

Following a brief update from the Region Directors, President Nicol reviewed her upcoming travel schedule. She also encouraged the Directors to promote MCEF in their Regions as much as possible.

With no further business to come before the Board, the meeting adjourned.

## Report to the Board of Directors of the International Institute of Municipal Clerks

### Subject: Executive Committee Meeting

On Saturday, August 20, 2011 at 8:30 am, a meeting of the Executive Committee took place at IIMC Headquarters, Suite 200, 8831 Utica Avenue, Rancho Cucamonga, CA

#### In attendance were:

Colleen J. Nicol, President  
Brenda M. Cirtin, President Elect  
Marc A. Lemoine, Vice President  
Sharon K. Cassler, Immediate Past President  
Christian G. Shalby, Executive Director

#### Discussion took place on the following matters:

- Update of preparations for the Mid-Year Meeting, November 11 to 13, 2011
- Director of Education position
- IIMC Education Department staff reorganization
- Status of upcoming new / revised on-line publications including the Grant Writing Bulletin, 50<sup>th</sup> Year Anniversary Book, Region Directors Guidelines, Elections Manual and Policy Manual.
- Update on the 2012 Portland Conference
- Upcoming visits by the President / EC members to state and international conferences
- Recruitment challenges and strategies – IIMC committees
- Safety and respectful behavior issues at IIMC conferences and events
- Inclusion of relevant videos on IIMC's website
- Future IIMC conference contingency plans to ensure profitability / reduce exposure
- 2015 conference selection process
- Meeting the core needs of Region XI members
- Proposed institute submission by VVG group from the Netherlands
- International Exchange Program
- Study Abroad program
- Two year membership requirement to become a CMC
- Development of a handbook / list of duties for each Executive Committee position
- Institute director's report
- Possible North Carolina state certification program
- Recent concerns received by members of the Executive Committee / IIMC
- Reports of the Conference Committee for consideration by the Board of Directors
- Future meetings of the Executive Committee

Respectfully submitted for Information to the IIMC Board of Directors in accordance with Article V.A.2 of the IIMC constitution.

Report prepared by M. Lemoine - August 21, 2011.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Chris Shalby  
Executive Director  
**Date:** October 1, 2011  
**Subject:** Executive Director's Update

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### HEADQUARTERS/ADMINISTRATION

Overall, staff has been diligent with projects, committee work, continuing communication with members and the Board. We continue to maintain and improve our Education programs. We'll be restructuring the Department in 2012 (detailed in this report). Our Membership Department continues to find ways of recruiting new and maintaining current members. This past year, the Department has focused mainly on one-on-one customer support. We believe this has helped tremendously in retaining current members. We had an excellent Budget and Planning Committee meeting in August and are now bearing down on the upcoming 2012 Conference in Portland, OR.

We continue to be concerned with membership recruitment and retention in light of the economy and have detailed, in a separate report, a comprehensive membership campaign for 2012. We also have concerns with the 2012 Conference. I've highlighted some of the key areas of concern for this event.

Management believes that all departments have operated well with restrictions in budget and personnel. IIMC will operate as it has in the past few years, mindful of fiscal responsibilities, relationships with partners and affiliates and continue to provide the Organization with excellent resources. The following is a synopsis of key areas:

#### Personnel - Education Department

First and foremost in this area is the hiring of a Director of Education. We've delayed the process for three reasons: One, IIMC was paying down the line of credit to MCEF regarding the 2005 litigation (payoff was concluded in November 2010, three years ahead of schedule); two, the Education Department has been running efficiently for the past two years and there was no hurry to hire just for the sake of hiring, yet we did hire an individual for 2011, but who later resigned due to health reasons; three, moving into 2011, we began to anticipate our 2011 Conference losing money and our membership numbers decreasing; therefore, we continued operating with the status quo. The Board was apprised of our concerns and agreed with the tack we were taking.

We are now looking to hire an Education Director beginning in 2012. Originally, this is a full time position; however, with the uncertainty of future dollars, we are now looking to hire a part-time Director of Education (30 hours weekly – without benefits), primarily working to develop education programs for IIMC. Hiring a part-time Education Director would reduce the salary nearly by half, making it more feasible and amenable to having a director on board as opposed to not having one for another year or more. This will also provide us with an opportunity to “test” the individual and determine whether or not he or she would be a good fit when the position becomes available for full-time.

Beginning in 2012, we will reorganize the Education and Communications Departments to include the following changes:

### **Communications**

The first reorganization will entail moving Emily Maggard, who is currently the MMC Verification Specialist in Education, into the Communications Department. Emily will oversee the IIMC Facebook, Education E-Briefings, web site, News Digest and assume other public relations, communication responsibilities. She will report to the Executive Director. Emily will also act as a back up to the Education Department when needed and at the Annual Conference. This lateral move will not impact the budget salary for 2012 as Emily's current salary would be the working salary for an individual in communications.

### **Education**

The second reorganization impacts Ashley Carroll, the CMC Verification Specialist. Ashley will now take over both areas (CMC and MMC). Ashley's salary will be impacted since I have asked for an increase to match her new responsibilities. This increase is already slotted in the 2012 budget, pending the Board's approval.

The Education Staff continues to do an excellent job of handling internal processes and with IIMC's Education Committees providing direction with education guidelines, we've operated effectively, successfully and smoothly, having saved nearly an annual salary and benefits in the Education area for the nearly two years.

### **MEMBERSHIP**

Our concerns for 2011 continue in 2012. They are:

- Decrease in membership due to lagging economy; and
- Budget reductions in local government that were realized in 2010 and will continue at least through 2015.

On a positive note, Membership revenue has exceeded more than \$1 million for the fourth consecutive year.

### **2012 Membership Dues**

There are no membership dues increases for 2012. In 2011, IIMC increased dues by \$10 across all three levels of membership. Policy states that we propose a dues increase every two years. The next scheduled dues increase to present to the Board will be for 2013.

The department has taken measures to ensure continuity of IIMC's 9,220 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotions to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-briefings to promote IIMC services and features. We're also employing the Board and the Membership Committee in our recruiting efforts.

### **2012 Membership Campaign**

Attached is a proposal for a targeted membership marketing campaign that has budget implications. However, we believe that IIMC needs to embark on a systematic and aggressive approach in recruiting potential new members. The Budget and Planning Committee, in their mid-year report, has recommended going forward with the campaign and is asking the Board to accept their and Management's recommendation regarding the campaign.

## **Building**

Our two current tenants have leases taking them through 2013 and 2014, respectively. Since we locked in the \$1.15 PSF in May 2011, we're not looking at a rental increase for another two years. The reasoning for this was that we wanted to secure tenants, knowing how much of a drain it is for IIMC to operate the building without a tenant.

There is still a glut of available buildings for rent. IIMC can rest assured these next few years knowing that the building is leased 100%.

The current market value of IIMC's building is approximately \$100 to \$110 PSF, which is \$1,015,000 to \$1,116,500. Currently, IIMC owes a mortgage of approximately \$893,000.

The current market lease rates for the individual suites are in the \$.95 to \$1.10 PSF range.

## **2012 Conference – Portland, OR**

The Committee and Board accepted our recommendations last year to reduce expenses for two IIMC events beginning with the 2012 conference in Portland, OR.

- Opening Reception – reduce budget from \$35,000 to \$25,000
- All Conference Event – reduce budget from \$50,000 to \$40,000 or \$0/per person

The savings of \$20,000 will help IIMC's bottom line. It was also a prudent move as we head toward the unknown with today's local government budgets strongly curtailing future conference attendance.

As for the 2012 Conference in Portland, we are projecting 750 Delegates with 100 guests. We will utilize three hotels and a reservation bureau (Travel Portland):

- \*• The Red Lion -- \$145 per night
- \*• The Doubletree (host) -- \$167 per night
- The Hilton (co-host) -- \$182 per night

\*The first hotel will use public transportation (No Cost - MAX). The Red Lion is located one block from the Oregon Convention Center (exhibit hall, education sessions, etc., will be held there). The Doubletree is 4 blocks away (2 metro stops to the OCC). Delegates from the Red Lion Hotel can walk to the OCC, however, the Doubletree is farther so MAX would be utilized for those staying at the Doubletree.

The Hilton is the farthest property and although we were encouraged to use public transportation, Management doesn't recommend it. IIMC will hire a private bus company to ferry Delegates staying at the Hilton to the OCC.

**NOTE: At this time, Management will also be researching the possibilities of using transportation for attendees at the Red Lion and Doubletree Hotels.**

**As part of the Portland conference package, Travel Portland (CVB) has allocated a \$15,000 stipend toward transportation. A good portion of this money (approximately \$9,000) will go toward transportation for the All Conference Event. The balance will be used toward**

**hotel shuttle transport to the OCC, the off site Region X and XI education session and VIP transportation.**

All three hotels offer a 10% rebate (7% to IIMC and 3% to Partners, Ltd.). The Red Lion has no attrition; the Doubletree and Hilton have attrition. We've taken the liberty of reducing the Hilton room block by 10%, and have asked for more. We've also asked the Doubletree to reduce their room block by 10%. As of this report, we've not heard back on our requests. The Doubletree and Red Lion should sell out.

The upside of Portland is that it is in Region 9 and that could increase attendance by almost 50 to 100 Delegates. The other positive is that there is no food and beverage minimum in the OCC, allowing IIMC to spend as much or as little as possible while still meeting Delegates' meal needs.

Areas of concern to date include:

- Economic problems continue to affect attendance;
- Little concessions on staff and VIP rooms;
- Public transportation from the hotels.

IIMC will contract, at no cost, with Portland Travel (Portland CVB) as our housing bureau. The advantage of working with a local bureau is to facilitate the attendees' needs with registration; to help IIMC keep track of room blocks and attrition; and to provide hotel and city information regarding proximity of hotels to the Oregon Convention Center. It will be seven years since IIMC has employed more than one hotel for its conference. We feel comfortable having delegates use one site to register for the hotel of their choice and have contact with Travel Portland regarding their needs.

IIMC will also revise the printing of the Conference daily program – a savings of approximately \$2,000 to \$4,000. We would now produce an 8.5" x 11" inch program, instead of the specially configured (8.5" x 9") one we currently use. We will continue to upload the education session handouts, similar to 2011, thus saving us costs on time, printing and shipping. There were no repercussions to going on line with the handouts;

**Management recommends the following to increase attendance for the 2012 Conference:**

- Offer a \$25.00 discount for each additional Academy session after paying the \$195.00 fee for the first Academy. This could spur more Academy participants;
- Extend the discount program to cover all of Regions 9 and 8 (IIMC's population in Region 9 is 1,400 and in Region 8 is 1,151). The total number of IIMC members in these regions is approximately 2,551. The past two conferences (2010 and 2011), we've extended the discount program to the host region and other regions that we deemed to be within close driving proximity of the host city;
- Decrease the Region X registration fee to a flat \$460.00US (**No other discounts (first timer or Region) would apply to this area;** and
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$460.00 per delegate (**No other discounts - first timer or Region - would apply to the**

**delegates paying \$460.00).** However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable.

**NOTE: During the September, Monday 26, 2011 Board teleconference, the Board approved all of the above recommendations.**

### **Marketing**

Membership is not the only area where the economy has made an impact. We've started to notice our News Digest advertising dollars slip away as a few of our long time advertisers are also feeling the pinch of the economy. As municipalities cut back spending, our advertisers are feeling it, too, as our members, their clients, aren't spending as much on products.

The saving grace with the on-line Digest is that it allows us the flexibility to negotiate ad costs since IIMC does not incur any significant costs to produce (\$250/month for design).

### **Affinity Program**

We still are working through the contract regarding the Marriott affinity programs. We would like to have it signed prior to year-end. We've also embarked on seeking new affiliates and the Ed2Go Education distance learning has brought in approximately \$600 in the past year.

## **IIMC BOARD ACTION REQUIRED ON THE FOLLOWING**

### **2015 Conference Process**

In a separate handout, we will discuss and vote on the 2015 conference site. Management is also seeking the Board's direction with the 2016 and 2017 Annual Conferences. Traditionally, the Board has always selected future sites at the mid year meeting. However, the 2010 mid year meeting was devoted to the possibility of holding the 2015 conference in the UK. Since we did not choose a site in 2010 for 2015, we're now looking at being two conference years behind.

Management recommends that we choose the 2016 conference at the Board meeting in Portland and the 2017 site at the mid-year Board meeting in 2012. This will put us back on track of having our next four conferences already selected.

### **Natural Disasters and IIMC Members**

It seems each year an IIMC member municipality suffers from a natural disaster. Does the Board wish to offer, as a goodwill gesture, complimentary membership for one year for those members whose municipalities suffer catastrophes from fires, earthquakes, tornadoes, etc.? This could be accomplished on a case-by-case basis.

## **MCEF POLICY 8 DONATIONS**

Annually, the MCEF Board of Directors, as stated in their Policy 8, has the option of providing IIMC up to 7% of the interest collected from their corpus to use for IIMC education programs. As part of the donation to IIMC, MCEF does not stipulate how the funds are used, but only that they are used for education. The past few years, those funds have been in excess of \$25,000. IIMC has used those funds toward creating a new educational web site, offering IIMC conference grants per region, to pay for annual conference speakers and on-line education instructors and, in 2011, \$7,500 was used toward the Study Abroad Program to South Africa.

MCEF can only give IIMC what it can afford based on a variety of requisites including interest rates and the money raised annually from Clerk donations.

### **2012 IIMC Annual Conference Grants**

Using the average of \$25,000 received this year from MCEF, does the Board want to offer two Conference Grants per region instead of one? The cost to IIMC per grant is \$280.00, equivalent to \$3,080 for eleven grants or \$6,160 for 22 grants. The past few years, the economy has played a huge part in whether or not our members attend Conferences. We've received numerous requests asking for financial aid or scholarship dollars that could be applied to the Conference. We recommend that the Board increase the number of Conference Grants from one to two.

### **2013 Study Abroad Program – Scotland**

IIMC's 2013 Study Abroad Program to Scotland has the potential of attracting approximately 30 to 50 participants if not more. Based on the 28 total participants to South Africa and the possibility of that happening thanks to MCEF Policy 8 money, does the Board want to establish a 2013 Study Abroad fund to be used toward offsetting the cost of this program? Depending on the monies received this and next year, IIMC could set aside approximately \$5,000 to \$7,500 each year for a total of \$10,000 to \$15,000 for two years. These dollars could go a long way into attracting more participants toward this education worthy program.

### **SOCIAL MEDIA POLICY**

Attached is the social media policy that was created by staff. This policy is in line with other non-profit associations' social media policies. With the growth of IIMC's Facebook, future modules forums and other social media, we need a policy that allows staff to monitor activities and to provide them the authority to officially remove offenders. Currently, we are using Oversight of Postings paragraph #3 to deter any improper activities. Management recommends that the Board accept this as Policy.

**To:** IIMC Board of Directors  
**From:** Chris Shalby, Executive Director  
Emily Maggard, Verification Specialist  
**Date:** September 7, 2011  
**Subject:** Proposed IIMC Social Media Policy



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### Background

With IIMC moving forward in social media platforms, it's imperative that we create a Policy that provides IIMC with the guidance and proper measures required to oversee this evolving network of communication. The following proposed policy was created for this intent.

### Purpose

IIMC's social media platforms are hosted by Facebook®, Twitter®, and a website. These are the social media/networking sites which the International Institute of Municipal Clerk's membership has joined, along with many governments, to promote activities, programs, projects and events. Clerks join the IIMC Facebook® or Twitter® pages, or visit [www.iimc.com](http://www.iimc.com), in order to get the latest articles, E-briefs, News Digests, networking opportunities, etc. The IIMC world of focal information, friend recommendations, News Feed Stories, and other virtual enhancements is only a mouse click away on this online community. The Facebook page is designed to drive traffic to the IIMC site and programs at [www.iimc.com](http://www.iimc.com) and to inform more people about IIMC activities, as well as increase membership.

At IIMC, it is imperative that we distribute timely information to the right Clerk at the right time. Social Media assists in disseminating this information.

### Content

1. Type of 'pages'
  - a. IIMC will create 'pages' in Facebook not 'groups.' Facebook 'pages' offer distinct advantages including greater visibility, customization and measurability.
  - b. For 'type' description, choose 'Non-profit organization.'
  - c. Twitter accounts (President, Executive Director, etc.) should be clearly titled
2. Boilerplate
  - a. In the picture area, choose the Organization's logo.
  - b. In the about section, have a short mission statement (from website).

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

### Oversight of Postings:

3. Comment Policy, with the following disclaimer: **PENDING BOARD OF DIRECTORS APPROVAL**

Comments posted to this page will be monitored. The administrator reserves the right to remove content without notice. Under the IIMC Social Media policy, IIMC reserves the right to remove, and/or ban, inappropriate comments, including those that have obscene language or sexual content, threaten or defame any person or organization, are hostile in nature, violate the legal ownership interest of another party, support or oppose political candidates or ballot propositions, promote illegal activity, promote commercial services or products or are not topically related to the particular posting. Comments should not infringe on the rights of the organization or any individual or entity to include privacy, intellectual property or publication rights, nor should they promote, or advertise a commercial product or solicit business or membership to other organizations, unless previously approved by IIMC. Overall, be professional. The golden rule works well here.

4. Link to IIMC
  - a. A link to [www.IIMC.com](http://www.IIMC.com) will be included on the Info page.
5. Page administrators
  - a. A successful page requires "babysitting." IIMC's communication department is responsible for monitoring Social Media outlets.
  - b. Department will designate a back-up administrator in Communication Coordinator's absence.
6. Style
  - a. IIMC pages will use proper grammar and standard AP style, avoiding jargon and abbreviations. Social Media is more casual than most other communication tools but still represents the IIMC's level of professionalism.
7. Applications
  - a. There are thousands of Facebook/Social Media applications. Common applications can allow users to stream video and music, post photos, and view and subscribe to RSS feeds. While some may be useful to the page's mission, they can cause confusion and security risks.
  - b. An application should not be used unless it serves a credible business purpose, adds to the user experience and IIMC's mission statement, comes from a trusted source and has been reviewed and approved by the Executive Director.
  - c. An application may be removed at any time if there is significant reason to think it is causing a security breach or spreading viruses.
8. Postings
  - a. All industry-related content to include stories and pictures. Government affairs, public relations, media affairs, association/industry news
  - b. Marketing, promotion, industry articles and information
  - c. IIMC's communications coordinator is the primary individual authorized to post on IIMC's social media platforms, on behalf of IIMC. This includes replies to comments and questions. The administrator reserves the right to remove content without notice.
9. Success Rates: IIMC's communication coordinator will be responsible for developing measurements to determine how well IIMC's social media platforms are achieving the stated goals. These measures will be reported quarterly. Types of measurements will include, but not be limited to:
  - a. Number of comments per posts
  - b. Number of times posts or comments within posts are removed monthly and the reason the posts are removed
  - c. Number of new members generated through social media posts
  - d. Number and type of complaints

IIMC's staff is responsible for helping identify interesting topics to post and for sharing these ideas with the communications coordinator.

For additional guidance and/or administrative decisions on social media and its policies, contact IIMC's Executive Director and Communications Coordinator.

**MANAGEMENT'S RECOMMENDATION:**

We recommend that the Board of Directors approve this policy effective immediately. Upon approval, this policy will become part of the General Provisions Policies.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Executive Committee

**From:** Chris Shalby, Executive Director  
Janis Daudt, Member Services Director  
Tammy Schultz, Member Services Representative

**Date:** August 9, 2011

**Subject:** IIMC Membership Campaign - 2012

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### GOALS FROM STRATEGIC PLAN

1. Maintain level of membership at 9,000 or above through 2014
2. Increase levels annually by 5% or more through 2018

### MARKETING METHODOLOGY

1. Determine number of municipalities in the U.S. using Government Integrated Demographics (GID) with 2007 information (2010 information was not available).
2. Using GID, it was determined that there are 19,495 municipalities (LGE). Included in that figure are cities, towns and villages.
3. IIMC's current membership is approximately 9,220 of which 5,344 represent municipalities with one IIMC member or 27.5% of the entire population of municipalities with GID. IIMC's total membership base also includes 1,938 (3,876 members) municipalities with two or more members.
4. Focusing strictly on U.S. based local government entities, with a population base of 2,000 or more, it was determined that 4,500 was the target number for the campaign.
5. Using that base of 2,000 or above, IIMC used the following to determine criteria for:
  - a. market share based on those numbers – 4,500
  - b. which markets (states) to approach – all 4,500
  - c. See Market Delivery and Tactical Tools below for process
6. Create tool to market to those individuals
  - a. Create membership values – **Cannot afford NOT to be a member**
    - i. Certification – CMC and MMC
    - ii. Education Programs – all inclusive
      1. One-on-one personal assistance
    - iii. Institutes
    - iv. Annual Conferences
    - v. Networking Opportunities worldwide
    - vi. Mentoring
    - vii. Facebook – Twitter
    - viii. Web site
    - ix. Affinity Programs
    - x. Scholarships
    - xi. Research and Resource Committee
    - xii. Study Abroad Programs – Discover the world and learn
    - xiii. On-Line Opportunities and Tools
      1. Magazine – News Digest
      2. Bulletins
      3. E-Briefings membership wide
      4. E-Briefings education

### MARKET DELIVERY

This needs to be a three-pronged approach utilizing: 1) postcard mailing; 2) direct marketing and 3) telemarketing. The delivery will focus on a systematic approach utilizing all four quarters through 2012. The approach will use the following for each quarter:

## Marketing Approach

- targets receive a postcard during first month of the quarter
- targets will receive a direct marketing letter during the second month of the quarter
- targets will be contacted throughout on-going telemarketing

## TACTICAL MARKETING TOOLS

1. Design offer and incentive to join
  - a. 12 months and an extra 3 or 6 months for free
  - b. Payment plan, but inferred not mentioned
  - c. First conference discount – January to May 2012
  - d. Second discount approach – June through December 2012
2. Create letter and postcard
3. Mail following the marketing approach

## MANAGEMENT'S RECOMMENDATION:

With 19,495 possible targets, IIMC's current market share is approximately 47% or 9,200 members. Utilizing 4,500 as our target audience with the balance of municipalities being smaller than our criteria of 2,000 or more, IIMC has developed a cohesive, systematic approach to recruitment which will provide IIMC with the following:

- potential for membership growth through a regulated approach
- a marketing tool to develop new ground in targeting potential members
- a delivery system and method for future membership campaigns

This is IIMC first venture regarding targeted markets since 1996. It is by far the most comprehensive campaign to date. We recommended to and it was approved by the Budget and Planning Committee to allocate the requested funds to launch in January 2012. We now ask the Board's approval to move forward with this plan and budget.

## Total cost is \$26,400.00

### BREAKDOWN OF COSTS:

Redesign of postcard	\$ 100.00
Printing 20,000 6" X 9" postcards 4/4	\$ 1,700.00
20,000 letterhead with reflex blue ink	\$ 3,600.00
20,000 #10 envelopes with reflex blue ink	\$ 1,600.00
postage - postcards/letters 20,000 each @ \$.46 each	\$18,400.00
printing member application \$.01 x 20,000 =	\$ 200.00
phone \$.07/min. - 3 hrs/week (210 minutes) \$14.70 x 52 weeks	\$ 800.40

**Total** **\$26,400.00**

## Possible Revenue Realized based on Direct Marketing Industry Standards on Return on Investment

Although we are optimistic about bringing in new members through this campaign, we are also cautious that Direct Marketing Industry standards regarding campaigns of this nature range from 1% to 3% in the first stage of the campaign. However, the potential to grow members through this campaign remains above industry standards since IIMC's focus is based on a select audience as opposed to a general one. Below is a brief outline of where IIMC could recoup its costs based on its investment:

- 1% return on 4,500 mailings would be -- 45 new members at \$135 = \$6,075
- 2% return on 4,500 mailings would be -- 90 new members at \$135 = \$12,150
- 3% return on 4,500 mailings would be -- 135 new members at \$135 = \$18,225

Recurring income in future years will also contribute to IIMC's initial return on investment.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Executive Committee

**From:** Jennifer Ward, Associate Director of Education

**Date:** September 28, 2011

**Subject:** 2011 Education Department Mid-Year Report

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The Education Department has been busy since the Conference in May. We implemented several new online education opportunities, completed the 2011 Education transcripts, worked with the Conference Committee on several issues and the 2012 Education program, applied a new Education E-Briefing template, created a Facebook page and completed several other projects. Please see the highlights below:

- **CMCs** - CMC applications are currently at 1-2 weeks. Since January 1, 2011 we have awarded 211 CMC designations. Ashley Carroll has been diligent in marketing the CMC program by calling IIMC members who have not submitted an Application for Admission into the CMC program. The members seem to appreciate the attention to detail. However, only a few have actually sent in the application. We will keep pushing this marketing strategy as there are many members to spread the word to. Overall the members are satisfied with their application reviews and email accolades stating so.

We have also worked with Chris Shalby to design a new CMC pin (since we were out of the current pins). The current pin is dark, dated looking and hard to read. The new pins have a much more updated look and are easy to read, which makes a member who has obtained their CMC much easier to identify. The new pins will arrive within the next 2-3 weeks.

- **MMCs** – MMC applications are currently at 2-3 weeks. Since January 1, 2011 we have awarded 98 MMC designations. Emily Maggard is training Ashley Carroll on reviewing these applications.

Overall the members are satisfied with their CMC and MMC application reviews. The Department has received emailed accolades and cards from members thanking us for our quick review time and helpfulness through the certification process.

- **Committee Work** – The Education Department worked with the Conference Committee on two recommendations regarding Conference Scanning and Conference Assessments. These recommendations were presented to the Board during the September 26<sup>th</sup> conference call. The assessment recommendation was not approved. However, the scanning recommendation was approved and will be implemented for the 2012 Conference. The Department plans to reassess the assessment recommendation with the Conference Committee and provide the Board with a new recommendation in May.

- **2011 Conference Transcripts** – Conference transcripts were sent out approximately two weeks earlier than last year. As with any new program, we noticed a few areas within the Scanning Policy that needed improvement. As stated above we worked with the Conference Committee to provide a recommendation to the Board and it was approved on September 26th.
- **2012 Education Program** – The Education Department received the Conference Committee’s recommendations and has been working on completing the Academy, Athenian and General Sessions for the Preliminary Program. We will begin working on the concurrent sessions within the next couple of weeks. Oregon’s Institute Director, Dema Harris, has been extremely helpful in providing feedback and contacts for local speakers.

We have also been working closely with Region 9 Director, Peggy Hawker, to develop the Region X and XI offsite education program. We plan to highlight the amazing green and sustainability programs that Portland has to offer. We also plan on offering a green and sustainability program track (different from the offsite program) during the week.

The Department plans to continue to provide the Delegates with a CD ROM of the concurrent education session handouts. In addition, we also plan to continue posting them on our website prior to the conference for downloading.

- **Education Department E-Briefings** – After attending a local professional development seminar through CalSAE this summer on retaining and educating your membership through social media, the Education Department decided to give its E-Briefings a personal brand and created our own Education E-Briefing template. This template distinguishes our Education E-Briefings from the regular E-Briefings that the members receive. We provide information on the education programs, Institutes, educational articles; promote conference and educational programs such as the Athenian Dialogues, FEMA/COSA and online programs.

Since its debut we’ve noticed an increase in “hits” from the membership. More members are asking questions about the information in the E-Briefings and sending in more applications like the Athenian Society Membership Application. We have also received many emails telling us how beneficial and helpful our E-Briefings are and how they look forward to receiving them each week.

A new E-Brief feature is “Spotlight on the Institute Director”. We are hoping this feature will garner new interest in the Institute programs and allow the clerks to get to know the Institute Directors who are planning their educational programs. We decided to begin with the Northwest Institute Director, Dema Harris, since she is the "host" Institute Director for the Annual Conference in Portland. This E-Brief received many positive comments and the members are looking forward to the next spotlight.

- **Facebook**- Emily Maggard has finalized the work on IIMC’s Facebook page. We announced this via an Education Department E-Briefing to the membership in August. Since then IIMC has made 300+ new friends! If you haven’t “liked” IIMC or become its friend, please do so at <http://www.facebook.com/itsmyIIMC>.

On the page we post articles, E-brief information, links to the News Digest, features from speakers, Chris Shalby's blog posts and many more items. We also featured the 2011 Study Abroad blogs & pictures. This is a great marketing tool for our programs and products.

- **2011 Study Abroad Program** – The department approved the educational part of this program for 7.75 CMC Education or MMC Advanced Education points. We were very pleased to see so many educational opportunities wrapped into one program. The municipalities who allowed their clerks to attend this program definitely spent their money wisely. IIMC has received nothing but accolades regarding the trip and the program. We look forward to reviewing the 2013 Study Abroad education program.
- **Online Education Programs** - In keeping with the Education Strategic Plan, the Education Department reviewed and approved several new online education opportunities; ed2go, Arizona State University's International Program in Management and Leadership and The Adult Degree Program at the University of Wisconsin, Green Bay- Leadership in Public Service. We will continue to review new opportunities as they arise.
  - **ed2go**- IIMC has approved 17 online courses through ed2go. Courses completed through ed2go will earn 1 CMC Experience-Continuing Education point per 6 hours or 1 MMC Advanced Education point per 6 hours. Each course is approximately 24 hours long. A complete list of approved courses is on our website. .

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 a 6 week period. Each course will be lead by a well- qualified instructor, and through an accredited college in your area. 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.

The average course price is \$99. However, price does vary by the college or university course provider. IIMC receives a \$10.00 rebate for each registration received.

- **ASU's International Program in Management and Leadership** - 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.
- **The Adult Degree Program at the University of Wisconsin, Green Bay- Leadership in Public Service** - The Adult Degree Program at the University of

Wisconsin-Green Bay is designed to meet the needs of working adults who wish to earn their college degree, but find it difficult to attend traditional classes during the week. UW-Green Bay now offers associate and bachelor's degrees **completely online** through this program—each featuring the Area of Emphasis in **Leadership in Public Service**. This emphasis was created in partnership with UWGB and is designed to meet the needs of municipal and public service professionals. This degree can lead to increased pay, promotion and job security, and professional success!

- **Course Review Approvals** – Within the next month or so, the department will begin listing recently approved courses that have gone through the course review process in its E-briefings. We will list these courses once a monthly.
- **Customer Service Story** – The Education Department combined forces with the Membership Department to assist a member who wanted to cancel her membership and give up on completing her nearly finished MMC application. While working on past due payments, Janis Daudt came across a member who did not want to renew her membership with IIMC, as she had a real hard time with IIMC and the old education guidelines. Janis let the member know that the Education Department would call her before she pays her March 2011-2012 dues. Emily Maggard reviewed the member's education record and saw that she had nearly completed her requirements (a "Level 2" under the old system, as well as some loose papers) and found a request for an extension, complete with a newspaper article of city hall being bulldozed. There was also some faded paperwork. Emily called the member, spoke to her at length about no time limits anymore, no caps on items, and encouraged the member to send in new items. The member, happy to hear about the changes, paid her dues, and sent in new items. She renewed her membership and became an MMC on October 5, 2011.
- **New Institute Update** - At this point, we do not have any new Institutes to report. However, the following states have informed us they are looking for a University or four-year college to host their Institute program; South Dakota, Kentucky and Wyoming.

**Louisiana** - The department has been in contact with the Louisiana Institute Director, Dr. Michael Mayer. He sent us a draft RFP on August 22<sup>nd</sup> and we replied back with our comments on August 26<sup>th</sup>. On August 30<sup>th</sup>, Dr. Mayer replied "Thanks for detailed feedback; I'll keep you posted." As of today's date we have not heard back from them. This is unfortunate as we have told them on numerous occasions that several Louisiana applicants are waiting for the Institute to receive approval so they can receive their designations.

**The Netherlands** – The department has also been in contact with Dutch Institute Director, Dr. Robert Jan Ritsema along with IIMC member and VvG representative Jaap Paans. We received their revised proposal on August 29<sup>th</sup> and we replied back with our comments on September 1<sup>st</sup>. As of today's date we sent another email inquiry but have not heard back from them.

- **Athenian Program** – We posted the approved list of Athenian Facilitators along with their contact information on the website. This will assist members who need assistance finding a facilitator. We plan to add to this list as facilitators are approved. We also

updated the brochure, added new books to the approved book list and posted this information on the website.

### **Education Department Recommendations for Board Action:**

- **Institute Directors Report** – The Education Department along with Executive Director, Chris Shalby held a conference call with the Program Review Committee on September 28, 2011 to discuss this report and provide the committee with some background and historical information regarding IIMC policies and processes with regards to the Education Guidelines. Staff and the Committee all came to the agreement to recommend to the Board to create a Task Force comprised of 4-5 Institute Directors, the Education Department and Chris Shalby to review each of the requests contained in the report and see if we can find solutions to the concerns voiced in the report.

The Education Department fully agrees with the Program Review and Certification Committee and asks the Board to consider creating a task force to address the concerns outlined in the Institute Directors report.

- **Elimination of 2010 Mid-Year Meeting Board approval** - *“Effective January 1, 2011, a member may earn MMC points while his/her CMC application is pending review at headquarters. If the review determines that the member’s CMC application is deficient, any points earned in the interim will be applied to the deficient CMC application”*

The Education Department respectfully requests that the Board consider eliminating this policy. This policy was brought forth by the 2010-2011 Program Review and Certification Committee as a way to satisfy the membership’s request regarding having to wait for review due to the former application review time of more than 8-10 weeks. For over a year now, the Department has consistently maintained a 1-2 week review time for CMC applications and a 2-4 week review time (at the time this was proposed MMC applications were taking up to 22 weeks) for review.

Since the inception of the AAE program in 1980 (now known as the MMC program), the CMC has always been the prerequisite for the MMC program. Not only does this new policy contradict the Education Guidelines and the original intent of the program by IIMC’s antecedent Board and Committee members, it has created misconceptions and confusion among the membership, which has lead to several unhappy members. The information regarding the CMC prerequisite is also printed in our membership brochure, on our website and on our applications.

- **Teaching at an IIMC Conference and Points:** During the 2011 Conference, it came to the Education Department’s attention that members who agreed to present a session were under the impression that in addition to the education points they would receive for teaching that they also would receive education points for attending the session. This is double-dipping into points. The presenter is not an active audience participant and therefore should not earn points for attendance. By not scanning into the session, the presenter actually benefits by earning more points for teaching (1 point per 2 hours for teaching/training/preparation) than for attendance (1 point per 2 in-class hours). The Department proposes that the Board approve to add this sentence to the Education Guidelines, “IIMC members who contract with IIMC to teach a session at the Annual

Conference, can earn points for teaching, but not for attendance at the same session they are instructing.”

**Athenian Facilitator Requirements:** The Education Department has received requests from IIMC members who are interested in facilitating Athenian Dialogues. However, the current policy precludes an IIMC member from doing so unless they are an Athenian Fellow. In reviewing a few of these requests, it was evident that these individuals have a strong educational background, holding a Bachelor’s or Master’s Degree, Juris Doctorate, etc. They may be teaching at an IIMC approved Institute and Academy and they may be Adjunct Professors at colleges and universities. The criteria of not having participated in 10 dialogues should not preclude these Municipal Clerks from facilitating a dialogue.

The Education Department recommends that the Board amend the Athenian Facilitator requirements under the section “Requirements for IIMC Members” to include a provision for those members who regularly teach at an Institute/Academy program, who may be an experienced adjunct professor, instructor, or lecturer or hold a similar position within a college or university. Please see the highlighted amendment below.

**Requirements for IIMC Members:**

- Must Have the MMC Designation
- Must be an IIMC member for at least 5 years
- Must have experience facilitating or teaching education programs and/or Athenian Dialogues
- Must be an Athenian Fellow and have been mentored by an existing Athenian Leadership Society Facilitator *this requirement may be substituted by a member who is an experienced adjunct instructor / adjunct professor / adjunct lecturer / visiting lecturer / faculty associate, or similar position of a college or university. Such position to be verified by the appointing institution and IIMC. Substitution may include a Municipal Clerk or Deputy Clerk who has extensive experience in presenting programs at a Municipal Clerk Institute or Academy, with verification supplied by the Institute/Academy sponsoring institution.*
- Must have at least 5 years experience working in the municipal clerks office as a Municipal or Deputy Clerk
- Must submit a bio that supports the requirements above

On behalf of the entire Education Department, I thank you in advance for reviewing our report and considering our recommendations.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Board of Directors

**From:** Chris Shalby, Executive Director  
Jennifer Ward, Associate Director of Education  
Emily Maggard, Verification Specialist  
Ashley Carroll, Verification Specialist

**Date:** June 28, 2011

**Subject:** Institute Director's Colloquium  
Sunday, May 8, 2011  
Nashville, TN

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The following highlights were derived from the minutes taken at the Institute Directors' Colloquium. Institute Directors were told that a report would be sent to the Board for possible discussion and/or assignments to committees and staff in regards to education programs and guidelines. In a nutshell, the salient points are:

- Institute Annual Reports submissions to IIMC need to be 100% across the board;
- What is IIMC's recourse if an Institute doesn't comply with AR submission?
- Flexibility in courses – IIMC needs to be more flexible regarding courses;
- Alternative methods of delivery that are acceptable to IIMC;
- More communication with the Institutes; and
- Create a module on the web site for Institutes to post information.

The Institute Directors made the following comments. In a couple of cases, there is a Management Recommendation. Rather than provide you with a lengthy, word for word transcript, we've reflected the Institute Directors' comments, suggestions and thoughts in an easy to read format:

## **Accountability of all Institutes to submit their annual reports to IIMC. How to relieve dilemma of submitting it or not?**

- What are the benefits, value and purpose of the Annual Report to IIMC?
- Thirty Annual Reports were submitted this year – all 44-45 would be better. This is a fairness and consistency issue. There is an IIMC compliance issue.
- IIMC does not want to remove an Institute for not filing a report
- 30 submissions are not good – there is no value in the certification if they don't comply with this part of it. Why are some held to a higher or lower standard? If the rule says file the report, should be held to that standard. Give a window to comply.
  - Board needs to take a strong stand on that.
- There has to be a level of trust and accountability in the IDs that if they are awarding credits, there is value to their attendees.
- Need flexibility on the state levels, while meeting the core standards.
- IIMC has been lax in the past in enforcing this; new standards in CA will also lead to further/increased compliance.
- If an Institute is problematic the state association should be involved.
- It will be persuasive to the Board if they get the message from the IDs that the state associations should be involved to gain compliance and IDs must be in compliance – The IDs supported this idea.

## MANAGEMENT'S RECOMMENDATION:

It was explained to the IDs that compliance (whether through our annual audits or guidelines) is the core issue with the annual reports. In more detail: IIMC is the issuer of the certificate. As IRS and audit laws and rules become tougher, it's imperative that IIMC adhere to compliance and not give the impression or raise concern that it is a "certificate mill." IIMC needs the reports to prove that programs are conducted externally and certification is attained through a systematic program with Board policy guidelines and not distributed arbitrarily.

At this time, it's essential that the Board comes to a decision or study the feasibility as to whether or not to dismiss an Institute for non-compliance (as per guideline policy). A suggestion would be to have the Education Department deal directly with the state association to put pressure on the Institute to meet compliance. This may or may not work and could leave IIMC in limbo as to what to do. The majority of the IDs in attendance was in favor of compliance and thought all Institutes should submit an annual report.

- How can IIMC add value and get more people certified?

## MANAGEMENT'S RECOMMENDATION:

The Institute Directors were requesting that IIMC mention the importance of Institutes and certification in their promotional materials while marketing the Organization to prospective and current members. This is easily done through marketing language in recruitment materials.

### **Ability to structure Institutes with more flexibility;**

- What are different learning styles and different methods used;
- Online education - how to produce and deliver it in affordable ways;
- One size doesn't fit everyone;
- Need to customize for Institute offerings in size, regions and needs;
- Need to be able to program what one's own clerks need and still meet IIMC requirements;
- want to be sure everyone is legitimately certified but need flexibility;
- should be able to tell the difference between those clerks who have had training versus those that haven't – there is value in the training and the difference in trained/not trained is discernible;
- we need to communicate the value of Clerks who are certified;
- what is the return on investment in the life of one's career;
- IIMC holds people accountable for rigor and quality but shouldn't dictate content;
- the term "clerk" is not universally understood and marketing is a major component to educate the public about the role and responsibilities of clerks;
- how to be flexible and accountable within the structure;
- compromise by core courses being approved by IIMC and electives having more flexibility – an idea to accommodate differences within the structure;

### **Altering Programs - How can we help create new programs and ways to bring in higher attendance?**

- Something that the IIMC Board and Committees need to discuss is an alternative deliver method for acquiring points such as the assigning of an academic book, doing the required homework, writing the assignment, and discussing the book. Doing this outside of class and having the assignment count toward education credit as opposed to being in class to get credit.
- There are different ways to get credit in this environment and this is one way.

- Must allow for different ways to deliver the education for a variety of learning styles and opportunities.
- One said they need to come to a reasonable understanding of what's going to count and what is not;
- loved the books but have suspended them because of a lack of IIMC support for points.
- Having someone in a room for 40 hours is not the only way to learn.
- IIMC needs to look at alternative ways and the issue is how to populate those hours outside of the classroom.
- How to validate that the student did the work – similar to Athenian Dialogue discussion.
- Have to distinguish input and output measures. Need to be able to measure outcome.
- Kassie Van Remortel, Green Bay, WI, Institute Director –has made classes hands on whenever possible. If forms are involved, use them in class.
- Another ID: some work for state associations, some for universities, like online classes but someone has to develop them, many small town clerks love getting out of the office for a week learning what they need to go back and use the info; have brought back round tables and they don't qualify for credit – need to.
- Colorado is talking about measuring outcomes and everyone needs to figure out how to do that.
- MCEF board member and former Ohio Institute Director Jim Tinnin said Ohio took one week program and divided it into two, combined with the Ohio spring conference, worked with state education committee, didn't keep clerk away from office for a whole week
- IDs appreciate what IIMC is doing for them and wants to help IIMC get everyone on board.
- How can IIMC help get more value for the members – IDs need to network to learn about programs.

#### MANAGEMENT'S RECOMMENDATION:

Although we've had many discussions on various modes of delivery, we may need to review this once more since finances seem to be at the core of this particular issue. The Institutes are feeling the pinch of a reduction in attendance, which is causing stress at their level since they, too, need to show a profit in their bottom line.

#### **How can we all look good together and work more cohesively?**

- We need to value the relationship because there are still many misconceptions.
- IIMC could communicate with clerks and elected officials to let them know how valuable the IDs and their services are – market their value.
- Make CMC a requirement (for job descriptions).
- Kassie –in WI there is a weakness in the link from the state assn. and the institute and IIMC. She does what she can at the institute but the state assn. is not married to IIMC. It is more than sending the President to the conference – more needs to be done. IIMC is like a second thought. WCMA talks about ICMA all the time.
- Comment: does IIMC have “certification” in their mission statement?
- It needs to rise to the level of who you are.
- There are people in Calif. who have never gone to an institute but have gotten their credential without learning CA state law and its specifics; what value is that for their community? How does that happen?
- When talking about online and webinar, that could be an opportunity for people not to engage in their state assns.
- Online – don't want other IDs who do classes to teach “budgeting” for example in one state when the clerk works in another state.
- Comment: looks at the relationship as a square, not a triangle, because the state league is also involved.
- Maybe IIMC could also work with the state leagues.

- Agree on the state league idea, also city manager's associations.

### **What is the real value of the certification and the education program?**

- Is it about the number of hours, the number of points, or is it about developing capacities in people?
- That should be the true goal. Look at outcomes and impacts, which are difficult to measure. Need to look at the best way to measure results.
- Thinks it is up to the individual and it is not about what the IDs do.
- IIMC's Certification is a voluntary measure of professional competence not a license. If you want it to be a license, that's another issue. Those states that make certification a requirement are fine.
- In Canada, working competently is the proof; not everyone values certification.

### **Membership and how to increase attendance at the Institutes?**

- The challenge is that IIMC now does not require recertification, so Institute attendance fell dramatically.
- Suggested looking at all communities in a state, see how many are members/non-members of IIMC and go after them.
- Better communication.
- Scholarships to 1<sup>st</sup> year students get them hooked and they see the value.
- We are applying a flawed learning level – let's bring in different learning providers and organizations.
- It's more about team building and relationships.
- We are having the same conversations we've had for 10-20 years.
- CA does have that model and has had for 35 years. They have 2 institutes, one is clerk only, and one is a multi-disciplinary leadership institute. Everyone learns to understand each other's roles and challenges. People love it and it's experiential.
- City Managers explain to Police Department (PD) and Fire Department (FD) Chiefs that they must attend and share.

**• It would be helpful if there was a repository of information that IDs could upload. Could learn from others. IIMC must be a resource.**

### **MANAGEMENT'S RECOMMENDATION**

One area that IIMC has said they would assist with is creating a module on the IIMC web site that would be specifically tailored to the IDs. This could be the resource and/or repository. There is no cost involved with the creation of the ID module. At this time, IIMC has asked the web host CivicPlus to look into developing this module.

- One ID looks at programs as "living" programs. Each time you teach clerks it's different because of emerging issues and those issues must be woven into the content. Even if course has same name, the content is always changing.
- Need to be current, not teach something just because it's on the list.
- To justify institute attendance, people need to make sure their city clerk and city attorney are current and have expertise– you can get that at the institutes.
- Police Department (PD) and Fire Department (FD) get the most training because they have a culture of encouraging and taking training.
- That same culture must be reinforced for the clerk profession.
- Technical training may be required but leadership often is not.
- PD and FD often get grants for the training.
- Ethics and open government are the buzz words

- There is a huge need for a program to promote the clerk's position.
- Sometimes they are members of the executive management team
- The position needs to be elevated and the level of awareness must be raised with elected officials.
- Clerks would feel more prone to become certified and become IIMC members
- One clerk said she is not valued and her board thinks her job is not important. She does not know how to battle that. She had to use vacation time to come to Nashville and her state association paid for her attendance.
- Her board members do not go to state conferences – to learn what they are supposed to do. Key stakeholders need to promote the clerk profession, the importance of membership, of education.

### **How do people with state certification programs find value in IIMC's certifications?**

- How do you create the true partnerships using state specific information?
- A great measure is: are you willing to pay your own way if your city won't?
- Getting testimonials from attendees at programs could be invaluable – the real world applications.
- People make decisions every year based on training dollars available – need to prove the value.
- Programming drives some of the success. People attend if they are learning hard skills – harder to communicate the soft skills they learn.
- One does not have a state certification program but has the state conference, which is cheaper to put on and more people attend due to cost.
- Lots of collaboration but is a competition. One state partnered with state association for the institute and used the state education volunteer committee to assist.
- Clerks coming to the institute are now younger and have a different learning style.
- If you use the older teaching styles they are not challenged.
- Need to use newer non-traditional processes.
- How can we look globally at more modern training and not look at each individual institute.
- Canada has a lot of trend setting initiatives.
- Have to communicate with this generation differently. They need more and more frequent challenges.
- As to how IIMC has invested its money for education, MCEF has made a huge investment, and for investing in general, could MCEF think about how to utilize various investments in various institutes that could be shared?
- Jim Tinnin speaking on behalf of MCEF said he is on scholarship committee and shared that all IDs are much appreciated. MCEF funds state assns. For \$500 grants and maybe institutes could be funded for technology initiatives.
- There are huge numbers of clerks that are not IIMC members.
- A clerk said she's a dinosaur and asked why she should continue to go to school for more credits or certifications? She has it all. But she said if there was a benefit to attending she would.
- An IIMC benefit is learning that your state contains not the only way to do things. Need to gear yourselves to today's world.

### **How to deal with inferior performance from an Institute.**

- First to know what the expectations are. Who determines what the performance is and how it will be judged?
- ID said assessments are sent in. Is that what's not acceptable, or the trainers, or the content?
- Wondered how to judge the quality of the assessment if one was not in the room to take the training.
- Are there states that are unacceptable?
- Yes, based on the guidelines.
- IIMC wants input on how to deal with those that are unacceptable. IIMC doesn't say they are incompetent; they are looking for IDs input on how to deal with them.

- Without knowing which guidelines are not acceptable, not sure how to give input.
- Sometimes a program is run after the fact, so IIMC is working backwards and members' points are in jeopardy.
- Local flexibility is key. If clerks really want a course on medical marijuana and IIMC doesn't think that's a good choice, but local clerks are calling for it, it is a dilemma with no specific resolution.
- If the course description meets the guidelines, it could be accepted.
- Some people are better writers than others, so acceptance might depend on the skill of the writer.
- IDs could use some guidance on how to write the right description.
- A course on "How to Dress for Success" will cause a problem, as will a course on notaries, since there are always courses suggested that will not fit into the guidelines.
- A course on computer spreadsheets was submitted as many of the clerks are clerk/treasurers and this course was frequently requested. IIMC said this was not acceptable. ID concerned that he'll have to run 2 separate programs to fit the needs and IIMC.
- A solution was talking about spreadsheets in general but not supporting a particular program.
- A person could learn this on their own as a way to better themselves and not look for it at the Institute.
- Many would not have time or budget to do on their own.
- Could there be flexibility in a limited number of hours of elected credit to allow for local or state specific needs, such as dressing or notaries?
- One said that if municipalities are hiring those who need help with dressing for the job or remedial computer skills, it's a sad case.
- Could rebrand the class "Workplace Decorum" or whatever to cover the course needed.
- Some thought should be put into covering the content before submitting.
- Emily Maggard said the Education Department does contact people and discuss submissions in question to try to assist the requestors. She said they are welcome to call at any time.

**Need to understand and communicate what value looks like to the members and IIMC needs to understand that.**

- Have to want to put the dollars into IIMC.
- Flexibility. What are we doing about the discord between sessions suggested and then rejected by IIMC?
- Is pre-approval still necessary so they don't take the chance that a class be retroactively rejected? Pre-approval seems easier but it is not required according to IIMC's guidelines.
- When annual report is submitted, some have had classes rejected
- IIMC says they will work with the IDs, if needed, after submission of annual reports.
- One has learned slowly along the way that a refresher session about what is required and what is not is warranted.
- Problem is that in planning for the next year, a class was denied and the next speaker has already been hired and they need to rework their institute.
- If you follow the guidelines, you are good.
- If courses are denied after the annual report is filed, that is the problem, especially when the exact same courses had been previously approved.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Board of Directors

**From:** Carol L. Jacobs, MMC Retired  
Conference Committee Chair

**Date:** September 30, 2011  
Board Meeting Report

**Subject:** Mid Year

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## Background

**Committee Members:** Vice Chair, Mary J. Johnston, Catherine C. Bennett, Denise Carey, Tracy L. Davis, Dema Harris, Stephanie C. Kelly, Pamela Morley-Chappelle, Marilyn S. Swing, Kassie Van Remortel, Christina N. Wilder, and Vikki Zuehike. **Board Liaisons:** Vincent Buttiglieri and Mary Kayser. **Staff Liaisons:** Chris Shalby and Jennifer Ward.

The Conference Committee is tasked with making recommendations on conference education General Sessions, Academy Sessions and Concurrent Sessions and works with the IIMC Education Department on any number of recommendations to improve the annual conference experience.

The goals set for the committee this year are:

1. Evaluate and review the content and suitability of the proposed educational sessions 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. Forward any recommendations for improvements to the Education Department.
2. Recommend Annual Conference education sessions to the Education Department by July 1, 2011.
3. Assist the Executive Director with Requests for Proposals and Selection of future conferences by ranking the proposed locations based on the Executive Director's Report.

## Discussion

Goal #1 - the Committee reviewed and rated the Conference Education Proposals for the 2012 annual conference. Results were forwarded to the IIMC Education Department (attachment 1 & 1A)

Goal #2 - Suggestions were forwarded to the Education Department and included in the concurrent session recommendations.

Goal #3 – Director Shalby provided the following update on the 2015 RFP's: ...*"I've visited two cities thus far and am waiting to confirm my third visit. It's tentatively scheduled for mid September. Once I'm through visiting that city, then I will compile a report and spreadsheet for you and the committee to review..."*

The Committee also reviewed and offered recommendation on two suggested policy changes proposed by the Education Department:

- **Increase Annual Conference Academy and Athenian Dialogue Session Time** – The Conference Committee Members reviewed the Education Department's proposal to increase annual Conference Academy and Athenian Dialogue session time by one hour (non-credit) to

allow participants to complete assessments on site. Participants would have advantage of the material being fresh in their minds with notes right at hand; instructors would be available to assist if needed; the return of assessments would increase; and transcripts can be sent out weeks earlier than usual. A majority of the committee members approved the policy amendment. See attachment # 2 & 2A for the full report.

- **Scanning Policy** – Summary from the Education Department: *“After reviewing the scanning data from the 2011 Annual Conference, the IIMC Education Department believes there are some loopholes in the Board approved Conference Scanning Policy and would like to rectify those. Currently, one section of the policy states that “If a Delegate must leave the session for any reason, they will be scanned out and will have no more than 10 minutes to return and be scanned in again. Otherwise, they will receive no credit for the session.” It was the intention of this policy that each Delegate has an overall total of 10 minutes to be out of the session and be scanned in again. However, this is not happening. We have people leaving the sessions multiple times and missing 30-45 minutes of the session! This is unfair and disruptive to the participants who actively engage in the presentation and stay in the room for the entire time. IIMC understands restroom breaks or calls from the office. However, we need to make this sentence and a few other points clearer.*

*Prior to the Conference, Staff spent a good deal of time making sure that the policy was marketed to the membership. It was sent out with each attendance confirmation, put in multiple E-Briefings, advertised in The News Digest, on the website and in the Conference Program. In addition, onsite we held a mandatory scanning meeting for the scanning volunteers, so we could review the policy and what was expected of them.*

*After the transcripts were mailed on July 8<sup>th</sup>, we spent a good two days answering questions from members wanting to know why they did not receive credit for a session... We have highlighted the revisions so that you will easily see them.”*

The Conference Committee approved the recommendations per attachment # 3.

**Summary** – This has been an active committee with full participation from all members and ready help from the Education Department. It has been an honor to serve as Chair and I am most appreciative of the excellent assistance from Vice Chair, Mary Johnson. I believe that I may speak for all members by stating that we are looking forward to completing Goal #3.

**Recommendation** – Under Goal # 1, members found it difficult to rate a session when there was no description. Some totals are skewed (appear to be more favorable) whenever a member did not rate a session. Using 3 as the highest and 1 as the lowest in the future would give a more accurate total. Institute Directors are such a valuable resource for this committee; I recommend that they be considered as members in the future.

#### **MANAGEMENT’S RECOMMENDATION:**

Since this report’s writing, IIMC’s Board (teleconference 9/26/11) approved amendments to the scanning policy at the Conference, but did not approve the proposed revisions to the Academy and Athenian Dialogues Assessment process. The Board referred the latter to Committee for further review.

We appreciate this committee’s work on the conference education program and their suggestions for streamlining the process for the 2013 conference.

Also, as of this writing, the Committee and Executive Director worked through the process of the 2015 conference selection and will share the process with the Board when we discuss the site selection for the 2015 Conference.



## IIMC Conference Committee Report

August 12, 2011

### Review of Proposed Education Sessions for 2012

Conference Committee Members evaluated the Education Department's proposed education sessions for the 2012 IIMC Conference. Attached are the results for the General Sessions, Academy Sessions and Concurrent Ed Sessions. Member comments, when given, follow:

**Dema Harris** - *I was not going to rank those that I do not know but decided to give them all the lowest ranking instead. I am just not comfortable ranking someone from a one sentence description so I did the best I could with those I know and have had experience with.*

*I would highly recommend using as many from the Northwest as possible. I notice that Caryn Tilton submitted many proposals. I ranked her low and can explain that ranking to staff if they are considering her.*

**Denise Carey** - *I highly recommend Michelle Ray, Dr. Rick Brinkman, Sari de la Motte, Rhonda Hilyer, The Glasers, Jan Carothers, Kathie Novack and Rex Osborn for any session. As the host recorder in Portland, I would recommend going with as many local speakers as possible to reduce the fees associated with getting speakers to the conference.*

**Vikki Zuehike** - *Basically my comments are that of the list of choices, all are good, but if there wasn't a description to engage me, I gave it a 2. I can't wait for conference for some of these classes though!*

*I'm surprised there aren't any classes on elections or finance and budget...but it's probably difficult to prepare a class that everyone can benefit from because every state and municipality is so different with their laws.*

**Marilyn Swing** - *I think the offerings are excellent in all three categories for 2012 -- it should be another excellent educational conference*

**Mary Kayser** - *Here are my rankings and comments. I have commented on the travel costs for many of the presenters but if they are really good and we get to use them for more than one presentation that might be a good trade off. We want the attendees to be wow'd by the education.*

**Mary Johnson** - *Some of these topics were difficult to rate, but I gave it my best shot.*

**Carol Jacobs, Chair** – *I found it difficult to rate when there was no description. My ratings for the General Sessions are based on review of the presenter's web site. Some totals are skewed (appear to be more favorable) whenever a member did not rate a session and this should be taken into consideration when reviewed by the Education Department. Using 3 as the highest and 1 as the lowest in the future would give a more accurate total.*



Communicatio	UnCrapiy Your Life!	Communication - Audiences will be 'encouraged' to criticize others and outsource blame before Jeff brings it all home with a more serious discussion about proper communication, customer service, and accountability practices. • How to avoid negative and unproductive conversations • The power of sincere, straightforward communication • The importance of small things when it comes to delivering outstanding customer service • How to approach change in order to achieve seamless communication - This is a content filled program that provides tools to anyone who doesn't like conflict or confrontation. Attendees will learn how to reduce unnecessary conflict in the workplace by following some proven communication techniques. With examples and practice, people will learn the value of being assertive and not aggressive or passive-aggressive.	3	3	2	3	1	3	3	1	3	2	1	3	2	1	3	30
Marilyn Sherman, Las Vegas, NV	Communicatin g For Results; From Conflict To Cooperation	Communication - This is a content filled program that provides tools to anyone who doesn't like conflict or confrontation. Attendees will learn how to reduce unnecessary conflict in the workplace by following some proven communication techniques. With examples and practice, people will learn the value of being assertive and not aggressive or passive-aggressive.	2	3	1	2	1	3	2	1	3	1	2	1	2	2	2	25
Dr. Rick Brinkman, Portland, OR	Conscious Communicatio n - How To Bring Out The Best in People, Even At Their Worst	Conscious Communication® is based on the belief that good communication skills are the foundation of relationships and the lifeblood of effective leadership, teamwork, and organizational performance. Positive relationships, both professional and personal are a result of a person's ability to communicate. Participants in all courses will "ascend to new heights" in their ability to prevent and transform difficult behaviors in others and themselves. This will lead to feelings of empowerment and satisfaction as they improve their relationships. During this General Session, participants will learn to understand what causes people to engage in the "10 difficult behaviors, the 5 Secrets of the Conscious Communicator and we will look at the specific strategy for one or two of the difficult behaviors	1	1	2	1	1	1	1	1	1	2	1	1	1	1	1	16
Trust	The Trust Equation	Trust - Interactive general session. In the first few minutes you will come to understand: "It doesn't matter what you know. It doesn't matter who you know. The key to success.... is who trusts you." How to trust yourself, your staff, your organization and, most importantly in a 2.5 world, your clients. 2. A simple mantra to double your effectiveness. 3. Ten steps to achieve personal trust on and off-line. 4. How you can emulate a Galactic Commander. 5. The dollar value of the Integrity Dividend (Research results). 6. How trust is counter-intuitive. 7. Brain Research findings on how trust works. 8. Hard numbers on the value of raving fans on and off-line. 9. The acid test. 10. Real world examples of the power of trust.	1	3	1	2	1	2	1	3	1	2	1	3	2	2	1	23
Phillip Van Hooser, CSP, Princeton, KY	We Need To Talk: Building Trust When Communicatin g Gets Critical	Trust - All facets of municipal financial operations are impacted, positively or negatively, by the ability to communicate. The goal of this presentation is to equip municipal clerks with strategies that build trust among employees and patrons while producing positive communications results. Participants will learn to earn trust when communicating, listen actively to improve communications connections, rebuild the believability quotient when truthfulness has not always been practiced, deliver difficult messages with honesty and sensitivity, eliminate barriers that impede communications, and deliver the message even when others aren't cooperating.	1	3	1	2	1	2	1	3	1	2	1	3	2	2	1	23
Change			3	3	1	3	1	3	2	1	1	1	1	3	1	3	26.5	

Jonathon Edison, Detroit, MI	Change Makes Sense	Change - Companies are being challenged by a business climate unparalleled in history that's shifting almost daily. Effective leaders know that change is constant, but what about your employees? If you need strategies to deliver the message that change is a normal part of business growth and development, Jonathan Edison's successful approach to turning change into opportunity can help. As America's Resiliency Expert, Jonathan knows the coping mechanisms and effective tools that inspire employees to embrace change and react to it with resilience and innovation, improving your company's bottom line.	1	3	1	3	1	3	3	2	1	2	30
Marilyn Sherman, Las Vegas, NV	Who Moved My Comfort Zone?	Change - In the past, people needed to have tools to stretch their comfort zone in order to achieve more results. Today, people are having their comfort zone changed for them! They are forced to change and if you resist, you will fail. This program will help people navigate change with the right mindset for success.	2	3	2	3	2	3	2	1	3	1	28
Jennifer Powers, Portland, OR	Oh Shift!	Change - Based on her proprietary teachings and processes, she educates you on the power of choice and how to exercise it to take full control over your personal and professional life. Jennifer's Oh, shift keynote and workshops offer you the opportunity to recognize and learn how changing the way you think can literally change your life. This program is guaranteed to shift you into a more productive mindset to help you achieve a life filled with success, power and, above all, JOY.	3	3	2	2	2	2	2	1	2	2	26
<b>Customer</b>													
Robert Wells, Denver, CO	What's So Funny About Customer Service?	Customer Service - Good customer service is expected from today's consumers. Great customer service should be taken for granted. SPEC TACULAR customer service - service that is out of this world! - is what gets attention, repeat business and loyalty. Each day provides opportunities to excel in providing service, and this workshop will change attitudes and adjust perspectives about connecting with the people we serve.	1	1	1	2	2	3	3	1	3	3	28
Shep Hyken, St. Louis, MO	The Amazement Revolution	Customer Service - Customer service isn't a department—it's a philosophy that includes every person and aspect of the best and brightest companies. In a tough, competitive, and price-sensitive economy, customer service is one of the most essential tools to separate your business from the competition. In this sequel to the bestseller The Cult of the Customer, Shep Hyken delivers seven powerful strategies that any organization can implement to create greater customer and employee loyalty: Membership, Serious Fun, Partnership, Hiring, The After-Experience, Community and Walking the Walk. The objective of this session is to build a successful, customer-focused organization and start your own Amazement	2	3	2	3	1	3	3	2	2	2	29
<b>Teamwork</b>													
Robert Wells, Denver, CO	Team Works & Team Plays: Teambuilding from a Playful Perspective	Teamwork - Just as energy, enthusiasm, open communication and genuine concern for each other are enhanced when we play together, they can also be enhanced when we work together. This presentation explores the team spirit with a lively, participatory, laugh-filled session designed to promote acceptance, support, trust and respect for team members. The workshop provides a process for brainstorming, and activities for generating amazing ideas through a "yes, and..." way of	1	1	2	2	1	2	1	3	1	2	22
<b>Self-Discipline</b>													

Rory Vaden, Nashville, TN	Take The Stairs: The Truth About Success In Every Area of Life	Self-Discipline - After studying some of the most successful people on the planet in the last 10 years, Rory has identified how great people get themselves to do things that most people don't. In short he has cracked the code of self-discipline! In this 1 hour course you will learn: - The 1 degree of difference between people who keep COMMITMENTS and those that don't - How SUCCESSFUL people think completely differently about their daily choices - Why you have failed consistently in parts of your life and how to finally FOLLOW THROUGH - What SUCCESSFUL people do with their time that is different from everyone else - Why it's so important to FORGIVE your past mistakes - How to make DISCIPLINE easier on yourself and how to do things you don't want to do!	1	3	2	3	1	3	2	1	1	1	1	1	1	24
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Mark Towers, Southlake, TX	The Engage, Recognize and Nurture (ERN) Formula: The Very Making and Sustaining Meaningful Business Relationships	Communication - There are lots of emails and text messages these days. Yet, solid and meaningful business relationships eventually get down to the nitty gritty of making and sustaining person-to-person connections. Whenever you seek to create and sustain a business relationship with another individual, picture these three letters on his/her forehead . . . ERN. The "how-to's" of these three letters are spelled out below: E is for Engage, R is for Recognize and N is for Nurture.	Mark presented an Academy at the 2009 Annual Conference.	3	3 - only because he has been used many times	3	2	3	1	1	1	2	1	2	1	26
<b>Leadership</b> Caryn Tilton, Welches, OR	Tuesday Morning Coaching	Leadership - 8 new leadership skills, how to apply those skills at work & enhanced organizational performance														
Faith Wood, Airdrie, AB, Canada	Influence with Integrity Introduction	Leadership - Influence is a vital business and personal skills. Learn to understand what influencing involves, and to discuss some key elements and techniques that are essential for you to actually become an influencer	Faith presented an Academy at the 2011 Annual Conference.	1	3	1	2	2	3	2	2	2	1	3	1	26
Gary Minor, Franklin, TN	The New Collaboration: Building Teams From A Variety of Disciplines, Departments and Constituencies	Leadership - Learn how to build a better team across departments, build confidence to work with others who have different working styles and learn how to collaborate to hold others accountable for results even when they don't report to you.	Gary presented an Academy at the 2011 Annual Conference.	2	3	2	1	3	1	3	1	1	1	3	1	24
Gary Minor, Franklin, TN	Accepting The Leadership Challenge	Leadership - Learn Kouzes and Posner's 5 internationally acclaimed leadership practices and how to practice them in a variety of settings. We will devise a plan to take back to the office.	Gary presented an Academy at the 2011 Annual Conference.	2	3	1	1	3	1	2	3	2	1	2	2	27
Gary Minor, Franklin, TN	Exerting Influence: Leading When You Are Not In Charge	Leadership - Learn how to improve delivery from the standpoint of what listeners want to hear, rather than what you think is important. Example: elected bodies may not hold the same priorities as the clerk's office. How do you present ideas in a way which will address their concerns as well as yours?	Gary presented an Academy at the 2011 Annual Conference.	2	3	1	1	3	2	2	2	2	2	1	1	23
Malcolm Chapman, Rapid City, SD	The Five Powers of Public Leadership	Leadership - A Report from the Future - The Five Powers Series People are hungry for work that's exciting and meaningful. As work changes, so does the work experience - from "me" to "we." In the future, organizations where people, at all levels, take risks and make decisions, where total teamwork and imagination are the rule not the exception, where teams learn to adapt, embrace and move on from change, and more importantly where teams learn that to truly grow is found in the art of thinking . . . is an organization from the future. This is the hard work of being a world-class organization. But when it clicks, the result is a seamless experience. That's what we want our customers (internal and external) to feel. And by the way.... THE FUTURE IS NOW.		1	3	1	2	3	1	2	1	1	2	1	1	21
				3	3	2	3	3	1	3	3	3	2	1	1	29



Ron Black, Troutdale, OR	Leading Change - Applying the Dynamics, Skills and Tools of Change	Leadership/Change - Today's relentless change threatens almost every organization. But for those who embrace change, understand the dynamics, and can apply change management tools and techniques, opportunities abound! This program provides the essential concepts, techniques, and best practices for leading meaningful change. It reveals the challenges individuals and their organizations face and how they can prepare for, cope with, and facilitate essential transformations. The ability to bring cross-functional expertise together, focus limited resources on key results, and achieve timely success are the defining qualities of today's effective leader and the agile organization. Learn how to apply these research-based and experience- validated best practices to reduce unexpected problems, improve authentic participation, and deliver transformational change.	3	3	1	3	2	2	2	2	3	1	2	2	29
Sari de la Motte, Portland, OR	The Language of Leadership	Leadership - Leaders inspire. Leaders motivate. But above all, leaders lead — communicating their vision, courage and charisma with such clarity that they rouse those around them to action. Nonverbal communication skills increase "permission," build charisma, and facilitate clear communication. True leaders resist trying to control outcomes, focusing instead on controlling themselves. By learning flexibility and adaptability, we learn to lead.	2	1	1	3	1	2	1	1	2	1	2	1	22
Susan Bender Phelps, Beaverton, OR	Effective Professional Mentorship & Leadership. The People Skills	Leadership - Solid mentoring skills ensure that leaders can achieve a smooth transfer of knowledge and professional skills, high employee engagement, while employees or team members develop the greater flexibility and adaptability needed to deal with rapidly changing environments. Your ability to engage and develop your employees will be an ongoing challenge in today's uncertain economy and as the result of the knowledge gap caused by the boomer generation leaving the workforce. Successful leadership will be defined by bottom line results and the ability to retain skilled senior employees throughout the next decade and beyond. Learn how you can become involved in nurturing younger workers while preserving, enhancing, and passing along critical knowledge and skills. This 4-hour workshop will provide the foundation and demonstrate proven practices for effective mentorship and	2	3	1		2	1	2	1	1	1	2	1	20
<b>Ethics</b> Chris Bauer, Nashville, TN	Professional Ethics: A Preventive Maintenance Approach.	Ethics - Ethics risk, what to do to stop these risks ahead of time to avoid costly ethical & legal problems.	2	3	1	3	3	2	3			1	2	3	29

Chris Bauer, Nashville, TN	Unleashing The Incredible Power Of A Municipal Values Statement Act	Ethics - Learn how to write a well written & appropriately implemented values statement to affect the effective and efficiency of your municipal officials & employees.	3	3	1	3	1	2	3	2	3	2	2	2	2	31
Joann Tilton, IMC, Manteca, CA & Pamela Miller, Program Director, CEPO & retired Clerk	Ethical Leadership: How Are We Committed To Our Values?	Ethics - When somebody else's right- versus-wrong decision places you in a right-versus-right dilemma, what would you do? When asked to look the other way, does it matter who is asking or does it matter who it impacts? Is there ever an acceptable exception? These powerful questions are not always easy to answer. Citizens have a longstanding and basic distrust of government agencies and their employees, and it seems this image is perpetuated by the decisions and actions of the few rather than the many (from the local to national level). As a strong ethical leader in the public sector, you must first understand your own worldview, values, and behavioral responses before creating a work environment that fosters ethics and credibility. This session will allow you to gain insight into your worldview, values, and responses. You will also gain an understanding of why others respond the way they do, and how the behavior of others influences your own. You will explore ways to confront ethical dilemmas and deal with them in	1	1	1	2	1	1	2	1	1	1	1	1	1	15
<b>Management</b> Peter & Susan Glaser, Eugene, OR	Break Through Conflict	Organizational Change/Conflict Mgmt •DECODE the hidden world of non- verbal communication to understand what people are really saying. •IMPLEMENT a four-step model for getting below the defensive radar of others. •TEACH people how their behavior is a problem without making them feel defensive. •TIME your communication to maximize acceptance. •CONVERT criticism from defensiveness and blame to insight and agreement. •RAISE difficult issues that simultaneously solve problems and strengthen relationships.														
Peter & Susan Glaser, Eugene, OR	Employee Involvement and Team Development Program	Team Building/Organizational Change - Participants will learn the fundamental skills that are critical to team success. By using these skills, people in your organization learn to cross their functional boundaries to creatively and cooperatively solve complex problems.	1	1	1	1	2	1	1	2	1	2	1	1	1	17
			2	1	1	2	1	1	2	1	2	1	3	2	24	

John Sileo, TX	Top 5 Reasons Why Corporations Educate Employees On Identity Theft	Identify Theft - Most businesses are profit driven and only have time and resources to concentrate on initiatives that affect their bottom line. In effect, that is the answer to the question... Businesses educate their employees and even their end customers on identity theft because it positively affects the corporation's bottom line (by lowering the cost of data theft). Organizations can benefit by 1.Minimizing employee downtime. 2.Personal privacy leads to professional privacy. 3.Corporate data breaches are expensive. 4.Safe and happy employees are good employees. 5.Educated customers cost less.	2	3	2	3	1	3	1	3	3	1	3	3	1	2	3	2	3	2	2	3	33
Ralph Parilla, Plantation, FL	Destructive Management Behaviors: How To Avoid Them	Management - Many managers never realize the negative impact they can have on a work group. This program looks at five typical destructive management behaviors and how to	3	3	1	2	3	2	3	2	3	2	1	1	2	2	3	2	3	2	3	3	29
Ralph Parilla, Plantation, FL	If You Cannot Delegate, You Cannot Manage	Management - Delegation is not just telling people what to do! This course teaches supervisors and managers how to be good delegators without resorting to micromanagement. The program covers delegation techniques, what and how to communicate, how to maintain control and how to avoid typical delegation pitfalls such as reverse delegation. Managing by results and not by process is stressed and managers are shown the importance of defining expected results before the assignment is delegated.	2	3	1	1	3	1	3	1	2	1	1	1	2	1	2	2	2	2	1	22	
Customer Service																							
Ian Carothers, CPC	Customer Communications for the Municipal Clerk: Carrying the Torch for Exceptional Service in Your City	Customer Service/Communication - Today's Municipal Clerks play such varied roles! You balance the traditional responsibilities of maintaining the order, history, records, governance procedures, requirements and limitations for your council and staff, and you must also be able to calm upsets, enroll cooperation and occasionally diffuse hostility from your internal and external customers and community stakeholders. In this course you'll identify and learn successful techniques to succeed in your most challenging service "moments of truth" when your various customers make decisions about you and your city. These are challenging times of increasing service demands, restricted resources, lowered capacity, heightened expectations, growing frustration or apathy.	1	2	1	1	1	1	1	2	1	1	1	1	2	1	1	1	1	1	1	2	17

Jan Carothers, CPC	Emotional Skills for Municipal Clerks in Turbulent Times	Emotional Intelligence/Customer Service -This course will give you personal emotional, communication and relationship skills that allow you to be tough on issues and great with people. To provide excellent service and to flourish in this turbulent emotional atmosphere, it's fundamental that Municipal Clerks be able to collaborate, communicate graciously, and find flexibilities to assist people to accomplish their goals while you keep the cities' business orderly, appropriate, legal, and compassionate.	2	2	1	2	1	1	2	1	2	2	2	22	
<b>Diversity</b> Dr. Marche Fleming-Randle, Wichita, KS	The Gumbo Analysis of Diversity	Diversity - Life in the South is a mixture of influences from cultures across the country and around the world. This topic is hot and spicy with the right ingredients to give you the skills, knowledge and abilities to honor the multiplicity and variety of life in the City Clerk's and Municipal Finance Office. This session will provide participants a basis for formulation of diversity and social environment guideline with the board limits of professional codes and divergent theoretical positions. Learning activities conceptual and experimental in nature are designed to promote integration in the area of problem solving behavior, skill development and personal awareness in diversity.	2	3	2	2	3	3	2	2	2	1	2	26	Suggest as a concurrent session - rate 1 for every session
<b>Conflict Management</b> Ralph Parilla, Plantation, FL	Managing Conflict	Conflict Management - Conflicts are inevitable. Having them be divisive is not. The key to the successful management of conflict is to analyze the situation and determine the best approach for that situation. It should also be handled as a business problem rather than a battle of wills. This course teaches participants to take a professional rather than a personal approach to conflict resolution. Conflict resolution techniques are identified, discussed and applied. Supervisors/managers are shown how early intervention may result in the prevention of more serious difficulties later. The course covers techniques in dealing with person-to-person conflict, regardless of the level within the organization.	1	3	2	2	1	3	1	2	1	2	1	23	

## Proposed Concurrent Education Sessions (2.0 hours) - Intermediate to Advanced Level

Presenter Name & Location	Course Title	Topic	Education Department Comments	Committee Member	Kissle Van Remond	Denise Carey	Vikki Zuehlke	Tracy Davis	Stephanie Kelly	Chris Wilder	Carol Jacobs	Vincent Bugliari	Mary Kayser	Mary Johnson	Catherine Bennett	Committee Member	Total
<b>Leadership</b>																	
Jim Mathis, Lexington, SC	TBD	Leadership	Due to a 2011 contractual agreement, this session has been confirmed for the 2012 program. He will also present a 1.0 hour General	Dana Harris	Pam Chappelle												
Caryn Tilton, Welches, OR	Project Management for	Project Management and Leadership		3		1	2	2	3	2	1	1	2	2	3	DETAIL?	24
Caryn Tilton, Welches, OR	Effective and Cooperative Communication – For Leaders	Communication/Leadership															
Caryn Tilton, Welches, OR	The Power of Teams – For	Leadership/Communication/Teamwork/Collaboration		3	3	1	2	2	3	3	2	2	2	2	2	DETAIL?	28
Caryn Tilton, Welches, OR	Delegation for Leaders	Delegation/Leadership		3	3	1	2	2	3	1	3	2	2	2	2	DETAIL?	27
Kathie Novack, Colorado Institute Director	Working With Your Elected Officials	Leadership/Communication - Establishing and maintaining an effective working relationship between the city council and the city clerk's office is key to achieving your objectives and serving your city well. Participants will examine the current relationship, explore the "line" between administration and policy, develop strategies for improving the relationship, and learn from others about what really works.		3	3	1	2	2	3	2	2	1	1	3	3	DETAIL?	26
Kathie Novack, Colorado Institute Director	Leadership Lessons of Dr. Seuss	Leadership - Facilitate your leadership journey in an innovative way • Inspire you to look beyond traditional sources to enhance your leadership development • Examine key leadership concepts inspired by Dr. Seuss (and others!) We will cover the "High C's of Leadership": Courage, Creativity, Commitment, Change, Conflict, Conversations, and Collaboration.		1	2	1	1	1	2	1	3	1	1	1	1	1	18
Carol Jacobs, Carol Alexander and Pamela Miller (IMC Members)	Retirement: Taking Life to New Heights	Leadership - Retirement is a time for Clerks to discover those things that matter most to them, confront fears and concerns, gain confidence and develop a strategic plan to reach new heights. • Gain insight into the process of retirement and how to respond to that process. • Understand your core competencies and strengths and how to utilize them in retirement. • Reflect on your personal and professional accomplishments, and create a strategy to build upon them to take your life to new heights.	The intent of this session is to build off of the 2011 Conference session they presenter on leadership/retirement - How To Remain A Leader After Retirement".	1	1	2	1	1	2	1	2	1	1	2	2	1	19
Sylvia Lovely, Lexington, KY	A Full Moon Over City Hall, Part II: Bring on the Dawn!	Leadership - I developed the seven compass principles to assist leaders to gain control of the challenges they may face, thus allowing them to achieve goals and mission. What I believe is needed both in a session at the upcoming conference and perhaps in other ways throughout the year are some very practical tips on how to weather the storm when one is caught off guard either due to inadequate planning or simply because in some instances things just happen that are out of our control. The seven compass principles focus on an overall approach to planning and thus anticipating the crisis. I would begin with an overview of the world as we encounter it today. I would engage the audience in assisting me in identifying any trends and stories that are relevant in order to allow them to relax. I would then present a case study – this can be prepared in advance or stories can be collected in interactive sessions during the presentation. We would work from the case study or stories and develop the practical steps toward resolution. Those steps utilize the seven compass steps but hone in on their practical applications during a crisis. The advantage of this approach is to provide connective issues from the previous workshop to the present one.	She spoke at the 2011 Conference and would like to build off of that session, "A Full Moon Over City Hall".	1	3	3	2	1	1	3	Abstain	2	2	1	3	1	25
				3	2	2	3	1	2	3	2	3		1	1	1	29

[illegible]

TBA	Creating A Risk Management Manual	Risk Management Track	No descriptions provided. Topic suggested by Int'l Relations Committee. Staff researched several topics and came up with this one. Please let us know if there are others you would like to see.	1	2	1	3	2		3	3	?	2 We might contact the Oregon IRMS org for suggested speakers (this is a national risk management group)	2	1- I can offer some speakers from Georgia	3	25
TBA	Creating A Better, Safer Work Environment, Avoiding Health Risk While Dealing With The Public	Risk Management Track	No descriptions provided. Topic suggested by Int'l Relations Committee. Staff researched several topics and came up with this one. Please let us know if there are others you would like to see.	1	3	2	3	1	2	1	3	?	2 We might contact the Oregon IRMS org for suggested speakers (this is a national risk management group)	2	3	1	24
TBA	Project Risk Management	Risk Management - Compared with project work done in the past, all projects today are risky: they are more time constrained, pose greater technical challenges, and rarely have adequate resources. However, there are techniques for dealing with project risk that can help clerks recognize and manage potential problems. This course focuses on practical methods for completing difficult projects. Throughout the course, examples are used to show how to apply these ideas to projects in municipalities.	No descriptions provided. Topic suggested by Int'l Relations Committee. Staff researched several topics and came up with this one. Please let us know if there are others you would like to see.	1	3	2	3	2	2	?	3	?	2 We might contact the Oregon IRMS org for suggested speakers (this is a national risk management group)	2	2	1	23
<b>Records Management</b>																	
Diane Gladwell (Ill)	E-Records Retention and Policies	Records Management - E-records legal requirements, retention, policies, systems and compliance.	This suggestion came from the results of a survey by the 2010-2011 IMC Records Management Committee.	3	1	1	2	1	3	1	1	1	2	1	1	1	19
Diane Gladwell (Ill)	How To Get Funding for Records Management Projects	Records Management - Provide ideas and strategies to increase funding for records management projects in municipal governments.	This suggestion came from the results of a survey by the 2010-2011 IMC Records Management Committee.	3	1	1	2	1	2	1	1	1	1	1	1	1	18
Lisa Johnston, Aresia, NM & Renee Cantin, Alamogordo, NM (IMC Members)	Records Management Training for Municipal Employees: Taking What You've Learned Back	Most Municipal Clerks are also the Records Managers for their municipalities, and in this role team about Records Management. But how do other municipal employees receive records training? Through the Municipal Clerk, of course. This session will provide some techniques and examples of training sessions developed for training municipal employees.	This suggestion came from the results of a survey by the 2010-2011 IMC Records Management Committee.														
Oregon State Archivist	Filing Systems	No description provided.	This suggestion came from the results of a survey by the 2010-2011 IMC Records Management Committee.	2	2	1	2	1	2	1	1	2	1	1	1	1	19
Oregon State Archivist	Preserving Long-term and Archival Records	No description provided.	This suggestion came from the results of a survey by the 2010-2011 IMC Records Management Committee.	1	3	1	1	2	1	3	3	?	3	2	2	3	24
Oregon State Archivist	Managing Social Media as a Record	No description provided.	This suggestion came from the results of a survey by the 2010-2011 IMC Records Management Committee.	1	1	1	1	2	1	2	3	?	2	2	2	3	23
TBA	Developing policies and procedures for e-records	No description provided.	This suggestion came from the results of a survey by the 2010-2011 IMC Records Management Committee.	1	2	1	1	1	1	1	1	?	1	1	1	1	13
				1	1	1	2	2	3	1	2	?	1	1	1	3	19

Kyle Starnert and Megan Sibbert, Bellevue, WA	Our Journey to Records Town - Updating an Agency Retention Schedule	Most people responsible for records management in their organization agree that a solid records retention schedule is the foundation for a successful program. So, what do you do when you find yourself with 6,500+ possible records series to choose from, an organization of users to teach how to use your retention schedule, and a growing list of IT/System related projects that are depending on implementing simple retention policies to meet their overall objectives? This session will share lessons learned and innovative attempts to get user buy off on the task of revising the City's retention schedule, reducing the number of series used from over 6,000 to less than 75, and implementing the new structure to manage electronic records currently housed in shared drives, email folders, and intranet sites. Our journey included designing a fictional town (Records Town) in a conference room and having a random sampling of City employees deliver postcards (records) to the appropriate mailboxes (series). We will then focus on how the new structure was implemented using ECM tools in a pilot project in our City Clerk's Office, and the approach for implementation beyond that pilot project. While we will discuss the use of technology in implementing our schedule, we will also stick to core records management strategies of conducting records inventories, having training and user events (cleanup days) and our approach for using consistent process for managing records in all environments (physical and electronic).	Kyle is the Public Records Manager and Megan is the ECM Business Manager for the City of Bellevue, WA	1	2				2	1	2	2	2	1	1	1	19	
Communication																		
Dan Lumley, Kansas City, MO	Making Effective Presentation	Presentation Skills- Learn how to communicate key ideas, improve your training effectiveness and to plan powerful and motivational presentations.																
Jathan Janove, Portland, OR	Jerks at Work and Speed Limit 55	Sexual Harassment - Acquire a set of tools, steps and sample policy language that will avoid the three workplace surprises, resolve conflicts constructively and create a jerk free zone in your workplace.		3	3	1	3	1	2	2	1	2	3	2	1	2	3	29
Dr. Marche Fleming-Randle, Wichita, KS	The Gumbo Analysis of Diversity	Diversity - Life in the South is a mixture of influences from cultures across the country and around the world. This topic is hot and spicy with the right ingredients to give you the skills, knowledge and abilities to honor the multiplicity and variety of life in the City Clerk's and Municipal Finance Office. This session will provide participants a basis for formulation of diversity and social environment guideline with the board limits of professional codes and divergent theoretical positions. Learning activities conceptual and experimental in nature are designed to promote integration in the area of problem solving behavior, skill development and personal awareness in Communication - With the current state of our municipal government budgets and employees well being we are finding it more and more difficult for employers to keep up moral and finding it harder to retain employees who are in conflict. This conflict is such that it interferes with the operation of the city. This conflict causes what we call a business problem. This problem can be as simple as interfering with production or as complex as sabotage of work product, which in return interferes with the quality of service provided to our citizens. This lecture will discuss the ability for two employees with minimal guidance to resolve conflict by themselves with some measurable outcomes. The attendees will understand what "self mediation" is and how they as co-workers or managers can implement the process and help resolve conflict. The cost of workplace conflict can run into hundreds of thousands of dollars for a city in legal fees or just replacing a vital employee.	Professor at Wichita State University & trainer at their Institute. This session could also be done as a 2.0 concurrent session.	3	2	2	2	2	2	1	1	2	1	2	1	1	23	
Rex Osborn, Manteca, CA	The Mediator	Communication - With the current state of our municipal government budgets and employees well being we are finding it more and more difficult for employers to keep up moral and finding it harder to retain employees who are in conflict. This conflict is such that it interferes with the operation of the city. This conflict causes what we call a business problem. This problem can be as simple as interfering with production or as complex as sabotage of work product, which in return interferes with the quality of service provided to our citizens. This lecture will discuss the ability for two employees with minimal guidance to resolve conflict by themselves with some measurable outcomes. The attendees will understand what "self mediation" is and how they as co-workers or managers can implement the process and help resolve conflict. The cost of workplace conflict can run into hundreds of thousands of dollars for a city in legal fees or just replacing a vital employee.	Mr. Osborn has spoken at the 2006 & 2007 IMC Conferences on various leadership topics.	3	2	2	2	3	2	2	2	2	2	1	1	2	26	



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## IIMC Conference Committee Report– Conference Time

July 20, 2011

Conference Committee Members reviewed the Education Department's proposal to increase annual Conference Academy and Athenian Dialogue session time by one hour (non-credit) to allow participants to complete assessments on site. Participants would have advantage of the material being fresh in their minds with notes right at hand; instructors would be available to assist if needed; the return of assessments would increase; and transcripts can be sent out weeks earlier than usual.

A majority of the Conference Committee Members approved the proposal. Comments given, some with suggested caveats includes:

- *Participants may object to the earlier start time, but in the end, it's all for their benefit. In my opinion, the advantages far outweigh the disadvantages. Therefore, I wholeheartedly support staff's recommendation.*
- *I like this option and if it were up to me, I'd rather finish it while there and know it is done. I know how it is when I return to the office after being out for a week playing catch up. It's very nice that IIMC considers this option instead of having the credit lost.*
- *I feel that this revised process is a 100% benefit to those individuals taking the Academy sessions. In the end of the day, providing a quality educational experience has to remain at the forefront of our thought process, providing that revisions do not lessen the integrity of the session, which this certainly doesn't. I firmly believe that this is a positive step and should be implemented.*
- *I do understand that it is easy for time to get away from you after you get back from being out of the office. Maybe the answer is to use the hour to get your thoughts down, get the assessment filled out and then give 2 weeks to get it back to IIMC if the participant needs or wants the extra time. If they are happy with what they have completed during the hour they can submit it.*
- *I still have a concern that 1 hour is not enough time to complete an assessment that will be of the standard that we want. But as long as there is an option to take more time, with the understanding that it is their responsibility to meet the deadline, I am OK with the policy.*
- *Support and like having an option to complete the assessment later if the hour is not enough. I think that we have provided a great solution for the attendees so they can get the credit they deserve and the city gets value for the dollars they have spent.*

Those members that opposed or suggested amendments to the proposal had the following comments:

- *I have given this proposal much consideration. While I would like to support the recommendation based on the issues staff identified, I offer the following points for consideration prior to implementation of the proposal. Keep in mind that I am wearing the "hat" of Educator and Institute Director.*
  - α) *Assessments are required for both Academy and Institute programs. This requirement can be met in various forms. Return of the Assessments has also been a problem for me and requires follow-up contact in some cases. I too have had Clerks not return their Assessment. I would like to make the point that the decision to submit or not submit the required assessment rests with the Clerk. There are some cases where the Clerk does not*

*desire to receive the points. If receiving the points is important to the Clerk, the Clerk will fulfill the requirements. It is the responsibility of the attending Clerk not IIMC.*

- b) The Assessment we use, Knowledge Action Transfer Plan, has become one of the most important tools or values of attending the Educational programs we offer. The Clerks examine what they have learned at the Institute or Academy and determine how they are going to put the knowledge to work for them. Whether the KTAP or Essay type of assessment, the Clerk needs to take the time to fully examine the topics presented in the class and how they might be applied at their workplace. Our Clerks have thanked us for this step in their educational process. I am concerned about the quality of the assessments. Will the Clerks need to take the full hour to complete the assignment or can they rush through it and complete it in 15 minutes and walk out the door?*
- c) By completing the assessment on-site the Clerk will not have their document to refer back to when they return to the workplace. The assessment should become a working tool for implementation of their newly learned knowledge and plan for implementation. This challenge could be overcome with extra work on the part of staff to copy and mail the documents back to the Clerks.*
- d) There have been many instances of Clerks in the Northwest who attend all four Academy programs at the Annual Conference. This happens most when a Clerk is strategically planning the points needed to complete the MMC requirements. I am concerned that by adding two extra hours to two days of learning opportunities, the quality of the assessments will be less than satisfactory and you may have even more Clerks not complete them or register for the program. Starting at 7:00 a.m. and ending at 6:15 p.m. is a very long day sitting in a classroom setting. I am sure there will also be Clerks who request to complete the assessment and return it later which will also create another step in the tracking process for staff.*
- *Does not support the recommendation. I think it is excessive. If you have a good active learning class that includes hands-on exercises and you again ask the questions suggested below, I feel that is sufficient. The participants spend an entire day hashing over a book and studying it in depth. This alone is an excellent exercise in learning. I would like to see a very simple short eval asking the person to reflect briefly on the following questions:  
What have you learned about leadership?  
How do you plan on applying what you learned to work and your personal life?*

With the exception of one member who was out of the office during the short time frame we had to review this proposed policy, all committee members responded. Some points made by those not supporting the proposed policy offer perspective that staff may want to consider.

Respectfully submitted,  
Carol L. Jacobs, Conference Committee Chair



# *International Institute of Municipal Clerks*

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July 5, 2011

To: IIMC Conference Committee

From: Chris Shalby, Staff Liaison and IIMC Executive Director  
Jennifer Ward, Staff Liaison and IIMC Associate Director of Education

Re: Annual Conference Academy and Athenian Assessments

The IIMC Education Department has been witness to a trend in the last couple of years, in which Academy and Athenian participants fail to complete the required assessments, thus making these participants ineligible for these certification points. Over the past two years, the Education Department has observed that approximately 25% of Athenian and Academy participants are not completing them. Reasons given by participants mainly involve the lack of time available when they return from conference. Therefore, the municipality ends up paying \$195.00 for the course, plus an additional hotel night and meals without the participant earning certification points.

The Education Department would like to try and make this process simpler and more beneficial for the participant and their municipalities by having the participant complete their assessment on site, immediately following their session. We propose that we allow 1-hour (non-credit per the Education Guidelines) after the Academy or Athenian sessions for the participants to complete their assessments, allowing the participants the time and space they may otherwise be strapped to find to complete the required assessment. The participants will also be given the added advantage of the materials being fresh in their minds, and notes right at hand. In a recent professional development seminar, Staff learned that studies show that only 20% of participants retain the knowledge learned during the session after they return to the office. It is Staff's hope that with knowledge still percolating after the session, and with a designated area amongst fellow clerks, the return on the assessments will increase, and more clerks will be rewarded for their efforts with certification points.

If Staff were to implement this plan, the a.m. sessions would need to start earlier than their current 8:00 a.m. time and the p.m. sessions will need to end later than their current end time of 5:15 p.m.

For example:

- A.M. Academy Session – 7:00 a.m. – 11:00 a.m. in-class hours.  
11:00 a.m. – Noon, Assessment time (non-credit hour).
- P.M. Academy Session – 1:15 p.m. – 5:15 p.m. in-class hours.  
5:15 p.m. – 6:15 p.m., Assessment time (non-credit hour).
- Athenian Dialogues – 7:30 a.m. – 2:30 p.m. in class hours.  
2:30 p.m. – 3:30 p.m., Assessment time (non-credit hour).

The Education Department will work with the instructors to ensure that all of the assessments will be able to be completed within the one-hour period. If additional time is needed, Staff can make arrangements on a case-by-case basis on-site.

In addition to the reason stated above for the change, waiting one month for the assessments to come in also holds up the transcripts for all participants. If the assessments were done on-site, we would be able to send the transcripts out approximately 2-3 weeks earlier than we currently do.

If the majority of the committee is in favor of Staff's recommendation, we propose to send a survey to the 2010 and 2011 Academy participants to see if they are in favor of this proposal. Staff can easily do this with no more than 4-5 simple questions run through our survey program.

If the majority agrees, Staff will bring this recommendation to the Board for approval this summer as it will need to be in place prior to the Preliminary Program being printed this Fall. **Please provide your comments to Committee Chair, Carol Jacobs at [cl.jacobs@verizon.net](mailto:cl.jacobs@verizon.net) no later than July 18, 2011.** If you have any questions, please contact Jennifer Ward, Associate Director of Education at [jward@iimc.com](mailto:jward@iimc.com).

Thank you.



## IIMC Conference Committee Report

July 31, 2011

Conference Committee Members reviewed the Education Department's proposed amendment to the scanning system first used during the 2010 Annual Conference. In order to receive the maximum of eight (8) education points, Delegates attending the Annual Conference must be scanned in within 10 minutes of all required education sessions. The Education Department proposes the following revisions (shown as highlighted text) to the scanning policy to clarify the requirement for members:

In order to receive credit for attendance, Delegates (including volunteers) will be responsible for scanning into all Conference Education Sessions; Academies, General Sessions, Athenian Leadership Dialogues and Concurrent Education Sessions. IIMC Conference education sessions are rated at 1 point per 2 in-class contact hours.

- Education Scanning Volunteers and/or IIMC Staff will start scanning Delegates into sessions beginning 15 minutes prior to the session start time. A session is full when there are no more seats available, and scanning for that session will stop. Delegates must then find another available session in order to receive credit. IIMC can only allow the maximum number of participants in each room (as allowed by the local fire code).
- Seating is on a first come, first served basis. Saving seats is prohibited.
- Delegates must be scanned into a session within 10 minutes of the session start time.
- If a Delegate must leave the session for any reason, they must scan out and back in upon their return. If a Delegate misses more than 10 total minutes of a session they will not receive any credit for that session.
- In order to receive credit, a Delegate must be scanned into the session. It is the responsibility of each Delegate to make sure they have been scanned into the session. IIMC and Education Scanning Volunteers cannot go back and scan or manually enter a Delegate into a session after it has ended.
- Delegates should notify Registration of any special needs in order for accommodations to be made in advance, i.e., if their badge will not scan or is damaged in any way; health issues; and physical challenges.
- All scans will be batched into the database by IIMC Staff as soon as possible or practical after the end of each conference day.

The Conference Committee unanimously approved the proposed changes. All but one member responded. Comments given, includes:

- *Thank you for the opportunity to comment on the revisions to the IIMC scanning policy. I agree, IIMC staff did an excellent job of distributing the scanning policy through various outlets prior to the conference as well as including the policy in the delegate materials at the conference. This is the second year since inception of the scanning policy and I believe members should be familiar with the policy provisions now. In addition, IIMC is very generous with the amount of time provided for breaks during the conference and therefore all personal stops and business calls should be completed before entering a session. In reading the comments included with the revisions, a few thoughts came to mind.*
- a) *Currently, the convener has dual roles with each of the concurrent education session. They are responsible for introducing the speaker and assisting the speaker when necessary. In addition to these duties, they are also responsible for scanning the delegates into the session. I would suggest these duties be separated and have a convener and a scanner for each session. This may alleviate any potential of missing someone entering during the introduction or if their attention is diverted by assisting the speaker.*
- b) *The person scanning for each of the sessions should be knowledgeable of the components of the policy. I'm sure the policy is covered during the mandatory scanning session; however it might be helpful for the scanner to remind those who are leaving the session for the restroom or a business call of the 10 minute policy provision.*
- c) *Would it be possible for the convener to make a quick announcement at the beginning of each session to confirm everyone has been scanned in and to note anyone leaving the session will not be given credit if they are out of the room for more than the 10 minute time allocation.*
- d) *If a concurrent session starts later than scheduled or adjourns earlier than scheduled, the convener/scanner should report this to the education department so the times are accurate for the scanning records. This might have made a difference in the one of the situations where they scanned out at 11:36 a.m. and when they returned the session was over. Did the session actually end at noon or were the delegates allowed to leave early?*
- *I concur wholeheartedly with the revisions to the policy, although I thought the policy was pretty self explanatory to begin with. My only other suggestion might be to have the Convener make an announcement (if they don't already do so) prior to the beginning of the session reminding everyone to make sure they have been scanned. Although this may seem like overkill, it's amazing how many people arrive prior to the scanning commencing and never think to get up and go to get scanned in. I can't begin to tell you how many times that have occurred at our Annual conference in New Jersey. This way NO ONE can say they didn't know.*
- *I have read both documents and the changes look good. It seems clear to me that the IIMC staff has gone to great lengths to let its customers know about the scanning policy. The only suggestion I would make, and I was not at the 2011 conference to remember if this happens but, part of the introductory remarks and closing remarks of each speaker should be a reminder of the "10 minute" policy.*

- *Any new policy customarily requires reinforcement, and it shouldn't very long for delegates to realize that this is a firm policy that will be enforced by IIMC to protect the integrity of the conference educational component as well as certification*
- *I am in total support of the changes to the scanning policy. I would like to believe that it is a small minority of Clerks in attendance who try to push the envelope and ask staff to make exceptions. It always amazes me how much time the minority takes away from dealing with other more important issues.*
- *I know this is such a volatile situation. I don't scan at the Institute, but I have people pulling stuff all the time and having to be the big bad wolf. Sad part of all of this is 99% of the people are perfect, it's that small group and they really make a lot of noise and trouble. I support your policy and wish I had the staff and the money to have scanners and people to stand at the doors monitoring instead of running down people. Another huge problem we had this year is people talking in the back of the room and non-stop texting. I pulled a couple out of the room for that. I am glad you are sticking to your policies and so sorry they cause you so much stress. It is so hard to play police. Good job, IIMC. The good people appreciate the monitoring....*
- *I concur with... [the above] response. I read the comments from the one's that didn't get credit and the responses from IIMC were appropriate. It's the small minority that makes it difficult for the ones that really want to be there and get the credit, but have to go through the expense and time of scanning to make sure it's fair for everyone.*
- *Yes, I concur... Any new policy customarily requires reinforcement, and it shouldn't very long for delegates to realize that this is a firm policy that will be enforced by IIMC to protect the integrity of the conference educational component as well as certification.*
- *I fully agree with all the comments made in support of the staff's recommendation. I, too, enjoyed reading the questions from delegates; simply amazing. It is a great idea to have all the conveners remind delegates about being scanned before the session starts. It would also be good to do so during lunch in the Exhibit Hall and to also include a bold reminder in the session description in the program booklet. Until this is fully engrained in our minds, I think we can't be reminded enough.*



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Headquarters  
**From:** Millie Powell, Elections Committee Chair  
**Date:** September 26, 2011  
**Subject:** Elections

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## **Background**

The Elections Committee has not had cause for any action at this time

## **Discussion**

None

## **Financial**

None

## **Summary**

### ***2011/2012 Goals & Objectives***

1. Oversee Vice President and Region Director elections and procedures; and provide for voting tabulation and tellers for the Annual Business Meeting.

**Currently two candidates have announced their intention to run for Office of Vice President. However, no applications have been received by headquarters at present. Deadline is not until mid January 2012.**

2. Update the Election Policy Manual and bring into synchronization with current practices and IIMC Constitution. Submit recommended changes to staff for input and forwarding to the Policy Review Committee.

**The IIMC Board voted at their Annual Meeting in Nashville to have IIMC Executive Director and staff update the Elections manual at Headquarters. The Election Committee will review the revisions before they are submitted to the Policy Committee.**

3. Review wording of publication/notice to members regarding Constitutional amendments to be presented at the Annual Business Meeting prior to publication to ensure compliance with Constitution.

**No new Constitutional Amendments have been submitted to the Elections committee to date.**

4. Conduct elections for Constitutional amendments at the Annual Business Meeting.

**Constitutional Amendments to Article X regarding the Ethical Standards were passed at the 2011 Nashville Conference and sent to the entire membership in accord with the Constitution. The Elections Committee tabulated the results and this was distributed to the entire membership via E-Brief and News Digest.**

5. Disseminate all election results to the membership

**Completed in accordance with Article XIII of IIMC Constitution in August 2011.**

**MANAGEMENT’S RECOMMENDATION:**

Since this committee’s involvement in vetting Constitutional Amendments and overseeing the proper procedures for elections, IIMC’s process in these matters has improved greatly. We will continue to rely on them for these functions.

As of this writing, we are awaiting on the Policy Committee’s interpretation regarding the Vice President Election and whether or not the Constitution and Policy Manual allow for electronic voting.

As far as rewriting the Elections Manual, this responsibility falls on the Executive Director. We will have a rough draft to the Committee in early 2012 with a final Committee approved copy to the Board at the 2012 annual Board meeting in Portland.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To: Honorable President Nicol and the Board of Directors**

**From: Brenda K. Young, MMC  
Membership Committee Chair**

**Date: September 30, 2011**

**Subject: Membership Committee – Mid-Year Report**

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## **Since May 08, 2011:**

The Membership Services Department implemented a new system called Dropbox to assist the Membership Committee in performing the assigned contacts for the “Soon to be Cancelled” report. I believe this process has streamlined the task and the progress is visible by anyone on the committee or staff at any given time.

The committee members are still new at using the software so we expect the process to go more smoothly on the next calling period. My congratulations go to the Membership Services Department for making this task easier for the committee members which ultimately will make it easier for the department. I am glad to report that after our contact began with the Soon to be Cancelled list, 23 IIMC Members chose to renew their March 31, 2011 – 2012 membership dues.

We are proud to supply articles for the IIMC News Digest highlighting our own “Inspirational Heroes”. I find this task a real joy for those who are interviewing our heroes and then being able to share these extraordinary stories with our members around the world. I did not have a problem getting volunteers to write these articles and it seems that this would be an interest for some time due to the number of heroes amongst us. The Membership Committee volunteer authors have taken much pride in writing about these individuals and having their work published in an International News Digest. This goal is one that we can accomplish without any monies and I believe it will go a long way to promote membership in this great organization.

The one goal that we are having some difficulty in identifying our level of success is #3. **In cooperation with Region Directors and identified “champions”, promote membership through State/Provincial/National associations.** We know that we have identified “champions” who already promote IIMC because they love this organization and it comes natural to them to speak enthusiastically about it. But as a specific goal, I do not feel that we have had much success to date. A letter was sent out to Region Directors asking for assistance in identifying those enthusiastic ambassadors so we can engage them in creative ideas to promote IIMC membership at their respective associations. Perhaps we need to compile specific information from the Region Directors regarding the current process of promoting membership within their respective regions. Once we have this data it may be easier to assemble a promotional plan modeled upon one of the regions. We will keep working on this goal.

**The Membership Committee will continue to work on our goals & objectives to increase and retain IIMC members.**

**MANAGEMENT’S RECOMMENDATION:**

As of this writing, we’ve published two articles in the on-line Digest regarding the “Inspirational Heroes” theme developed by this Committee. We will continue to publish them as they’re submitted. The articles are more features with a human interest bent rather than technical information and focus on members who have overcome diversity and challenges in their personal or professional lives.

IIMC’s 2012 membership campaign will rely on this committee’s input and help as we prepare our direct marketing approach.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To: MADAME PRESIDENT COLLEEN NICHOL, MMC  
AND MEMBERS OF THE IIMC BOARD OF DIRECTORS**

**From: COLLEEN INGMAN, MMC  
MENTORING COMMITTEE CHAIR**

**Date: SEPTEMBER 2011**

**Subject: COMMITTEE REPORT**

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## **CURRENT GOALS**

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

In September, 2011 there were 84 Mentors (an increase of 19 from 2010) and 61 Mentees (an increase of 12 from 2010). There has been a total increase of 31 mentees, which nearly meets the Committee's goal of one-third or 38 new members from last year.

**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.**

A "Welcome Table" was provided in Nashville with great success. First timers and visitors at the table were sent a follow-up letter and brochure in August.

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

An article written by Committee member Christie Jamieson which highlighted a mentor/mentee relationship was submitted to IIMC for the News-Digest and will be published in October. Another article is being pursued.

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

This has routinely taken place during this particular session.

**5. Recommend Educational Session for Retired Clerks at the Annual Conference to conference committee for inclusion in the 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.**

A session entitled "Global Perspective on Mentoring" was held in Nashville where a panel representing four global regions exchanged their ideas on the global differences and effectiveness of various mentoring programs from the US and abroad. It also assisted clerks in gaining a fresh perspective on mentoring. A good mentor is an experienced coach who can both inspire and challenge their mentee. The session examined how this works in municipalities of various sizes around the globe. Overall the session was successful and attendees appreciated the insight and opportunity.

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

Aimee Nermer prepared an advertisement, which the Mentoring Committee reviewed and submitted to the IIMC Board. The Board however decided not to use it at this time.

**MENTEE SURVEY**

We had 15 respond to the mentee survey. Questions asked with responses following:

1. How did you hear about the IIMC Mentor/Mentee Program? 27% answered – Annual Conference – 27% answered New Member Packet – 27% answered IIMC Website.
2. Were you pleased with your Mentor/Mentee experience? - 79% answered yes – 21% answered no
3. How often did you have contact with your Mentor? - 50% answered quarterly – 17% answered monthly
4. Was your Mentor a good match for you? - 85% answered yes – 15% answered no
5. Did your Mentor respond to you in a timely manner? - 86% answered yes – 15% answered no
6. Did your Mentor exhibit a courteous and respectful tone of voice? - 93% answered yes 7% answered no
7. Was your Mentor encouraging? - 92% answered yes – 8% answered no
8. Did your Mentor help you discover solutions to your problems? - 71% answered yes – 29% answered no
9. Did your Mentor contact you just to check on how you were doing? - 50% answered yes – 50% answered no
10. Did your Mentor give you his/her full attention when speaking with you? -100% answered yes
11. How did you communicate with your Mentor? - 93% answered email – 79% answered telephone
12. Rate your Mentor's skills and knowledge with regard to your needs. - 57% answered excellent – 21% answered good – 15% answered poor – 7% answered fair
13. Would you like to continue being mentored? - 64% answered yes – 36% answered no
14. Would you prefer a different Mentor? - 86% said no – 14% answered yes
15. Would you like the IIMC Mentor Committee Chair or Vice Chair to contact you? - 79% answered no – 21% answered yes
16. What benefits did you receive from the program: and would you recommend this program to another clerk?
  - Allowed me to talk with an experienced professional who had compassion
  - It was beneficial to me in getting involved with IIMC and getting my feet wet as a first time attendee

- Being able to ask questions about anything
- Prompt and courteous help
- Excellent information

### **IIMC CONFERENCE**

For the fourth year 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” and “Global Perspective on Mentoring” sessions. The table was attended Saturday, Sunday and Monday, which the committee has found to be more beneficial than the previous Sunday, Monday, Tuesday schedule. The table location was ideal and the committee felt the new signage helped direct mentees and mentors to the table.

### **REGIONAL PROMOTION**

Mentor Committee members were asked to help promote the IIMC Mentoring program in their own regions.

### **RECOMMENDATIONS**

- No changes were suggested to the existing Mentoring Brochure.
- All IIMC Members should promote the Mentoring Program and suggest ways to get more retirees involved in the program to tap that institutional resource.

### **MANAGEMENT’S RECOMMENDATIONS:**

We appreciate this committee’s efforts to continue broadening IIMC’s mission and overall philosophy of goodwill, and networking in respect to new and/or current members. We will continue to provide the committee with conference and News Digest exposure as needed.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Officers and Board

**From:** Daniel Karin, Records Management Committee Chair

**Date:** September 30, 2011

**Subject:** Records Management Committee Mid-Year Report

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## Background

The Records Management Committee received five tasks for 2011-2012:

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.

## Discussion

1. Recommend Records Management education sessions for the Annual Conference. [Completed]  
The Records Management Committee has submitted 11 topics for consideration for the 2012 conference. Topics submitted included:

- a. Advanced Academy:

E-records and E-mail Management (Speaker: Diane Gladwell)

E-records / E-mail Management

E-mail retention

E-records retention

Developing policies and procedures for e-records

E-Discovery

- b. Conference Programs:

1. E-records and E-mail Management (Speaker: Diane Gladwell)
2. E-records Retention and Policies (Speaker: Diane Gladwell)
3. Training Municipal Employees in Records Management (Speaker: Lisa Johnston)
4. How to get Funding for Records Management Projects (Speaker: Diane Gladwell)
5. Filing Systems (Speaker:?)
6. Preserving Long-term and Archival Records (Speaker:?)
7. Starting a Records Management Program (Speaker: Terry Baxter)
8. Developing policies and procedures for e-records (Speaker: ?)
9. Managing Social Media as a Record (Speaker: ?)

- c. Not related to Records Management:

10. Broadcasting Town / City Council Meetings (Speaker: Daniel Karin)

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

Former Committee Chair Lisa Johnston (Artesia, NM) wrote a brief article for the September 16 IIMC e-Blast, letting people know about the IPER classes that are available on-line. Given the range of weather and wildfire disasters that have been confronting much of the country recently, an article in the form of an interview with a Clerk detailing how their office coped with the disaster would be an interesting read.

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. [Substantial progress made]

Lisa Johnston has been reviewing the survey data and Committee members have been asked to assist in this process. The following are some major findings:

- a. Number respondents: 1651 total respondents, and a large majority of them are from municipalities with populations of 50,000 or less.
  - b. The majority of respondents have no records management staff in any department, and few rarely contract for outside services.
  - c. The most common records management activities identified were public records requests, records retention schedules, and records destruction.
  - d. Major identified challenges included resources, staff time, storage, training, and/or funding.
  - e. The most common request for training related to electronic records management, including retention, developing policies and procedures, and e-mail.
  - f. Other responses worth noting are that the vast majority of respondents use Facebook, and half use Twitter.
  - g. Overall comments: Clerks recognize that records management (RM) is an important part of their job, however they are often overwhelmed by the scope of what needs to be done. This is especially true for new Clerks. Much of the frustration for Clerks generally encompasses the lack of resources to complete the work. Transitioning from paper to electronic records was highly rated as an area requiring additional training. Much of the frustration among respondents is not having support from management, including the need to convince elected officials of the importance of proper records management.
4. Administer grant for Records Management technical bulletins. [progress made]

Committee member Paul Bergeron (Nashua, NH) is serving as the Project Director for the grant, and has provided the following summary of this Committee task: 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*.

The latest status of the project is as follows:

- Five of sixteen have gone through the second draft and review process;
- Five are in the second draft stage and will be submitted to our committee for review;
- Three authors have submitted first drafts to the project editor;
- Three others are works in various stages of progress.

5. Utilize the Research and Resource Committee (RRC) to gather data about Cities' most costly Records Management problems in order to utilize this information to educate City Managers and City Councils about the cost of poor records management.[not begun]

### **Financial**

None requested for 2011-12.

### **Summary**

The committee has completed goal #1 (recommend topics for the annual conference). Some progress has been on goal #2 (prepare two articles), and substantial work has been completed on goals #3 (survey membership), and #4 (pamphlet preparation). Given the volume of work to be done on #4, it may be difficult to complete this goal as planned by the end of the year. Work on goal #5 (work with RRC to gather data and advocate for assistance) can be undertaken with some final assistance with the survey data (goal #3).

The following Committee Members are to be commended for their diligent work on our goals: Paul Bergeron (the project director for the NHPRC grant to revise the Technical Bulletins on Records Management), former Committee Chair Lisa Johnston (ongoing analysis of the survey data), and Committee Vice Chair Diane Gladwell (coordinated our draft list of conference sessions).

### **Recommendations**

- a. Based on the survey data (goal #3), it is important for IIMC to continue to offer introductory classes in RM , primarily at the state level, since much of the RM policies and laws vary from state to state; classes should also be included at the annual conference. This training should include material related to electronic records management, including retention, developing policies and procedures, and e-mail. On-line webinars may be a helpful tool.
- b. Goal #4—A substantial commitment from the technical pamphlet authors and RM Committee members will be required so that this project may be completed in a timely manner.
- c. We may need some staff assistance in finalizing the survey data, and in coordinating our efforts with RRC to help complete goal #5.

## **MANAGEMENT’S RECOMMENDATION:**

IIMC will be utilizing the Committee’s recommendations for the 2012 Conference in Portland. We’ve published the IPER article in the September News Digest and in the Education Department’s E-Briefings and look forward to publishing more articles as they’re submitted to the Digest. The Technical Bulletin are in Phase 2 – editing and rewriting -- and will require time to complete before they are finalized and designed by IIMC.

IIMC is lacking in current Technical Bulletins. We realize the Committee needs time and this is a time consuming project. Depending on where the committee feels it will land on this project come May 2012, management may have to recommend financial allocations to move this project outside of the committee’s purview and hire an independent writer/editor to complete this series of bulletins.

The Committee continues to fine-tune the report from Goal #3 and staff is ready to assist with the Goal #5 regarding the survey on most costly records management problems.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Chris Shalby, Executive Director  
**From:** Dawn G. Abrahamson, MMC, Chair  
**Date:** October 3, 2011  
**Subject:** Research and Resource Mid-Year Report

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

**Discussion:** Research and Resource Committee met in May 2011 in Nashville, Tennessee in conjunction with the 65th Annual IIMC Conference.

## 2011/12 Goals & Objectives:

1. 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.
2. Utilize the new website by uploading questions and answers and creating an FAQ Library.
3. Provide content for the online Resource Center of ordinances, policies, best practices, etc.
4. Identify publications and literature that IIMC can sell or share with members.
5. Track and respond to website posts.

The main goal that the Committee has been actively working on has been in the area of tracking and responding to website posts. This type of ListServ Inquiry is a resourceful tool for many IIMC members as well as a quick and informative way to gather information on a variety of topics which also includes a variety of responses from committee members.

**Financial:** None

**Summary:** The Research and Resource Committee is eager to embark on some of the other goals as outlined above. Given the Chair's recent change of employment coupled with the continued economic crisis which has impacted workloads and staffing, the Committee has not been able to contribute to a majority of the goals as planned. This has slowed our progress, but not our determination to make some significant progress and get a few of the goals either started or completed.

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

**MANAGEMENT'S RECOMMENDATIONS:**

This committee does an excellent job of communicating and answering member questions through the web site posts or member services' requests. As far as Technical Bulletins, we would appreciate direction as to how we can proceed with revising the bulletins that we have in-house. Without doubt, these bulletins need an overhaul of some type or another. If the task is daunting in time and energy, perhaps, the committee can make a recommendation to using external sources to rewrite and edit the bulletins. If that is the case, then Management would recommend that path and create a budget for completing the work.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Board of Directors

**From:** Eddie R. Myers, MMC  
Chair, Budget and Planning

**Date:** September 30, 2011

**Subject:** 2011 Mid Year Report

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### **Background:**

The Budget and Planning Committee met on Friday, August 19, 2011 at IIMC's headquarters. The agenda was as follows:

1. Review 2011/2012 Goals and Objectives - Myers
2. 2011 YTD projections with Notes
3. 2012 annual budget projections
  - a. 2012 Management's Concerns and Recommendations
4. Membership Recruitment Plan - Attached
5. Review Policy on Revenue and Finance -- Attached
6. IIMC Region XI meeting/UK – IIMC/fund \$1,000US – Nicol/Shalby
7. Personnel matters – Verbal – Shalby
  - a. Education reorganization
  - b. Director of Education
8. Miscellaneous

### **Discussion:**

The committee started the 2012 budget process with several issues that resulted in an initial unbalanced budget. Significant time was spent reviewing all revenue projections and expenditures. We balanced the 2012 budget with a net profit of \$11,335.

The staff presented a Membership Drive campaign with a budget request of \$26,400. The committee agrees that it is an aggressive campaign and should increase membership.

### **Possible Revenue Realized based on Direct Marketing Industry Standards on Return on Investment**

Although we are optimistic about bringing in new members through this campaign, we are also cautious that Direct Marketing Industry standards regarding campaigns of this nature range from 1% to 3% in the first stage of the campaign. However, the potential to grow members through this campaign remains above industry standards since IIMC's focus is based on a select audience as opposed to a general one. Below is a brief outline of where IIMC could recoup its costs based on its investment:

- 1% return on 4,500 mailings would be -- 45 new members at \$135 = \$6,075

- 2% return on 4,500 mailings would be -- 90 new members at \$135 = \$12,150
- 3% return on 4,500 mailings would be -- 135 new members at \$135 = \$18,225

The committee discussed the hiring of an Education Director. The consensus was that the Executive Director try to find a qualified candidate that would be interested in this position on a part time basis, with an annual salary of \$50,000.

The committee also reviewed the three year Capital Expenditures plan. This plan includes the upgrading of IT equipment and building repairs. The timing of the items listed appears to be a reasonable plan.

### **Financial:**

There are no additional recommendations regarding financials. The line item reserves are now being reported monthly with Management's notes. The committee did approve the expenditure for the membership drive, and the recommendation regarding the Education Director being a part time position.

### **Summary:**

The committee continues to work with the Executive Director to maintain a balanced budget and monitor monthly reports with timely distribution to the Board of Directors.

### **Recommendation:**

The committee recommends adoption of the 2012 budget as presented. The budget includes the committee's approval of an expenditure of \$26,400 for a membership drive and the recommendation that the Executive Director try to find an Education Director that will work on a part time basis.

The committee did not recommend a pay increase for staff. However, we did agree to look at the budget again after mid-year and see if revenues may indicate revisiting this issue.

The committee also reviewed the policy on Revenue and Finance, specifically regarding Chapter 4.20 NONLAPSING RESERVE FUND. It was determined that there was no need for any additional policies on reserves. The current policy gives us the authority to accomplish what is necessary.

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

Management appreciates the on-going, open and communicative relationship it has formed with this committee these past years. We support the Committee's recommendations on the membership campaign and the hiring of a part time Education Director.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Pam Kolacy, MMC  
Chair

David Calder, CMC  
Vice Chair

**Date:** September 28, 2011

**Subject:** Education and Professional Development Mid-year Report

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### Assigned Goals for 2012

The Education and Professional Development Committee was assigned two goals for the year:

1) Identify resources for existing on-line and on-land education opportunities ..... and recommend new online course topics for consideration by the Education Department; and 2) provide the Education Department with quarterly feedback on a number of issues regarding educational needs and opportunities.

Goal #2 is shared with the Program Review and Certification Committee. The Chair communicated with Kathryn Young who chairs Program Review and Certification to make sure we were not duplicating efforts.

The Committee met in Nashville during the annual conference and again by teleconference on August 4 to discuss methods we could use to gather and provide information to the Education Department to fulfill our goals. The following draft process was developed.

1. Develop a series of questions to gather information pursuant to our goals. Assign each Committee member to contact specific state/province leaders (presidents, education chairs, Institute directors) and ask them to respond to the questions. Ensure the process is designed to include personal interaction with the leaders in each state through e-mail or personal conversation.
2. Gather and review results.

3. Prepare report to include:

- a. Celebration models for certification achievement.
- b. Examples of other achievement by clerks that are acknowledged and celebrated.
- c. Specific classes, collaborations, service opportunities, etc. that clerks feel add the most value to their job performance and career enhancement.
- d. Use information to suggest more specific criteria staff can use to determine whether an MMC applicant should receive credit for “unique on the job performance or achievements that benefit the profession or community at large” or “personal accomplishments of educational benefit to the profession.” List examples which would fulfill the requirements and share with Program Review and Certification Committee.
- e. Determine what path MMCs are taking to continue their education and professional development beyond certification. Develop list of these opportunities to share with members.
- f. Bring forward any other significant findings from the contacts.

At this time, a draft list of questions has been prepared and the final list will be sent to the committee for approval in early October.

Chair will concurrently assign each committee member to contact leaders in specific states and provinces. A list of presidents and education chairs has been received from IIMC.

Committee members will proceed to gather information in response to the questions through early 2012 and share results with Education Department and in the year-end report to the Board.

### **Committee Input Requested**

On September 8, the Chair received a request from IIMC to gather comments from the Committee regarding a memo from Executive Director Shalby dated April 4, 2011, regarding potential changes related to: 1) Associate Members and Certification; and 2) Revisiting the membership requirements in IIMC.

Several members weighed in either by phone or e-mail and comments were compiled in a report submitted to IIMC on the deadline of September 20.

Thanks for the opportunity to serve IIMC and to work with our excellent Committee members.

### **MANAGEMENT’S RECOMMENDATION:**

We appreciate this Committee’s input and wait for their final report in 2012.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Dyanne C. Reese  
IIMC International Relations Chair

**Date:** October 7, 2011

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

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## Background

On behalf of the IIMC International Relations Committee, we are pleased to be serving IIMC and its membership as we work towards strengthening our global network and programming. As chair and vice chair of the 2011-2012 International Relations Committee, we believe formal introductions are critical in expanding open communication across our membership. Communication is vital in our effort to learn, understand, and prioritize what is important for all Region X and XI members.

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 XI and XI.

The following committee goals have been established for 2011- 2012, and the committee member champions have also been identified should you wish to make contact with them.

**Goal One (1)** Assist in developing and acquiring information, materials, and education content for the 2013 Study Abroad Tour and submit to Executive Director. **Tami Kelly and Ruth Post:**

### 2011 – South Africa

This year's program was a great success with 28 participants. Two of the participants created Blogs and kept members up-to-date with their daily activities. The Blog by Monica Simmons, Vice Chair of IRC, was linked to IIMC's Facebook page. Once again, participants not only learned about the government and visiting Country, but also became teachers in a session at the IMASA Conference. Articles for the News Digest will be forthcoming. The Education Department reviewed and approved the 2011 Study Abroad Program for 7.75 CMC Education points or 7.75 MMC Advanced Education points. Those participants who plan to use the points towards their CMC or MMC Application must complete an assessment.

Many thanks to Francois Allers, Region XI Director and those at IMASA who assisted in putting this program together and hosting the Study Program. We also appreciate the work of staff, Tami Kelly and Mary Lynne Stratta as the delegation coordinators.

A conference course has been added to the Portland Conference made up of participants in the 2011 South Africa Study Tour.

## 2013 – Scotland

Initial preparations are underway for the next Study Program to Scotland. Members of SOLAR have been contacted and a date is being set for some time in October. Once the dates have been set, we will start promoting the Program with a “Save the Date” reminder.

The IRC is creating a list of places “not to be missed” to assist with the planning. The last two program schedules have been sent to members of SOLAR to use as a guide. As plans begin to take shape, additional marketing efforts will take place.

**Goal Two (2)** Explore the viability of the Exchange Program and whether or not to eliminate the program and allocate its funds to embellishing the Study Abroad Program in its place. **Tony Russell, Laurie Darcus and Mary Lynne Stratta:** Discussion was held on the redesign of the Exchange Program and reasons why it lacks participants. The committee members discussed and reviewed the comments and concerns from Tom Van der Hoven; President Nicol revised this goal as follows: Explore factors contributing to low participation in the Exchange Program and alternatives for remedy. The sub-committee members are looking at revamping the program instead on eliminating it. Market concepts were given such as: Complete review of brochure and applications; Review how it is promoted on our web site; Consider obtaining testimonials, even video, to post; Ensure past participants are on panel at conference; See if we can arrange a “table” for interested individuals at one of the meals during the IIMC conference.

The committee received several applications for the Exchange Program and there seems to be renewed interest to extend the program in the 2012/2013 budget. The committee recommendations are listed at the end of this report for funding provided in the 2011/2012 budget.

**Goal Three (3)** By July 1, 2011, identify and recommend topics and speakers of global relevance to the Conference Committee and Education Department. **Nick Randle, Tami Kelly:** Discussions were held on the option of contacting again James Dorounian, University of Gloucestershire to be a presenter in Portland and asking the Host Committee for their input in seeking speaker of international relevance in their area. Tami contacted Jennifer who reported:

1. All session suggestions were due July 1<sup>st</sup> and staff was in the process of process of sending them to the Conference Committee. Last year, they did try to get Mr. Dorounian to present. However, after many, many months of trying to get him to commit he stated it was cost prohibitive; therefore, he could not present. This happened very late in the process and they had to scramble to get another presenter. It was also suggested that the topic of “Risk Management” be considered. An example from the IMASA conference and the name of a speaker was submitted to the Education Department.
2. The “Off-Site” session for Region X & XI – is the host committee working on something and do they know they must submit it for points? Should the IR committee offer them assistance in selecting a program that would be of interest and educational enough to garner points? Since this is now an IIMC approved program, the Education Department will put this together and work with the Host Committee.

**Goal Four (4)** Explore the Conference Grant process for Regions X and XI and identify a better way to market, promote and implement the Grant. **Region Directors Francois Allers and Sam Shippen, Chuck Tokar:** No decision by the board has been made in providing scholarships for the 2012 conference, which would take place at the mid-year meeting. Suggestions were given by committee members on marketing and promoting these scholarships at the at Region XI meeting, utilizing social media such as Facebook and a special link to the IIMC web page for international members to receive and exchange information on the grant. A Region XI newsletter would help greatly.

**Goal Five (5)** Create and/or identify content for the "Global Exchange" component of the IIMC website. **Nick Randle and Denice Cox:** The web page has posted information on the Region XI meeting, the study abroad, and the exchange program.

**Goal Six (6)** Prepare a plan and recommendations for a study tour of the United States. **Monica Simmons and Dyanne Reese** Budget request for \$1,000 to promote a pre or post study tour to our international delegates while attending the conference in Portland, did not receive a favorable recommendation from the Budget Committee, although they felt it was a project that needed to be explored. Monica reported that Seattle isn't that far away and travel could be by rail and she has checked on possible accommodations and hosting a reception for the delegates. Monica has provided ED Chris Shalby with a tentative program proposal and informal survey for initial discussion at the Region XI meeting in London. An updated program proposal will be provided once we learn the interest level following the Region XI meeting (draft interest survey and proposal attached). Committee supported a post tour as the best option.

## **Financial**

1. The following budget proposal was submitted to the Budget and Planning Committee for consideration
  - Continue funding for Exchange Program at current 2011 level of \$3,000.
  - Funds for developing a pre or post study tour in conjunction with the 2012 Conference in Portland, OR for Regions X and XI at the level of \$1,000.
  - Committee felt both requests were a part of the International Committee goals for 2011/12 and supports the objectives of International Business Plan as adopted by the IIMC Board.

**Total Budget Request**

**\$4.000**

The Budget and Planning Committee recommendation to the board was as follows:

The \$1,000 to allow a post 2012 conference tour for our international delegates was declined, stating it was a good idea, but because of budget reductions could not recommend approval.

The committee, however, did retain the \$3,000 for the International Exchange Program.

### **Summary:**

The Committee is continuing to address its goals for completion by the annual conference. We feel all are obtainable. We have held two successful teleconferences, on July 19, and September 20 with outstanding committee participation. The study tour to South Africa was most successful and the proposed 2013 to Scotland is well underway. This year Region XI will be hosting its first region meeting in Reading, UK on October 12, 2011 and a report from the international committee will be presented by President Nicol. The committee realizes that marketing, communication; educational opportunities of international interest and certification will assure the viability of our international members and partnerships. The committee is made up of IIMC members who are keenly aware of the importance of continuing to enhance international relationships.

### **Recommendation**

The following be approved to participate in the Exchange Program:

John Lynch from Surrey, UK and Donna Deuster from Racine, WI be selected as participants for 2011/2012.

The Exchange program be funded in the 2012-13 budget in the amount of \$3,000.

Continue the funding of regional scholarships for the Portland Conference.

Receive as information and forward to the Program Review and Certification Committee the Policy Statement on International Member Certification – See Attached

Submitted by: Dyanne C. Reese, Chair  
Monica Martinez Simmons, Vice-Chair  
International Relations Committee Members

## **MANAGEMENT'S RECOMMENDATION:**

**Goal 1** – Excellent job on the 2011 Study Abroad Program to South Africa. There's not much more to be said that has not been conveyed as complimentary. We also learned a few things that we will need to impart on future Study Abroad participants in regards to the physical aspects of the program (walking, lack of elevators in certain sites, rough terrain, etc.).

**Goal 2** – We look forward to marketing the 2013 Program as soon as possible. We will be recommending several fundraising events to MCEF regarding this program and we've already recommend to the Board in the Executive Director's update about setting aside a two-year escrow fund to help defray costs. Once dates, locations, etc., are established, we will begin promoting Scotland.

**Goal 3** – A) Regarding an international speaker or session, there were no submissions provided to the Education Department as of this writing. B) the Regions X and XI off site session will be on sustainability and is in the works with the host committee and IIMC staff.

**Goal 4** – We've asked the Board to increase the Region Conference Grants from one to two. We've promoted the Grants in the past and we will continue to do so. With IIMC's facebook now readily utilized, that will be another avenue to reach members.

**Goal 5** – The Region XI meeting in Reading, UK, prior to the SLCC Conference provided a variety of suggestions and recommendations to advance the Global Network between all members. One of the immediate areas that staff will launch will be the creation of a Best Practices library utilizing Region X and XI materials.

**Goal 6** – A 2012 post conference tour of Seattle was brought up at the Region XI meeting with some interest. In discussing this with Monica Simmons, IRC member and Seattle City Clerk, it was decided to wait and contact the registrants from that region to see if there's any sufficient interest to go forward. The IRC Committee asked the Budget and Planning Committee for a \$1,000 toward funding this tour and was denied.

**International Relations Committee – Goal Six (6)**  
**Informal Interest Survey & Draft Program Proposal**  
**For Discussion at Region XI Meeting October 12/13**

Subject: Post Portland Program Option for Region X and XI Conference Attendees

Purpose: To extend and enrich the travel experience of Region X and XI attendees during their visit to the U.S. pre or post 2012 conference. This preliminary proposal represents a draft program recommendation in response to Goal 6 of the IIMC International Relations Committee.

**IIMC-IRC**

**Related Goal #6:**

The 2011/2012 International Relations Committee Goal and Objective #6 relates to the planning and recommendation of a study tour in the United States. One approach discussed around this study tour during committee meetings was the consideration of a pre or post study tour for international delegates while attending the annual conference to eliminate the cost of additional travel throughout the year and providing an option that does not promote or complement the annual conference. Portland 2012 was considered a good starting point considering Monica Simmons' city is in close proximity to the conference city. She offered to develop options for consideration and work with HQ to survey interest in Regions X and XI. In 2012, international delegates would have the option to travel by rail from Portland to Seattle pre/post conference. The relatively proximity of Seattle to Portland provides a great opportunity to visit yet another large U.S. City, experience their local government, culture, and visit various sites/attractions.

The committee members commented that a post tour would likely be the best option. A request for a survey to determine interest initially during the Region XI meeting was suggested. ED Shalby indicated the survey could be further developed and e-mailed to the full X and XI membership.

Before planning continues, the following initial survey would be discussed at the Region XI meeting to determine interest and viability-

- 1) Is a pre or post Portland conference trip to the City of Seattle of interest?
- 2) If so, what length of stay would be preferred?
  - a. 3 days, 2 nights
  - b. 2 days, 1 night
  - c. Other
- 3) IIMC is not funding this extended travel opportunity. All costs associated will be the responsibility of the travelers. With that in mind, what would be your preference in terms of travel/accommodations:
  - a. **Accommodation Preference?** Economy - Mid - Luxury (price range)  
Example Pricing Levels in Downtown Seattle
    - Marriott Courtyard - Downtown Seattle – Starting from: \$149.00  
(Guest room, 1 King, Sofa bed)

- Marriott Courtyard – Downtown Seattle – Starting from: \$169.00  
(Guest room, 1 King, Sofa Bed & Breakfast for two adults)
  - Marriott Courtyard – Downtown Seattle – Starting from: \$184.00  
(Art Lovers – Triple Play – Breakfast for 2, VIP tickets to Seattle Art Museum)
- b. Would you prefer to handle your own travel arrangements to and from such a program?
  - c. Would you be interested in taking the rail (\$30/one-way) from Portland to Seattle and back with IIMC conference colleagues?
  - d. Would a formal City Hall welcome and tour of Seattle City Hall be desired along with an informal reception and program covering a specific program/project overview such as the recently approved Alaskan Way Viaduct billion dollar waterfront project?
  - e. What site visits would be of greatest interest?
    1. Pike Place Market
    2. Seattle Center
    3. Seattle Art Museum
    4. Seattle Aquarium/Waterfront
    5. Pioneer Square/Underground History Tour
    6. Steamship Virginia Lake Tour
    7. Food/Chocolate Tour
    8. University of Washington

(Many attractions have historical significance and relevance to local government; however, other interests could certainly be built in depending on length of program and number of participants.)

## **INTERNATIONAL RELATIONS COMMITTEE PHILOSOPHY STATEMENT REGARDING INTERNATIONAL MEMBER CERTIFICATION PROGRAMS**

The past few years, IIMC has applied a strategic approach to developing membership in countries outside of Regions I - X. A natural part of this has been a paradigm shift regarding the manner in which IIMC approaches certification of members in Region XI. It has become more apparent than in other countries, municipal clerks (or local government managers who fulfill those duties) participate in educational programs meant to provide training and professional development as necessary and applicable in their own countries.

Accordingly, IIMC has begun to look at these programs as a means for IIMC members in Region XI to obtain their CMC and MMC without having to "reinvent the wheel". IIMC's Program Review and Certification Committee has been working along these lines since the fall of 2009 when the Committee reviewed the application for an IIMC institute to function jointly with the already existing Institute of Local Council Management, University of Gloucestershire, in the United Kingdom. It was found that the ILCM program, in totality, met IIMC's education requirements, both from a study hour's perspective and a content perspective, for CMC and MMC. Indeed, the ILCM fellows program had a distinct break in education levels that made it a natural fit for both CMC and MMC level certifications. Therefore, with the Committee's recommendation, and approval and blessings of the IIMC Board of Directors, IIMC's first institute in the U.K. was launched in March 2010 in conjunction with the existing ILCM program. This marked the first occasion that IIMC varied from the traditional institute model of the past in recognizing that other professional organizations of municipal clerks and managers in Region XI already had university based programs in place that could meet the education requirements of CMC and MMC certification.

Since that time, the VVG, the Netherlands association of municipal clerks, has submitted an institute proposal for an existing municipal manager development program that is offered through one of their universities. During the IIMC study abroad program in South Africa, we heard of pending legislation that will require certification for all levels of municipal managers, and it is believed that this upcoming certification program should be examined to determine if the program components would meet or exceed IIMC's education requirements for CMC or MMC designation. This would provide a means for our South African members to obtain their certifications from IIMC after completion of this education program and the experience and/or professional/social contributions aspect of IIMC certification requirements. In either case, both in the Netherlands and South Africa, the programs could serve as a non-traditional IIMC institute or could be certified to hold a certain value in terms of "points" that would bring these members much closer to completion of education certification requirements with IIMC.

To this end, the International Relations Committee hereby adopts this philosophy statement and encourages the IIMC Program Review and Certification Committee and IIMC Board of Directors to consider allowing recognition of education/professional development programs in Region XI as acceptable "institutes" when the education program requirements meet or exceed the education requirements for CMC and MMC designations from IIMC; or that these programs be assigned a "point" value that would constitute a seamless application of educational hours/content to the education requirements for CMC or MMC from IIMC. (CMC and MMC candidates would still have to also fulfill the experience and/or professional/social contribution side of the application as well.) By doing so, we can provide a means of allowing our Region XI members a greater opportunity to earn these prestigious designations from IIMC without sacrificing educational rigor or value to our members or the organization.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Bernie White, Chair  
**Date:** September 30, 2011  
**Subject:** Policy Review Mid-Year Report

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## Background

The Policy Review Committee (PRC) is tasked with providing policy guidance to ensure consistent, accurate and fair application of IIMC Policies.

The PRC committee roster is small, but the members are all active and possess a mix of credentials that put them in position to offer sage advice to the IIMC Board.

The 2011-2012 PRC was assigned a number of Goals and Objectives. In addition to the seven (7) original topics assigned in Nashville (Appendix A) the PRC was also asked to provide comment on a couple of unfinished issues from the 2010-2011 Committee.

One of those additional issues was a request to work with the Budget and Planning Committee to develop an appropriate policy on Reserves.

The Board also requested a clarification comment on “Support for Candidates” currently addressed in the Elections and Campaigning Policy # 2.20.060.

Most recently a discussion requiring clarification about “ballots” is being addressed by one of the sub committees of the PRC. It relates to a definition of “ballots” and the more practical use of electronic voting methods which tends to be more accessible and cost effective for IIMC purposes. The Policy Review intends to offer a separate comment on this issue prior to the mid-year Board meetings.

One final piece of business relates to a request from the IIMC Board to the Policy, Program Review/Certification and Education and Professional Development Committees to provide a comment and recommendation on the topic of potential certification for Associate Members of IIMC. A teleconference was held on this issue on September 22 and a recommendation has been forwarded to the Board (Appendix B) \_

## Discussion

As in previous years the Committee decided to divide itself up into three (3) subcommittees, each taking the lead on the goals and objectives noted above.

The Committee’s work is ongoing and it is expected that most of the tasks will be worked on during the winter months leading to our final report to the Board in April 2012.

Policy Review had two 2 teleconferences in addition to its inaugural meeting at the Nashville conference. The full committee and its subcommittees are using the IIMC teleconferencing equipment and it is proving to be quite helpful. The IIMC staff has been most helpful.

## **Financial**

In advance of the July deadline it was decided that there was no need for additional funding for the operation of the PRC this year.

## **Summary**

We have a proposal for a new policy designating the Past President to be the Chair for the annual “First Timers Session” at the annual conference (Appendix C)

Kristie Smithers one of our Board liaison members is working on some draft wording for the “Support for Candidates” issue. The full Committee will review the draft and forward a recommendation to the May 2012 meeting of the Board.

Phil Campbell who serves on Policy Review and the Budget and Planning Committee (B&P) has provided a report noting that the B&P on Aug. 19<sup>th</sup>, 2011 discussed the need for an additional policy on Reserves. It was noted that current Policy 4.20 Non-Lapsing Reserve Fund (Appendix D) provides sufficient authority relating to reserves and no new policy was needed.

Past President Sharon Cassler is leading a discussion on a potential constitutional amendment on the process IIMC uses for amending its Constitution. It will propose that all amendments that come before the annual general meeting will be distributed to the full membership (not just those amendments approved by those attending the conference).

The formal amending verbiage for a change to Article XIII (C) will be forwarded to the Board respecting the publication timelines to alert the general membership that a constitutional amendment is forthcoming.

In addition to the work noted above the Committee has submitted an Article for publication in an upcoming IIMC News Digest (Appendix E)

## **Recommendation(s)**

At this point we put forth draft Policy 2.75” First Timers Session Chair” (Appendix C) for adoption.

Also we’ve made a recommendation for the formation of a Task Force to analyze the pros and cons of granting certifications to Associate Members. (Appendix B)

By the time the Board meets in Riverside, CA. in November we will have a formal comment and recommendation on whether it is appropriate and reasonable to use electronic voting technologies instead of paper ballots for any potential elections during the current year.

We are available for any questions.

## **MANAGEMENT’S RECOMMENDATIONS:**

We await some of this Committee’s work to be finalized either prior to or by the 2012 May board meeting.

We agree and appreciate a policy on the First Timers Session and feel it is needed, and appreciate utilizing an IIMC Past President to conduct this session.

We agree with the Committee’s recommendation regarding Policy 4.20 Non-Lapsing Reserve Fund and that it is sufficient as is and does not require revisions.

We agree with the Committee’s recommendation regarding establishing a Task Force for this topic, and our recommendation is provided in the Attached Appendix B.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Policy Review Committee -- Sub Group 3  
Phillip J. Campbell  
Kristie Smithers  
Bernie White

**Date:** October 27, 2011

**Subject:** Determination of the Meaning of "Ballot"  
Constitution and Policy



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The Sub Group above has been charged with the task of reviewing and determining the meaning of the word "ballot" as it is found in both the IIMC Constitution and in the Policy Manual.

It must be noted at the onset that the Constitution and Policies are routinely reviewed for continuity and content. However, it is almost impossible to catch any differentiation in slight terminology utilized in each document.

The issue in question is that the term "ballot" in the Constitution is used in several locations:

### ARTICLE XI ANNUAL BUSINESS MEETING AND ELECTIONS

#### B. Elections

##### 1. Procedure

- a. Election of **Region Directors** shall be conducted by ballots to be conveyed to all .....
- b. Election of **Vice President** shall be conducted by ballots to be conveyed to all..... Such ballots shall be returned.....

### ARTICLE XIII AMENDMENTS TO THE CONSTITUTION

- C. (2<sup>nd</sup> Paragraph)
- Amendments approved during the Annual Business Meeting **shall be mailed (or transmitted by electronic methods when feasible)** to the entire membership for ratification. Members shall have 90 days from the adjournment of the Annual Business Meeting to return a ballot of the proposed amendment. The amendment shall be considered ratified if two thirds of the ballots received by.....

The issue in question continues in the use of the term “ballot” in the Policy Manual:

## **Chapter 2.20**

### **ELECTIONS AND CAMPAIGNING**

#### **Sub-Section 2.20.050**

##### **Election – Vice President**

Election of a vice-president shall be conducted by ballot to be conveyed to all full members, additional full members and honorary members, ..... Such ballots shall be postmarked not later than .....

To simply the question would be to ask what is the exact meaning of the term “ballot” in these uses:

- In either the Constitution or the Policy Manual, would a “ballot” have to be a paper ballot that would be required to be mailed by use of the US Postal Service
- In the Policy Manual, would the “ballot” have to be a paper ballot in order to be “postmarked not later than”.....
- In the Constitution, does the use of the clarifying use of the words “shall be mailed (or transmitted by electronic methods when feasible)”... demonstrate the will of the organization to utilize the most efficient electronic means in voting.
- In the Constitution and the Policy Manual does the lack of use in all instances of the wording “by electronic means” prohibit the use of electronic balloting

Having reviewed these questions, and taken into consideration the yearly attempt to bring the Constitution and Policy Manual up to date, it is the belief of the sub-committee that the use of the terminology of “ballot,” “mail,” and “electronic methods when feasible” are in fact synonymous.

IIMC membership is known for being a progressive organization and have constantly moved into utilization of electronic methods for the distribution of the newsletter, specific allowance for electronic voting, dispensing conference materials in electronic format, within the past year the use of paper handouts for speakers was eliminated by their advanced availability on line prior to the conference and most notably the use of scanners in the tracking of membership participation in education programs. Therefore it would be deemed appropriate to add a “Note” to the applicable sections of the Constitution and the Policy Manual that states that the elections can and should be done by electronic means if at all possible.

#### **MANAGEMENT’S RECOMMENDATION:**

Management concurs with the Committee’s interpretation of the Constitution and Policy Manual that elections can be held electronically regardless of whether or not it is stated as such in either of the materials. IIMC staff has already tested and proven it can conduct an electronic membership wide election using in-house survey software, Zoomerang, with accurate and secured results submitted privately to the Elections Committee for final tally.

Also, if the Board agrees with the Policy Review Committee and Management’s recommendations, then we would need to direct the Committee to follow established process in amending the Constitution so it can be ratified at the annual business meeting in May 2012.

## **APPENDIX A**

### **2011/2012 Policy Review Committee Roster**

**Term: May 08, 2011 through May 19, 2012**

#### **PURPOSE:**

*To monitor and provide policy guidance to ensure purpose, consistency, accuracy, and fair application. To review policies, positions, and perspectives regularly and recommend appropriate revisions to the IIMC Board of Directors.*

#### **2011/2012 Goals & Objectives**

1. Review current Policy Manual and recommend revisions to ensure policies reflect current Board practices.
2. Submit proposals for new policies to the Board of Directors.
3. Review policy proposals submitted by other Committees, upon request.
4. Conduct a complete review of the IIMC Constitution for alignment with current policy.
5. Review minutes of the Board of Directors from 2006 through 2010 to ensure all policy direction has been codified.
6. Provide policy articles of interest for inclusion in the News Digest.
7. Submit a recommendation for a policy providing for removal of inactive committee members at mid-year.

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#### **Bernie White, MMC**

##### **Chair**

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#### **Tom G. Roberts, CMC**

##### **Member**

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## **APPENDIX B**

### **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

**To:** President Colleen Nicol & IIMC Directors  
**From:** Policy Review Committee  
**Date:** September 22, 2011  
**Subject:** Associate Members and Certification  
Revisiting the membership requirements for IIMC

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#### **Background**

In response to a request from IIMC Headquarters for the Policy Review Committee to have a discussion on the above noted topic, a teleconference was held on this date.

Unfortunately, not all committee members were able to call in, however there were sufficient members present to have an interesting discussion.

Despite the lack of a quorum, those present along with staff members from the membership department reviewed some advantages and potential downside(s) of a revisit to the membership requirements as they relate to certification for Associate Members.

By consensus we've decided to report back to the Board with the following suggestions:

***#1 - That the IIMC Board continues its discussions on this issue &***

***#2 - That the President/IIMC Board assign this topic to a special committee or Task Force to comprehensively review the issue as it is of such importance to the future operation of the IIMC and merits such attention.***

The Policy Committee felt that there is potential for this proposal to be prematurely dismissed as early reactions tend to be negative. Committee members present felt that an objective and in depth review of the matter was in the best interests of the Organization. The ramifications for membership management are significant and the Board will want to ensure that all possible consideration on this matter are explored before either acceptance or rejection.

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

Since this staff initiated this topic, based on the inquiries received at headquarters, and brought it to the Board's attention in May 2011, the Board directed staff to further explore this matter. After this committee's, the Program Review/Certification and the Education Professional Development committees' review, the responses were strong with varying thoughts. In a nutshell, Management supports the Policy Committee's recommendation that a Task Force be assigned the task of working with staff to flesh out the matter, looking at both pros and cons, especially in long-term outcomes. This subject continues to surface and with members either transitioning out of Clerk jobs or moving into other areas, it's too important to not pay it special attention.

## **APPENDIX C**

**From:** Bernie White

**Date:** Wed, 13 Jul 2011 14:55:01 +0000

**To:** Randi Johl (rjohl@lodi.gov), Palmer, Jamie (JPalmer@siouxfalls.org), chriss@iimc.com, shari.moore@ci.stpaul.mn.us, troberts16@sunflower.com, ksmithers@ci.wasilla.ak.us, clerkofcouncil@cambridgeoh.org, Campbell, Phillip (pcampbell@pwcgov.org)

**Subject:** FW: Policy review committee - July 14, 1:30 Central time

Further to my e-mail yesterday and in an effort to expedite some of the quicker (probably non-controversial assignments that we have been asked to review) I offer the following for consideration :

### **#1 Past President to Chair First Timers Session(s) at annual conferences.**

Background: A "First Timers Session" has been a part of the Annual Conference agenda for a number of years. A practice has evolved where the VP of the board Chairs the session and it has been viewed as an excellent session for members attending an IIMC conference for the first time. The IIMC Directors and staff are encouraged to attend and welcome the newcomers.

A suggestion has come forward that the IIMC Past President may be a more appropriate choice to Chair the session as that person would be finished a rotation through the EC and would have abundant knowledge on IIMC operations that would be beneficial to share with new members.

In the event that there were to be an election in any given year the person who will be elected as VP wouldn't be known in time for preparation of programs etc.. the Past President by contrast would be identified and as noted would have continuity of the issues over a number of years due to their service on the Board. In the event that a past president wasn't attending a given conference the most recent Past President in attendance would be asked to chair the session.

As far as Policy this could be incorporated into the wording in existing IIMC Policy 2.65 (Past Presidents) as an additional bullet or a separate policy could be composed.

Suggested separate Draft Policy :

### ***Chapter 2.75***

#### ***First Timers Session At Annual Conference***

##### ***2.75.010 Purpose***

*To establish a policy designating the IIMC Past President as the Chair of the First Timers Session held at the Annual Conference*

##### ***2.75.020 Scope***

*Past Presidents, Board of Directors, First Time Delegates*

##### ***2.75.030 Policy***

- *The IIMC considers the session held for first time delegates at each annual conference as a valuable opportunity for new members to receive up to date orientation information on the organization.*
- *The session is prioritized by the IIMC Board as an essential networking tool to familiarize new members on IIMC operations*
- *The IIMC values the contribution and knowledge of its of Past Presidents.*
- *The IIMC Past President or in the event that the current past president is unavailable to attend a conference the most recent Past President who is in attendance shall Chair the First Timers session at the Annual Conference*

## **APPENDIX D**

4.20.010

NONLAPSING RESERVE FUND

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### **Chapter 4.20**

#### **NONLAPSING RESERVE FUND**

Sections:

4.20.010 Purpose.

4.20.020 Policy.

#### **4.20.010 Purpose.**

To provide sufficient working capital to address emergencies, withstand local and regional economic shocks and unexpected declines in revenue without borrowing. The fund balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the overall economic health of the IIMC and the credit quality of the IIMC. [May 21, 2007. Policy A-5].

#### **4.20.020 Policy.**

A. The nonlapsing reserve fund is not to be used to support recurring operating expenditures outside of the current budget year. Use of the nonlapsing reserve fund shall be done only to cover emergencies and unexpected declines in revenue. If the nonlapsing reserve fund is used, the IIMC shall increase its fund revenues or decrease its expenditures to prevent using the nonlapsing reserve fund in two consecutive fiscal years to subsidize fund operations.

B. The nonlapsing reserve fund can only be appropriated by a resolution of the IIMC board of directors.

C. The nonlapsing reserve fund shall not be less than five percent of the year's fund revenues in every fiscal year. After a three-year period of time the board is to review the possibility of raising the reserve percentage from five percent to not less than eight percent nor more than 10 percent.

D. In the event the nonlapsing reserve fund is used to provide for temporary funding of unforeseen emergency needs, IIMC shall restore the nonlapsing reserve fund to the minimum level of five percent of fund revenues within two fiscal years following the fiscal year in which the event occurred.

E. Funds in excess of five percent of the annual requirements of subsection (D) of this section may be retained in the nonlapsing reserve fund or may be considered to supplement "pay as you go" capital outlay expenditures, or to prepay existing IIMC debt. [May 21, 2007. Policy A-5].

## **Appendix E**

### **The IIMC Policy Review Process**

Yesterday, Today and Tomorrow

By Bernie White, MMC

Chair, Policy Review Committee

In the history of every organization, including IIMC, there comes a time when the fundamental rules that the group follows must be revisited, i.e. the Constitution and Policy Manual.

The initial reaction of members to news of a constitutional or policy change is frequently negative and often an immediate defense mechanism kicks in to protect old outdated documents, which most likely require revisions. In general people tend to resist change.

The reluctance or reservation toward proposed change can stem from unfamiliarity with the current context of the Organization's rules. A lack of clarity about the history and purpose of an outdated policy might also be the source of resistance to change.

In reality, quite often the Constitution and policies were authored by different people from a different time in the history of the Organization and seldom are those people still on the Board to clarify original intent.

The most successful organizations stay on top of their governance documents to ensure they are up to date, address the wishes of the membership and reflect the current changes in a given profession.

The recent completion and ongoing implementation of IIMC's strategic plan is an example of a best practice now being utilized by IIMC to set the course for successful operations of our Organization. Similarly, the tremendous work on the educational guidelines, making them more user friendly for the general membership, is another example of positive change.

Prior to 2008 we've always relied on the hard work of dedicated individual members and our past Boards to review the Constitution and policies when necessary. Kudos to those past leaders.

In May 2008, then IIMC President Dyanne Reese, President Elect Mary Lynne Stratta and the Board of Directors established a Policy Review Committee. As a new IIMC standing committee the intent was to create a body solely dedicated to review and consultative interpretation of existing policy. The Committee was to sheppard proposed changes to the Constitution and Policy Manual through the IIMC change process.

The mandate of the Committee is an annual review of the IIMC Policy Manual to make recommendations for any required revisions to existing policies or the Constitution. It also takes a lead consultative role with other IIMC Standing Committees to clarify past practices and to ensure that policies are contemporary, based on good common sense and enforceable. One of the main benefits of the existence of the Committee is clear direction based on review and recommendations of the Constitution and policies on how to administer IIMC's business.

The governance documents of any organization are often perceived as being “etched in stone” and groups tend to periodically stumble into controversy because of adherence to outdated rules that don’t reflect society’s modern trends.

As Municipal Clerks we are quite often called upon for clarification of certain bylaws or policy statements in our own municipal units. To that end it probably would be expected that a group representing professional Municipal Clerks would have a current Constitution and modern bylaws and policies.

Past President Reese and subsequent IIMC Presidents Stratta, Cassler and now Nicol have all remained committed to keeping a dedicated committee in place tasked with monitoring the governing documents of IIMC on an ongoing basis. Future leaders such as President Elect Cirtin and Vice President Lemoine have also recognized the value of the Policy Review Committee.

Sometimes people feel that too many amendments create confusion among the members and that policy revisions and constitutional amendments should be minimized.

On the other hand, there are members who feel that the bylaws and policies should be viewed as evolving documents and that flexibility and adaptability to new trends in our industry must be prioritized.

Finding an acceptable balance for dealing with required change is a continuing goal of the Policy Review Committee.

In the relatively short history of the Committee there have been positive responses to some of the constitutional and policy changes that have made their way through the Committee system and on to the Board Level and, ultimately, progress to ratification by the general membership.

The foresight of the leaders noted above and the work of the current and past Boards of Directors has resulted in the establishment of an important committee that works collaboratively with other IIMC Committees.

I would be remiss not to note the exceptional efforts of one member in particular of this committee. Tom Roberts, a past president and honorary member of IIMC, has been an integral part of the committee since its inception and has provided tremendous continuity on issues. It is commitment from members like Tom that have brought IIMC to the “good place” it now lives and the future looks even brighter.

The IIMC Constitution and Policy Manual should be viewed as a living and breathing document that will always be faced with change. The ongoing health of the Organization depends on the empowerment we achieve for our members via the nurturing of the best governance documents we can compose. The work of the Policy Review Committee is a big part of that objective.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Kathryn Young – Chair  
Barbara Hogelin – Vice Chair  
Program Review and Certification Committee

**Date:** September 29, 2011

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

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The following goals were established for the Program Review and Certification Committee (PR/C) for 2011-2012. In addition, President Nicol requested the PR/C review and make recommendations to the Board of Directors regarding a special report submitted by the Institute Directors as a result of the annual Colloquium held in Nashville, TN in May 2011.

At the request of IIMC staff, a teleconference call occurred on September 28, 2011 because they felt the committee should have some historical background as well as additional information pertinent to the report so that some of their administrative processes and concerns could be included with the PR/C discussion and recommendation(s). Since the Institute Director's report is included in this committee's mid-year report, IIMC staff will submit to the Board of Directors its own set of recommendations addressing the report.

Additionally, while the PR/C fulfilled the request of President Nicol to review the Institute Directors report and submitted comments regarding the report **our recommendation to President Nicol and the Board of Directors is to appoint a Special Task Force to fully vet the report and make recommendations back to the PR/C for consideration.** The request to establish this Task Force came after 30 minutes of discussion with IIMC staff once we all realized there was an abundance of information that all parties (PR/C, IIMC and ID's) needed to have in order to reach recommendations that are amenable to everyone and benefit our members.

The PR/C further recommends that the Task Force be comprised of IIMC Education Department staff and a few ID's who would be selected and appointed by President Nicol. The vetting of the report should be inclusive of feedback from the Institute Directors, as a group, and once the report/recommendations are compiled would at that point be ripe for review, consideration and recommendations from the PR/C to the Board of Directors.

Progress on the 2011-2012 Goals:

## **1. Review applications filed for new Institutes.**

At this time, no applications have been forwarded to the PR/C committee for review. According to IIMC Education Department, there may be applications coming from the Netherlands, Kentucky, Louisiana, South Dakota and Pennsylvania. Upon receipt of the applications, the PR/C committee will begin its review.

## **2. Provide ideas and feedback for new educational programs.**

Educational programs currently offered seem to be doing very well. These programs include: Ed2go and recently approved online courses such as the International Program in Management and

Leadership – Ramsey Executive Education School of Public Affairs at ASU and The Adult Degree Program at the University of Wisconsin, Green Bay – Leadership in Public Service.

**3. Assist IIMC staff in providing input for the Educational Ambassador Program.**

IIMC staff is waiting for the Director of Education to be hired before proceeding with this program. This goal is ongoing.

**4. Provide the Education Department with quarterly feedback on: 1) unmet educational needs; 2) current educational opportunities that members find valuable; 3) certification celebration models; 4) education concerns; 5) new trends in education; and 6) questions from the membership**

IIMC staff desires to implement and host webinars for the membership, but are waiting for the Education Director to be hired before proceeding. Staff has communicated that the membership seems to find the Ed2go and the newly certified online courses to be of great value. In terms of certification celebration models, staff sends press releases whenever requested as do the Institute Directors, State Education Chairs and Regional Directors. The Education Department staff feels that the education programs are running smoothly with a timeframe of 2-4 weeks to review certification applications. The PR/C will continue communicating with staff, and this goal is ongoing.

**5. Assist IIMC staff in establishing criteria and/or examples for MMC categories relating to “unique on the job performance or achievements” and “personal accomplishment of educational benefit to the profession or community.”**

Staff will write up criterion they feel may fit and forward to the PR/C for review and recommendation. The PR/C will continue communicating with staff, and this goal is ongoing.

**MANAGEMENT’S RECOMMENDATION:**

This Committee is certainly utilized often by our Education Department. We believe more work will be forthcoming in 2012.

We agree with the Committee’s recommendation to create a Task Force of Institute Directors and the Education Department staff to work through the ID’s suggestions, look to further explore new ideas and create mutually agreeable recommendations that befit the IIMC education guidelines and membership.

Below is the complete Institute Directors report. Encapsulated within the report is a summary of the comments submitted by PR/C committee members; these comments are in bold and italics for ease of reading and reference.

**August 1, 2011**

**Recommendations to the IIMC Program Review and Certification Committee and IIMC Board of Directors**

The Institute Directors meeting, at the IIMC Conference, conducted on Tuesday, May 10, 2011, generated a set of challenges and opportunities connected to current education policies, requirements, and expectations. Twenty three Institute Directors, as well as staff, attended all or a portion of the meeting. The purpose of this report is to share thoughts ideas, and recommendations, as IIMC and its collaborative Institute partners, seek to continue the provision of meaningful, useful and relevant capacity-building education and professional development programs for Clerk members. We look forward to both your consideration of these issues and your formal response.

## **Policy and Guidelines Regarding Approved Courses – Past and Future**

### **Discussion:**

IIMC has provided Institutes with a set of course lists/titles - referred to as “sample course listing” for conducting approved Institute and Academy classes. This has created some confusion because these course titles are sometimes defined as policy and sometimes as guidelines or samples. Course titles are neither policy statements nor guidelines. IIMC approval/non-approval of courses offered by Institutes appears to depend on a judgment related to whether or not the course “fits” the guideline (current IIMC approved sample course title).

In the case of the 50/30/20 breakdown for Institutes, there are a number of issues which determine courses to be offered that relate to the Clerk profession. In today’s world many topics can be cross-referenced to all three areas. There are also current issues which impact the present and future of municipal governments and regions that we all must consider.

We request an understanding between the Institute Directors and IIMC staff that where the Guidelines say “sample course subjects” that staff view the list as a sample and not a comprehensive list.

The Institute Directors are seeking approval to make course judgments based on a broader set of criteria, especially if IIMC Institutes and Academies are to be considered the primary destination for Clerk professional development and education. That will better serve the needs of IIMC and its IIMC members, as well as simplify IIMC’s post-Institute and Academy review processes. It may, in some cases, eliminate rejection of what we believe are carefully selected courses.

We are also requesting consideration of reinstituting approval of courses offered prior to 2010 which are no longer IIMC approved. This will simplify the course approval process, remove the appearance of random subjectivity and lessen the administrative load for both the Institute Director and IIMC.

### **Recommendations:**

1. Amend the Institute Guidelines, Sample Course Subjects for the CMC Program paragraphs A,B,C and Sample Courses for the MMC Program paragraphs A and B, to add “other courses related to the municipal clerk profession as determined by the Institute Director” to each.
2. Reinstitute approval of courses offered prior to 2010.

### **PR/C SUMMARY COMMENTS:**

*There was strong concurrence with the Institute Directors (ID) recommendations. Many felt that the “sample course listing” was primarily a guide of courses that might be offered, but was not an all encompassing list; that IIMC staff should be using the sample list in the broadest sense when determining whether a course should be approved or not; that how the course description and title were worded often determined whether it was approved or not – the course had to fit the “sample course listing”; and while the Institute Directors/Education Committees knew exactly what was being taught and determined that it was necessary, timely and relevant – if the description was not clear, it was not approved by the Education Department; the ID’s should have the ability and authority to make course judgments based on a broader set of criteria for their respective institutions; that if the ID’s are not offering classes the members do not find relevant, the members will undoubtedly speak up; courses approved prior to 2010 are being disallowed now and while the policy states that courses offered through institutes are not required to be “pre-approved” ID’s are being told that these same courses will not be approved in the future; if courses previously approved are no longer valid, a specific reason should be given as to why the*

*courses are no longer allowed; and ID's should be able to add courses they deem necessary and relevant to their specific state and Clerks.*

*Several members stated they needed more information on reinstituting courses offered prior to 2010, but they expressed that blanket disapprovals was not an appropriate action to be taken by the Education Department.*

### **Alternatives to "Seat Time"**

#### **Discussion:**

The Institute Directors would like some discretion and responsibility to deliver a quality, relevant program that fits the educational needs of a particular city, town, state or region. We believe we have an ethical obligation to fulfill requirements to educate Clerks and provide the education in ways that may more closely fit their generational membership, budgets, regional needs, experiences, and expectations.

We view this as a major opportunity to offer innovative learning opportunities to the diverse customers we all serve and the communities they serve.

#### **Recommendation:**

1. Amend the Institute Guidelines, the IIMC Approved Institute Programs to read, "IIMC approved institutes and Academy points are rated at 1 point per 2 in-class contact hours. Up to ten percent of in-class hours may be dedicated to other learning methodologies at the discretion of the Institute Director

### **PR/C SUMMARY COMMENTS:**

*There was strong concurrence with the ID's recommendation to include alternative methods to "seat time instruction". Many expressed that the ID's needed some latitude and flexibility in their ability to offer educational opportunities to their members; that the "one size fits all" approach is no longer the most viable option; that if additional alternatives are instituted, a strong manner of evaluation for these learning methodologies must also be incorporated; ten (10%) is not an unreasonable request.*

### **Non-Compliance of Approved Institutes regarding IIMC Reporting Requirements**

#### **Discussion:**

The Institute Directors support IIMC's requirement that their University partners comply with IIMC reporting requirements.

Compliance guidelines should be broadly distributed and ramifications for not reporting should be developed, in terms of policy and procedure. If reporting is policy and policy is continually violated, it can create issues and problems for all involved in the IIMC education system, as well as the organization itself. Current Guidelines state the Institute shall submit an annual report no later than December 31st of each year.

For example: If an Institute does not submit their annual report by the due date, IIMC shall send a reminder no later than January 15 to the Institute with an extension of 30 days to file the report. If the report is not received by February 15, IIMC shall send another letter of non-compliance to the Institute Director and the State Association. The Non-compliance language contained in the current

Education Guidelines is specific and clear. Those Guidelines should be followed by IIMC in all cases of non-compliance to reporting requirements as well as identified program deficiencies.

**Recommendations:**

1. Amend the Institute Guidelines, Noncompliance, to add “Non-compliance” shall be defined as any one or more of the following conditions:
  - a) Failure to file annual report by December 31
  - b) Continued offering of courses and use of instructors outside parameters of the Guidelines, subsequent to notification by IIMC staff
  - c) Discontinuance of affiliation with college/university
2. Direct IIMC staff to apply the steps for noncompliance as currently written in the Institute Guidelines.

**PR/C SUMMARY COMMENTS:**

*There was concurrence with the ID recommendation and that staff apply the steps as written in the Institute Guidelines. We all have deadlines to meet and this is a very important one; the guidelines were discussed at the conference colloquium and the overriding view was that they should be applied fairly and equally; the state president should be made aware of an institutes failure to file the report; it is imperative that each state association know of any trouble IIMC is having with the ID's failure to file reports in a timely manner.*

**2012 Annual Conference**

- The Institute Directors would like to invite the Program Review and Certification Committee or members of the Committee to meet with us at the 2012 Conference. This meeting could be conducted sometime during the Institute Director's Tuesday discussion and dialogue session. The Institute Directors understand that Committee members are attending Education Sessions and are willing to work around the needs of the Committee members to engage in this important dialogue.
- The Institute Directors would like to meet on both Monday and Tuesday of the Annual conference. A meeting room needs to be reserved for this additional meeting.
- We request that IIMC Education staff be in attendance for at least part of those meetings. It is beneficial for staff to participate in discussions relating to implementation of the Institute Guidelines and hear concerns and recommendations from the Institute Directors. An additional meeting day will provide the Institute Directors with more time to share ideas and best practices for the delivery of quality education to the Clerks we serve.
- We would also recommend to IIMC staff that the Institute Director(s) in the Region that the conference is being held participate in the development of the agenda for the Colloquium and the selection of the Colloquium Facilitator.

**PR/C SUMMARY COMMENTS:**

*There was overwhelming concurrence with the ID recommendation to meet with the PR/C and IIMC staff at the Annual Conference. This meeting would be of great benefit to the PR/C and for IIMC staff; it is a partnership and we should all work together for the good of our membership, our Institutes and Academies; the meeting is vital and a huge step in the right direction – communication of concerns and recommendations to better serve the members; the ID's need a meeting room on both Monday and Tuesday.*

*PR/C members also supported the idea that ID's in the Host Region of the Annual Conference have some involvement in developing the agenda for the Colloquium and assist in the selection of a facilitator.*

The Institute Directors understand the financial and staffing challenges that IIMC has faced in the past few years and are encouraged that plans are underway to recruit and hire an Education Director.

Thank you for the opportunity to share our thoughts and recommendations with you and we look forward to working together in positive ways to enhance the education and professional development of Clerks.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

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

**Date:** September 26, 2011

**Subject:** Mid-Year Committee Report

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## **Background**

### ***Public Relations & Marketing Committee Purpose:***

To market and promote IIMC and its ideals with the dual aims of raising the status and image of local government professionals and attracting new members from all regions.

### ***Committee Members:***

Aimee Nemer, Murphy TX - Region IV, Chair  
Stephanie Kalasz, Moscow, ID – Region VIII, Vice-Chair  
Debra Bernardo, Hattiesburg, MS – Region IV  
Jennifer Berry, Front Royal, VA – Region II  
David Bryant, Lenexa, KS – Region VII  
Shelly Doty, Cleburne, TX – Region IV  
Ronald Gonzales, Fort Worth, TX – Region IV  
Laura Latham, Blackpool, Lancashire, England – Region XI  
Anthony Mejia, San Clemente, CA – Region IX  
Aida Quevedo, Covina, CA – Region IX  
Kathryn Weber, North Pole, AK – Region IX  
Shelley Goodwin, San Marcos, TX – Region IV  
Shaunna Lee-Rice, Maple Valley, WA – Region IX  
Mitzi Ortiz, Lathrop, CA – Region IX  
Diane Zucco, Plano, TX – Region IV  
Claire Lidder, Battle Ground, WA – Region IX  
Gail Pomroy, Board Liaison, Conception Bay South, NF, Canada –Region X  
Roxanne Schneider, Board Liaison, Dysart, IA – Region VI  
Chris Shalby, Staff Liaison, IIMC  
Toni Taber –initial member from Livermore, CA – relocated; current location unknown

### ***2011/2012 Goals & Objectives:***

1. Review and update the Five-year Marketing Plan.
2. Develop a crisis communication plan.
3. Submit articles for the News Digest, e.g., best practices, management, and leadership.
4. Develop marketing plan for Good Governance Award.

## **Discussion**

### **1. Review and update the Five-year Marketing Plan.**

***Subcommittee:*** Aimee Nemer, Stephanie Kalasz, Kathy Weber, Shelley Doty

***Status:*** Received comments from IIMC staff; subcommittee will review and update plan using the approved strategic plan for guidance.

## **2. Develop a crisis communication plan.**

***Subcommittee:*** Roxanne Schneider –Team Leader, David Bryant, Shaunna Lee-Rice, Shelley Goodwin

***Status:*** Subcommittee has worked with IIMC staff and submitted a draft report for board review. (See Attachment 1)

## **3. Submit articles for the News Digest and establish contact/publication list of various publications that IIMC can submit for article publication.**

***Subcommittee:*** Debbie Bernardo, Mitzi Ortiz, Di Zucco, Aida Quevedo, Aimee Nemer

***Status:*** Subcommittee has submitted first in a series of articles entitled “What do Our Members Say” for publication in the November News Digest. Committee is currently developing next question for the second article and establishing panel of participants from the membership. Subcommittee needs to work to establish contact/publication list for reciprocal articles.

## **4. Develop marketing plan for Good Governance Award.**

***Subcommittee:*** Laura Latham –Team Leader, Clair Lider, Anthony Mejia, Ron Gonzales, Jennifer Berry

***Status:*** Subcommittee is working on this objective.

### **Financial**

The PRM committee did not submit any budget requests and no financial impact is anticipated for committee objectives.

### **Summary**

- Committee will continue working on Five-Year Marketing Plan and submit to IIMC staff for input. (Objective 1)
- Committee will await feedback from Board on Crisis Communication Plan (Objective 2)
- Committee will continue submitting articles for Digest and develop a contact/publication list (Objective 3)
- Committee will continue working on a marketing plan for the Good Governance Award

### **Recommendation**

The PRM Committee recommends the board review and provide feedback on the Crisis Communication Plan.

### **Attachments**

- 1) Draft Crisis Communication Plan

## **MANAGEMENT’S RECOMMENDATIONS:**

The Committee has done a nice job of looking into revising the 5-year marketing plan. The changes undergone with the Organization the past few years now need to be incorporated in the plan.

We think the Crisis Communication plan is much needed for the Organization. The Committee did an excellent job of creating and gathering the information. However, Management believes the plan needs to be simpler and would like to work with the committee to streamline it further and have a final document to the Board by the May Board meeting.

We appreciate this committee’s work on the Digest articles (first article to be published in the November Digest). The Governance Award has been in place since 2007 with three individuals and their respective cities winning the Award. It does need a horizontal marketing approach to attract more member participation.

## **I. PURPOSE:**

To effectively manage communications through a formal, clearly defined channel in order to mitigate crisis or serious negative repercussions for the International Institute of Municipal Clerks (IIMC) and maintain a reputation of leadership and transparency on vital issues and breaking news.

In speaking with the media and public, the International Institute of Municipal Clerks Association (IIMC) will provide factual information and messages most beneficial to the organization and sector it represents. We will help the media by providing information that enables them to do their jobs and positions IIMC as a reliable resource and nonprofit leader.

In all communications, we will create a positive opportunity for the public positioning of the sector as a whole. Messages should be responsive and solution/action oriented, reinforcing the Association's position of leadership.

The following is intended to serve as a crisis communications guide for IIMC. Its purpose is to help manage communications around a crisis, but does not suffice for an overall crisis management plan that would also include other organizational considerations. The objectives of this crisis communications plan are as follows:

1. Prepare the IIMC staff and members to effectively manage crisis communications;
2. Help IIMC staff and members respond in a unified, professional manner that reinforces sector leadership and creates loyalty;
3. Strategically enhance the organization's role, and the public understanding of the value provided by IIMC and its members;
4. Manage the distribution of critical information to the media, members, and public;
5. Inform members of IIMC's position to help shape a consistent association wide response.

## **II. CRISIS COMMUNICATIONS POLICY**

- A. All crises should be reported to the Executive Director and President immediately.
- B. Only the chief spokesperson and back-up spokespeople are authorized to release information to the media and to the public.
- C. All other staff, board and committee members should be professional and helpful to the media by connecting them with the spokespeople, but will neither speak to the media, nor provide any information.
- D. There should be one designated crisis management lead person, directing and coordinating all aspects of the organization's response including managing the messages and the media.
- E. There should also be one designated spokesperson that actually interacts with the media and other inquirers. In some cases, particularly in the event of a "small crisis," the two may be the same person. In others, the jobs may be divided to facilitate efficient handling of the situation. Most likely, but not necessarily, the two roles will be filled by the Executive Director and the President, respectively.

- F. All comments should be guided by professionalism and transparency, and serve to mitigate the crisis while reinforcing the leadership role of the IIMC.
- G. When possible, responses should be proactive, responsive, and action-oriented.
- H. IIMC recognizes the importance of media relation to public trust. In times of crisis, maintaining effective media relationships will be particularly critical in bolstering public confidence in the organization.

### **III. CRISIS COMMUNICATIONS CHECKLIST OVERVIEW**

- A. This is a brief overview of crisis management steps.
  - i. Safety – Ensure safety of all staff and site. Call 911 if needed.
  - ii. Notification – Notify the president immediately.
  - iii. Crisis Communications Team – Key staff and, if needed, the chairs of the Board and the Public Relations and Marketing Committee will convene to strategically review the situation and manage the communications surrounding the issue.
    - i. Note: In some cases, a larger Crisis Management Team may be needed when action surrounding the crisis involves more than just handling communications. In those cases, the Crisis Communication Team would be a part of the larger team, though the guidelines in this manual only outline the steps to take in the communication needs surrounding a crisis.

### **IV. COMMUNICATION**

- A. Emergency Phone Matrix: Internal Use Only
  - i. Person responsible for updating:
    - a. Date updated (at least quarterly):
      - i. If the crisis occurs when staff are not in the office and disseminating the information is either critically time-sensitive or jeopardizes the safety of the office, a phone matrix will be used to communicate the information to staff.
    - b. Your job of calling is not done until you reach the next person on the list and have assurances that he or she will continue the matrix. The last person on the matrix is responsible for calling the organization's communications director to ensure that calls are complete.
  - ii. Staff List to include the following: (Indicate with an asterisk the preferred phone number to be used first.)
    - a. Name
    - b. Work Phone/extension
    - c. Home Phone
    - d. Cell Phone
- B. Notifications:
  - i. Determine crisis communications lead person who is responsible for ensuring all tasks are completed

- ii. Determine the crisis communication spokesperson who will answer all media and other inquiries
- iii. Assess the situation to determine the facts
- iv. Determine appropriate response/action
- v. Create plan of action for internal and external communications.
- vi. Develop factual, detailed messages that reflect the status of the crisis, the Association's response, and, if possible, proactive steps to resolve the situation.
- vii. Prepare talking points and provide a script for the receptionist receiving incoming calls.
- viii. Determine if a press release, web and/or voicemail updates are necessary.
- ix. Assess what resources are necessary to manage the crisis (i.e. cell-phone availability, press conference needs, on-location resources – signs, lectern, visuals, etc)
- x. Appoint staff to:
  - a. Serve as the official spokesperson and manage media;
  - b. Keep the chairs of the Board and the Committee Chairs informed;
  - c. Contact partners, allies, members, etc. and assist with sector-wide talking points, if appropriate; and
  - d. Record crisis details, actions taken, external responses, resolution.

C. Action Plan:

- i. Begin placing telephone calls to critical internal audiences, including staff, board members, committee chairs, and members
- ii. Begin media and other external audience outreach, use press release if appropriate.
- iii. Update web site and organization phone mail, if needed.
- iv. Evaluate message effectiveness as the situation progresses.
- v. Implement methods for updating key audiences with ongoing information.
- vi. Distribute post-crisis communications.
- vii. Evaluate crisis communications efforts sector as a whole.

## **V. CONFERENCE CRISIS COMMUNICATIONS**

In the event of a natural or man-made disaster/crisis during the course of the Annual Conference, this plan will serve as the model for relaying information to attendees and to the general public. The President and/or Executive Director shall serve as or appoint a designated spokesperson during the course of the event. The Crisis Communication Policy as outlined in Section II shall be followed to ensure that accurate information is disseminated to attendees.

## **VI. EMERGENCY RESPONSIBILITY AND FUNCTIONS**

A. Board Responsibilities

- i. As soon as practical in a crisis, the board chair or designee will alert the Executive Committee, who will alert the remaining board members via phone. After initial phone alert, updates will be sent via email when possible. If nothing else, after the crisis an email will be sent providing a summary of the situation and resolution details.

- ii. The board phone matrix is the responsibility of the board, not the staff. Staff attention shall remain focused on the crisis situation at-hand.
- iii. Public Relations and Marketing Committee Designee
  - a. Chair or designee will determine the need to alert other members of the committee and seek counsel, if necessary, to support IIMC staff in managing the crisis communications.

## **VII: PLAN UPDATING, TRAINING AND EXERCISES**

A. For the purpose of this plan, the IIMC Executive Director shall serve as the planning coordinator. As such the Director will have authority and responsibility for the maintenance of the plan and approved by the Board.

B. This plan will be reviewed and updated as necessary, but at least once annually. The Director or designee will be responsible for ensuring that this updating occurs, and that it is in accord the National Incident Management System.



**TO: Board of Directors**

**FROM: Ad Hoc Legislative Committee**  
**Randi Johl, Chair**

**DATE: September 30, 2011**

**SUBJECT: Mid-Year Meeting Report**

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## **BACKGROUND**

At its annual meeting in Nashville, the Board of Directors unanimously voted to create an ad hoc Legislative Committee. The Committee consists of a single representative from each of the 11 IIMC regions. The Committee members are as follows: Julie Coelho (Region 1), Kimberly Rau (Region 2), Bea Meeks (Region 3), Mary Ann Hess (Region 4), Michael Griffin (Region 5), Debra Mangen (Region 6), Bruce McKinney (Region 7), Carol Intlekofer-Martin (Region 8), Randi Johl (Region 9), Robert Carnegie (Region 10), Ronny Frederickx (Region 11), Debra Owen (Board Liaison) and Chris Shalby (Staff Liaison).

## **DISCUSSION**

After the Committee make-up was finalized, the Committee met for the first time via conference call on August 17, 2011. The Committee briefly introduced themselves and reviewed the 2011-2012 Goals and Objectives. General topics of discussion included the following:

- The need for a legislative committee at the federal level to communicate relevant information to the membership
- The initial formation of the committee as an informative body with potential for advocacy at a later time
- Opportunities to monitor legislation and trends throughout the various regions
- Service as a clearinghouse for legislative delivery to the membership
- Broader application issues including elections, FOIA, legal notices, open meetings laws, electronic records retention and requests, and unfunded mandates
- Creation of a general policy statement by which to evaluate legislation
- The process for mid-year and final reporting to recommend standing committee status

As a result of the conference call, the Committee's first assignment was to submit their respective thoughts and ideas on the following:

- (1) Value of Creating a Legislative Standing Committee
- (2) Scope of Work for the Committee
- (3) Policy Statement for the Committee
- (4) List of Common Issues/Topics Areas

The information received from the various Committee members was compiled into a single comprehensive document and is attached to this report for your reference.

## **FINANCIAL**

Not Applicable – The Legislative Committee is a volunteer group of municipal clerks, the Committee's meetings are held via conference call, and the Committee's work is conducted via email.

## **SUMMARY**

As you can see from the attached document, the newly-formed ad hoc Legislative Committee has been busy since its inception. It is focused on creating a solid foundation for its long-term growth and overall sustainable benefit to IIMC members. The Committee is confident in its ability to provide long-term value to the membership as a standing committee, is focused on its intentionally narrow scope of work in its infancy stage, is guided by a clear policy statement and is aware of common issue and topic areas.

## **RECOMMENDATION**

The Committee does not have a specific recommendation for the Board at this time other than to generally endorse its scope of work and policy statement as attached so that it can continue its current work. It is anticipated that the Committee will request standing committee status at the upcoming annual Board of Director's meeting in Portland.

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

We believe this committee has a solid upside, but needs more time to build on its goals and objectives. Its first teleconference, which was aptly handled by its chair, uncovered committee members who were enthusiastic about their participating and had many ideas to move forward with its objectives. Management strongly believes in this Committee's direction and that it will take time to establish a path on which to embark. We agree with the Committee's recommendation that it continue to carve out an identity for itself and we will also support their request come May 2012 to ask the Board to make this a standing committee as opposed to an Ad Hoc.

## **IIMC LEGISLATIVE COMMITTEE – ASSIGNMENT NO. 1**

### **1. Value of Creating a Standing Legislative Committee**

There is great value and benefit in creating a standing IIMC Legislative Committee. As an example, the Committee can, among other things, do the following:

- Monitor general legislative trends in all IIMC Regions to determine affects on IIMC members, if any (Proactive)
- Serve as a clearinghouse for gathering and disseminating information regarding local, state and federal existing and proposed legislation to members (Reactive)
- Offer general insight and guidance to IIMC members regarding navigating the local, state, and federal legislative processes
- Serve as a resource for IIMC members in all regions when guidance and support is requested on a specific legislative matter
- Offer a bipartisan viewpoint from the local level when interacting with our local, state, federal and international representatives
- Increase awareness amongst IIMC members regarding the state and federal legislative processes
- Increase awareness amongst the general public regarding the relevance between the Municipal Clerk profession and legislative processes at various levels of government
- Provide an additional opportunity for networking within and outside each of the IIMC Regions

### **2. Scope of Work for the Committee**

The initial scope of work for the Legislative Committee is intentionally limited so as to be containable in the Committee's infancy stage. As the Committee develops over the next two years and establishes a routine with respect to information gathering and dissemination, the scope may be expanded to include additional work (i.e., proactive legislative activity at the federal level, etc.). The initial scope of work is as follows:

- Develop a communication strategy for information gathering and sharing between IIMC members and their states/countries, the states/countries and the region Legislative Committee Member, the Legislative Committee Member and the Legislative Committee at large, the Legislative Committee and the Board of Directors/Executive Director
- Establish a trend collection repository for state, federal and international happenings directly related to the professional responsibilities of the Municipal Clerk

- Formulate a tracking mechanism for existing/proposed state and federal legislation and assign Committee Members to monitor specific topic areas
- Monitor and disseminate information regarding current trends and existing/proposed state and federal legislation, applicable to the Municipal Clerk profession, to the membership through the Board of Directors and Executive Director

### 3. Policy Statement for the Committee

The Legislative Committee of the International Institute of Municipal Clerks (IIMC) is strongly committed to legislative advocacy through the monitoring and dissemination of professionally relevant legislative information to its members ensuring awareness of open and transparent legislative processes at all levels of government.

### 4. List of Common Issue/Topic Areas

This following list of issue/topic areas is an intentionally focused, non-exhaustive list which may be amended as needed as the Committee develops in the upcoming years.

- Elections – Voting Rights Act (VRA), Help America Vote Act (HAVA), Voter Identification, Mail Ballot Elections, Electronic Voting, Ranked Choice Voting, etc.
- Open Meeting and Sunshine Laws
- Public Records - Freedom of Information Act (FOIA), Legal Noticing Requirements
- Records Management - Retention and Electronic Document Management
- Impacts of Unfunded Mandates

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

**From:** Chris Shalby, Executive Director  
Janet Pantaleon, Financial Specialist  
Pilar Archer, Finance Director

**Date:** September 13, 2011

**Subject:** 2011 Projected Year-End Budget And Notes



The 2011 Year End Projected Budget is projected to end with a profit of \$32,064. IIMC's major accomplishment in 2011 was the repayment of the MCEF line of credit, allowing us breathing room with our monthly finances. Equally positive is the reserve fund, which has approximately \$275,000 as of this writing. What follows is a synopsis of each financial area and a reflection of where we stand budget wise.

## **ATHENIAN PROGRAM – 2011 CONFERENCE, NASHVILLE**

The revisions to the process and policies to this Program will eventually make it a positive bottom line item budget wise. The Dialogues in Nashville netted \$3,490, thanks to IIMC member and Past President Mary Lynne Stratta facilitating a Dialogue for no cost. New Policy now allows IIMC to compensate an IIMC member teaching or facilitating a session for us. Compensation will be in the form of reduced conference registration, complimentary room nights or other forms as negotiated between the executive director and facilitator. Going this route will always make these dialogues positive.

## **HEADQUARTERS BUILDING**

Both offices are now leased through 2013 and 2014, respectively.

## **COMMITTEES**

### **Executive Committee**

We are projecting that EC travel budget will be approximately right on target of \$22,000. This figure has remained steady since 2008, cementing the Executive Committee's commitment to maintain a strategic travel plan, using our American Express points as much as possible and to have Presidents pitch in with their City's funds now and then. Great efforts went into last year's President and this year's President to keep Region XI travels to only those associations with which IIMC has strong presence or working toward an Institute.

Major trips scheduled for 2011 included President Nicol's visit to South Africa in September and Nicol's and ED Shalby's trips to the SLCC Conference in London in October. All airline tickets will be through AMEX points if possible with IMASA and SLCC providing complimentary hotel accommodations and meals when possible.

### **Board of Directors – General**

There was no election for Vice President in 2011, thus saving IIMC election expenses. We budgeted \$1,000 and used approximately \$600 to run the Region II election. Those costs included printing ballots, envelopes and postage. An additional \$1,000, which was not part of the 2011 budget, but was allocated to help produce the inaugural IIMC Region XI meeting, held in October prior to the SLCC Conference. IIMC agreed to pay the cost of the meeting.

### **Other Committees**

The Study Abroad Committee will end the 2011 fiscal year over budget by approximately \$7,000. MCEF Policy 8 money received in 2010 was to offset Study Abroad expenses in 2011 by \$7,500. Unfortunately, the funds were fully recognized as income in 2010, therefore, could not be used to offset expenses in 2011.

## **2011 CONFERENCE - NASHVILLE**

The 2011 Conference in Nashville, which was projected to make a profit of \$12,185, will now end the year with a loss of approximately \$36,163. Although Nashville projections were on target and displayed a strong sign for attendance – 700 Delegates, an increase of 105 Delegates from the 2010 Conference in Reno - the hotel's inflexible attrition clause (although they were forewarned with plenty of lead time to reduce the room block), high cost of rooms (\$200 plus with taxes is the most of any IIMC conference in history), high minimums in food and beverage with another 30% service and tax charges, and a late site visit (January 2011 instead of June 2010 due to the 2010 floods in Tennessee) played a key role in contributing to the loss.

Although, IIMC was able to reduce costs in most every other area of the conference from transportation to audio visual, speaker and other miscellaneous costs, it could not recover from two key areas: attrition and food and beverage.

Host Clerk, Marilyn Swing, and the Tennessee Clerks Association – TAMCAR – were generous to rebate IIMC \$25,000 in cash to help with its final payments to the Hotel.

Regardless of the deficit, IIMC took extraordinary measures to minimize loss, anticipating many of the deficiencies including Delegates staying at less expensive properties, and renegotiating new contracts with audio visual and transportation companies. All in all, 700 attendees is a good turnout, especially in this economy, it's unfortunate that we were in such an expensive property. Many thanks to Marilyn Swing and TAMCAR for working with IIMC in keeping costs to a minimum.

## **PAYOUT TO GAYLORD HOTEL**

In early 2011 when we realized we might not meet budget expectations, IIMC created a 2011 conference reserve fund using operating dollars to help with the final payout. Our intent was to continue operating with those funds and not to decrease the reserves. We were able to accomplish that goal.

## **EDUCATION**

Among some of the Department's noteworthy accomplishments to increase revenue include the "ed2go" on-line programs and eliminating the 2011 conference handouts, thus saving on printing, shipping and staff time.

## **MARKETING**

With the advent of the News Digest going on-line in January 2009, IIMC has realized more than \$100,000 in savings for three consecutive years.

On the positive side of being an on-line magazine, IIMC has gained expediency in member delivery, and does not rely on advertising to help contribute costs toward printing. On the negative side, a few of our advertisers have either pulled their ads or reduced the rate of publishing due to their own financial woes.

We continue to be flexible with our advertisers, allowing us more freedom in negotiating costs to maintain the business.

## **MEMBERSHIP**

This area will realize a loss of approximately \$63,000 in revenue, despite a \$10 dues increase that was implemented in 2011. On the positive side, this will be the fourth consecutive year where membership has exceeded the \$1 million mark in revenue. As most associations struggle with maintaining membership, IIMC has been proactive in providing personal contact with those members who have been lagging in renewals. It seems the personal touch works and has allowed IIMC to maintain approximately 9,300 members in total.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

**From:** Chris Shalby, Executive Director  
Janet Pantaleon, Financial Specialist  
Pilar Archer, Finance Director

**Date:** September 30, 2011

**Subject:** 2012 Management's Comments and Recommendations



In reviewing the remainder of 2011 and what is on the horizon in 2012, IIMC continues to follow established procedures, while maintaining a watchful eye on finances and trying to anticipate potential problems. The 2012 budget arrives with a projected positive budget of \$11,335.00.

## **Management's Comments:**

There are several key areas to monitor in 2012: 1) membership numbers hover around 9,300 (as of 9/30/11). Economy, budget cuts and downsizing continue to play key roles in our membership numbers. With the Budget committee and Board's approvals, we will be embarking on a major membership campaign in 2012 (see Membership Drive Report attached); 2) conference attendance, although improved in 2011 from 2010, remains a concern. We have recommended discount programs for 2012 to help increase attendance and the Board has approved them; 3) Vice President Election -- as of today, we are anticipating two candidates for Vice President and that will incur election costs if handled by hard ballots (Committees - Board). We are looking to conduct an electronic election in-house with our current survey software programs to help curtail costs; however, there is a discrepancy in the election process altogether. The definition of an election in IIMC's Constitution and the Policy Manual differ in whether or not we can conduct an electronic election for Vice President candidates. The Policy Committee is reviewing the verbiage and should have a recommendation to the Board in this Agenda. The last Vice President election we held was in 2008 and that cost was approximately \$11,000.

Management believes that all departments have operated well with restrictions in budget and personnel. IIMC will continue to operate under existing external and internal conditions and continue to provide the Organization with excellent resources.

## **ADMINISTRATION**

There is nothing major to note in this area that is outside of the proposed budget. The 2012 budget does not provide for an increase in staff salaries. Although the Budget committee and Management discussed various options thoroughly, it was the general consensus that salaries remain status quo considering IIMC's financial concerns for 2012.

## **BUILDING**

Our two current tenants have leases taking them through 2013 and 2014, respectively. Since we locked in the \$1.15 Per Square Foot (PSF) in May 2011, we're not looking at a rental increase for another two years. The reasoning for this was that we wanted to secure tenants, knowing how much of a drain it is for IIMC to operate the building without a tenant.

There is still a glut of available and newer buildings near Headquarters for rent. IIMC can rest assured these next few years knowing that the building is leased 100%.

The current market lease rates for the individual suites are in the \$.95 to \$1.10 PSF range.

### **CONFERENCE -- 2012 Conference – Portland, OR**

The Committee and Board accepted our recommendations last year to reduce expenses for two IIMC events beginning with the 2012 conference in Portland, OR.

- Opening Reception – reduce budget from \$35,000 to \$25,000
- All Conference Event – reduce budget from \$50,000 to \$40,000 or \$0/per person

The savings of \$20,000 will help IIMC's bottom line. It was also a prudent move as we head toward the unknown with today's economic conditions strongly curtailing future conference attendance.

As for the 2012 Conference in Portland, we are projecting 750 Delegates with 100 guests. We will utilize three hotels and a reservation bureau (Travel Portland):

- \*• The Red Lion -- \$145 per night
- \*• The Doubletree (host) -- \$167 per night
- The Hilton (co-host) -- \$182 per night

\*The first two hotels will use public transportation (No Cost - MAX). The Red Lion is located one block from the Oregon Convention Center (exhibit hall, education sessions, etc., will be held there) and the Doubletree is 4 blocks away (2 metro stops to the OCC). Delegates from both of these hotels can walk to the OCC, but may choose to use MAX.

The Hilton is the farthest property and although we were encouraged to use public transportation, Management doesn't recommend it. IIMC will hire a private bus company to ferry Delegates staying at the Hilton to the OCC.

**NOTE: At this time, Management will also be researching the possibilities of using transportation for attendees at the Red Lion and Doubletree Hotels.**

**As part of the Portland conference package, Travel Portland (CVB) has allocated a \$15,000 stipend toward transportation. A good portion of this money will go toward transportation for the All Conference Event. The balance will be used toward the off site Region X and XI education session and VIP transportation.**

All three hotels offer a 10% rebate (7% to IIMC and 3% to Partners, Ltd.). The Red Lion has no attrition; the Doubletree and Hilton have attrition. We've taken the liberty of reducing the Hilton room block by 10%, and have asked for more. We've also asked the Doubletree to reduce their room block by 10%. As of this report, we've not heard back on our requests. The Doubletree and Red Lion should sell out.

The upside of Portland is that it is in Region 9 and that could increase attendance by almost 50 to 100 Delegates. The other positive is that there is no food and beverage minimum in the OCC, allowing IIMC to spend as much or as little as possible while still meeting Delegates' meal needs.

Areas of concern to date include:

- Economic problems continue to affect attendance;
- Little concessions on staff and VIP rooms;
- Public transportation from the Red Lion and Doubletree hotels.

Management recommends the following to increase attendance for the 2012 Conference:

- Revise the printing of the Conference daily program – a savings of approximately \$2,000 to \$4,000. We would now produce an 8.5 x 11 inch program, instead of the specially configured one we currently use. We will continue to upload the education session handouts, similar to 2011, thus saving us costs on time, printing and shipping. There were no repercussions to going on line with the handouts;
- Offer a \$25.00 discount for each additional Academy session after paying the \$195.00 fee for the first Academy. This could spur more Academy participants;
- Extend the discount program to cover all of Regions 9 and 8 (IIMC's population in Region 9 is 1,400 and in Region 8 is 1,151). The total number of IIMC members in these regions is approximately 2,551. The past two conferences (2010 and 2011), we've extended the discount program to the host region and other regions that we deemed to be within close driving proximity of the host city;
- Decrease the Region X registration fee to a flat \$460.00US (**No other discounts (first timer or Region) would apply to this area**)  
The thought behind this discount is that British Columbia, which has 101 IIMC members, is only a 5-hour drive to Portland. For those Delegates wanting to save on airfare and carpool, this could be a solid incentive; and
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$460.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$460.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable.

## EDUCATION

The Department has performed well this past year. We're anticipating growth with the addition of a Director of Education.

## MARKETING

Membership is not the only area where the economy has made an impact. We've started to notice our News Digest advertising dollars slip away as a few of our long time advertisers are also feeling the pinch of the economy. As municipalities cut back spending, our advertisers are feeling it, too, as our members, their clients, aren't spending as much on products.

The major key with the on-line Digest is that it allows us the flexibility to negotiate ad costs since IIMC does not incur any significant costs to produce (\$250/month for design).

## MEMBERSHIP

Although we're projecting a healthy year-end \$1,049,000 budget for 2011, the concerns for 2011 remain the same for 2012. They are:

- Decrease in membership due to lagging economy; and

- Budget reductions in local government that were realized in 2010 and will continue through at least 2013 to 2015.

### **2012 Membership Dues**

There are no membership dues increases for 2012. In 2011, IIMC increased dues by \$10 across all three levels of membership. Policy states that we propose a dues increase every two years. The next scheduled dues increase to present to the Board will be at the 2012 mid-year Board meeting. If approved at that time, an increase will be implemented for 2013.

The department has taken measures to ensure continuity of IIMC's 9,300 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotions to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-briefings to promote IIMC services and features. We're also employing the Board in recruiting efforts as well as the Membership committee.

### **2012 Membership Campaign**

The Executive Director's update attaches the proposal for a targeted membership marketing campaign that has budget implications.

**IIMC Financials**  
**2012 Budget Worksheet**  
**SUMMARY TOTALS**

	2011	2008	2009	2010	2011	2012
Department	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME:</b>						
Administration	22,350	25,024	23,761	22,025	21,794	21,600
Building	62,154	66,363	54,535	71,048	63,204	59,000
Conference	606,350	639,688	688,417	532,686	572,288	570,775
Education	148,850	175,584	200,175	168,438	125,457	122,700
Marketing	48,100	58,626	56,284	52,987	37,550	40,350
Membership	1,110,500	1,032,368	1,021,261	1,040,952	1,049,469	1,056,000
Other Income						
<b>Total Income</b>	<b>1,998,304</b>	<b>1,997,653</b>	<b>2,044,433</b>	<b>1,888,136</b>	<b>1,869,762</b>	<b>1,870,425</b>
<b>EXPENSES:</b>						
Administration	517,089	390,426	425,989	493,397	499,039	533,237
Building	168,846	161,743	150,609	156,097	150,426	148,832
Committee - Board of Directors	88,363	79,263	62,713	70,171	90,934	89,050
Committee - Executive	22,600	23,556	17,134	15,657	22,400	22,600
Committees - Other	19,050	6,533	12,752	7,449	26,550	15,540
Conference	594,165	656,174	606,413	509,511	604,825	522,350
Education	317,200	333,043	291,981	205,424	191,427	225,731
Marketing	96,400	193,310	-	96,846	96,257	119,850
Membership	171,840	131,450	141,662	153,341	155,840	181,900
<b>Total Expense</b>	<b>1,995,553</b>	<b>1,975,498</b>	<b>1,709,253</b>	<b>1,707,894</b>	<b>1,837,698</b>	<b>1,859,090</b>
<b>PROFIT/(LOSS)</b>						
Administration	(494,739)	(365,402)	(402,228)	(471,372)	(477,245)	(511,637)
Building	(106,692)	(95,381)	(96,074)	(96,073)	(85,049)	(87,222)
Board of Directors	(88,363)	(79,263)	(62,713)	(70,171)	(90,934)	(89,050)
Committee - Executive	(22,600)	(23,556)	(17,134)	(15,657)	(22,400)	(22,600)
Committees - Other	(19,050)	(6,533)	(12,752)	(7,449)	(26,550)	(15,540)
Conference	12,185	(16,486)	82,003	23,175	(32,537)	48,425
Education	(168,350)	(157,459)	(91,806)	(36,986)	(65,970)	(103,031)
Marketing	(48,300)	(134,683)	56,284	(43,859)	(58,707)	(79,500)
Membership	938,660	900,918	879,599	887,610	893,629	874,100
<b>Net Profit/(Loss)</b>	<b>2,751</b>	<b>22,155</b>	<b>335,180</b>	<b>180,242</b>	<b>32,064</b>	<b>11,335</b>

Controls

**IIMC Financials**  
**2012 Budget Worksheet**  
**Administrative**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Interest	1,300	2,380	2,661	1,000	794	600
Misc Admin Revenue	50	1,645	100	25	-	-
MCEF Development Contract	21,000	21,000	21,000	21,000	21,000	21,000
<b>Total Income</b>	<b>22,350</b>	<b>25,024</b>	<b>23,761</b>	<b>22,025</b>	<b>21,794</b>	<b>21,600</b>
<b>OVERHEAD EXPENSES</b>						
Salary/Wages	249,100	116,902	129,800	132,462	252,579	268,100
Contract Labor	46,900	115,317	122,437	168,991	58,675	60,000
Salary Benefits	51,900	16,901	22,044	33,247	46,965	44,000
Payroll Taxes-Employer	23,400	11,070	11,856	11,994	23,000	20,000
Workers Comp Insurance	2,900	4,093	1,943	1,426	1,904	2,800
Computer/Software Purchase	6,100	1,265	948	1,231	64	1,000
Computer/Software Support	30,700	28,521	31,184	31,846	28,526	34,200
Depreciation Furn/Amortization Exp	8,600	18,945	14,265	11,570	7,368	7,037
Loss on Disposal of Asset				3,139	-	-
Office Equipment Lease	4,000	1,636	2,652	4,266	3,936	4,000
Office Equipment Maint	4,100	3,249	3,618	3,007	2,334	3,100
Office Equipment Purchase	1,000	287	285	-	-	1,000
Office Supplies	8,100	6,594	6,534	6,724	4,454	6,100
Telephone	10,300	8,794	9,295	9,874	9,829	10,200
Web Site	8,100	4,588	545	10,640	3,300	3,400
Auditor Fees	13,000	12,100	12,900	13,250	13,248	14,500
Auto Mileage-Staff	300	121	110	83	150	300
Copier	8,800	7,286	7,738	7,736	8,184	8,500
Credit Card Fees	1,200	3,233	1,365	1,187	1,551	1,600
Bank Analysis Fees	3,500			3,879	3,599	3,700
Insurance-Retiree (*)	9,804	11,457	9,479	11,158	11,334	13,000
Legal Fees	2,500	2,523	8,322	-	2,500	500
LOC MCEF Interest	-		12,842	6,465	-	-
LOC MCEF Payment	-	-	4,587	2,316	-	-
Memberships	1,100	691	562	1,039	800	800
Payroll Processing	1,800	1,589	1,703	1,920	1,800	1,800
Postage/Courier/Mailing	2,400	2,120	2,040	2,615	1,994	2,300
Printing	1,800	2,603	331	2,462	1,273	2,500
Professional Develop/Training	1,900	625	42	1,305	800	3,000
Shipping	800	1,228	820	506	237	500
Subscriptions/Publications	300	327		-	300	300
Taxes Business	285	50	285	35	35	
Admin Accommodations	3,000	647	468	614	1,100	3,300
Admin Airfare	3,700	2,284	2,223	2,828	3,300	6,000
Admin Ground	800	318	255	645	500	1,300
Admin Meals	1,200	243	211	1,178	1,200	2,200
Admin Other	200	61	7	50	200	200
Other	3,500	2,760	2,294	1,709	2,000	2,000
<b>Total Administrative Expenses</b>	<b>517,089</b>	<b>390,426</b>	<b>425,989</b>	<b>493,397</b>	<b>499,039</b>	<b>533,237</b>
<b>Net Profit/Loss prior to Litigation</b>	<b>(494,739)</b>	<b>(365,402)</b>	<b>(402,228)</b>	<b>(471,372)</b>	<b>(477,245)</b>	<b>(511,637)</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Building**

	2011	2008	2009	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>							
Rental Income	62,154	66,363	54,535	54,535	71,048	63,204	59,000
<b>Total Income</b>	<b>62,154</b>	<b>66,363</b>	<b>54,535</b>	<b>54,535</b>	<b>71,048</b>	<b>63,204</b>	<b>59,000</b>
<b>DIRECT EXPENSE</b>							
Amortize Loan Costs	1,606	1,606	1,606	1,606	1,606	1,606	1,606
Association Fees	3,120	2,418	2,760	2,760	2,760	2,760	2,160
Depreciation Building	33,000	28,497	28,531	28,531	30,771	31,287	32,446
Insurance Fire/Property	4,000	4,492	3,559	3,559	3,956	3,832	4,000
Landscaping	4,500	4,870	3,360	3,360	4,616	3,630	4,100
Mortgage Interest	68,500	71,558	69,623	69,623	68,276	60,000	60,000
Office Cleaning - IIMC	3,120	3,060	3,060	3,060	3,060	3,120	3,120
Property Tax	14,500	13,932	14,272	14,272	14,214	14,100	14,500
Repair/Maint Building	10,000	9,697	4,433	4,433	5,101	8,000	6,100
Repair/Maint Grounds	7,100	2,213	1,047	1,047	201	5,000	3,900
Supplies	100	76	148	148	345	100	-
Utilities	14,500	16,423	14,194	14,194	13,466	14,000	13,800
Allocation to Bldg Reserve	1,000	-	-	-	-	1,000	1,000
Office Cleaning - Tenants	1,800	2,902	1,562	1,562	1,752	1,991	2,100
Commissions	2,000	-	2,454	2,453	5,973	-	-
<b>Total Direct Expense</b>	<b>168,846</b>	<b>161,743</b>	<b>150,609</b>	<b>150,608</b>	<b>156,097</b>	<b>150,426</b>	<b>148,832</b>
<b>Net Profit/Loss</b>	<b>(106,692)</b>	<b>(95,381)</b>	<b>(96,074)</b>	<b>(96,073)</b>	<b>(85,049)</b>	<b>(87,222)</b>	<b>(89,832)</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Committees**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>EXECUTIVE COMMITTEE:</b>						
Telephone	500	1,645	793	227	300	500
Travel Accommodations	7,000	3,894	6,299	3,330	7,000	7,000
Travel Airfare	10,000	13,818	5,567	7,966	10,000	10,000
Travel Ground	2,000	1,936	2,249	983	2,000	2,000
Travel Meals	3,000	2,116	2,176	2,122	3,000	3,000
Travel Other	100	78	-	-	100	100
Other	-	68	50	1,003	-	-
<b>Total Expense</b>	<b>22,600</b>	<b>23,556</b>	<b>17,134</b>	<b>15,657</b>	<b>22,400</b>	<b>22,600</b>
<b>BOARD OF DIRECTORS:</b>						
<b>General</b>						
Election Expense	1,000	10,692	-	-	666	11,000
Insurance Officers & Directors	6,000	-	3,170	5,083	6,862	6,600
Legal Fees	-	455	176	2,100	385	1,000
Meeting Expenses	-	1,164	-	-	-	-
Strategic Planning	12,000	6,778	10,430	12,184	12,000	12,000
Postage	50	21	17	68	104	50
Shipping	50	81	45	12	50	100
Telephone	2,500	3,080	2,427	914	1,500	2,500
Memorials	700	-	350	300	500	700
Other Expenses	300	280	50	272	300	300
<b>General</b>	<b>22,600</b>	<b>22,551</b>	<b>16,665</b>	<b>20,933</b>	<b>22,367</b>	<b>34,250</b>
<b>Mid-Year</b>						
Travel Accommodations	15,000	13,405	8,804	11,314	15,000	11,000
Travel Airfare	17,000	13,805	12,525	10,890	17,000	17,000
Travel Ground	1,000	2,550	1,696	2,340	1,000	1,000
Travel Meals	10,000	12,502	11,340	8,276	10,000	10,000
Travel Other	300	108	81	60	300	300
Meeting Expenses	-	-	1,500	1,291	1,000	1,000
<b>Mid Year</b>	<b>43,300</b>	<b>42,370</b>	<b>35,946</b>	<b>34,171</b>	<b>44,300</b>	<b>40,300</b>
<b>Conference</b>						
Travel Accommodations	5,663	12,384	8,980	6,846	10,831	7,000
Travel Airfare	800	430	930	757	-	1,000
Travel Ground	300	294	192	-	75	500
Travel Meals	1,400	992	-	565	803	2,000
Board Meeting Expense	9,800	-	-	4,009	8,703	-
Board Meeting A/V	4,500	-	-	11	3,855	4,000
Travel Other	-	243	-	2,879	-	-
<b>Conference</b>	<b>22,463</b>	<b>14,342</b>	<b>10,102</b>	<b>15,067</b>	<b>24,267</b>	<b>14,500</b>
<b>Total Expense</b>	<b>88,363</b>	<b>79,263</b>	<b>62,713</b>	<b>70,171</b>	<b>90,934</b>	<b>89,050</b>
<b>BUDGET AND PLANNING:</b>						
Travel Accommodations	3,500	2,719	4,210	2,674	3,500	1,890
Travel Airfare	3,500	2,190	1,466	2,745	3,500	3,600
Travel Ground	500	281	549	242	500	500
Travel Meals	1,500	1,003	1,451	1,225	1,500	1,200
Travel Other	-	-	-	-	-	200
<b>Subtotal Board of Directors - Budget &amp; Planning</b>	<b>9,000</b>	<b>6,192</b>	<b>7,676</b>	<b>6,886</b>	<b>9,000</b>	<b>7,390</b>
<b>CONFERENCE POLICY:</b>						
Meeting Expenses	200	-	36	-	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>36</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>EDUCATION / PERSONAL GROWTH:</b>						
Meeting Expenses	200	-	-	-	200	200
Telephone	50	-	360	59	50	50
Shipping	-	31	-	-	-	-
<b>Total Expense</b>	<b>250</b>	<b>31</b>	<b>360</b>	<b>59</b>	<b>250</b>	<b>250</b>
<b>ELECTION:</b>						
Meeting Expenses	200	-	-	-	100	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>200</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Committees**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>ETHICS:</b>						
Telephone	200	-	92	213	-	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>92</b>	<b>213</b>	<b>-</b>	<b>200</b>
<b>INTERNATIONAL RELATIONS:</b>						
Exchange Program	3,500	-	3,060	-	3,500	3,000
Study Abroad	1,300				8,800	-
Meeting Expenses	200	-		-	1,100	200
Telephone	-	27		2		-
<b>Total Expense</b>	<b>5,000</b>	<b>27</b>	<b>3,060</b>	<b>2</b>	<b>13,400</b>	<b>3,200</b>
<b>POLICY REVIEW</b>						
Telephone	200	-	324	158	200	200
Codification						
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>324</b>	<b>158</b>	<b>200</b>	<b>200</b>
<b>MEMBERSHIP:</b>						
Telephone				26		
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26</b>	<b>-</b>	<b>200</b>
<b>MENTORING:</b>						
Telephone	200	21	-	-	100	200
Promotion	200	-	-	70	-	-
<b>Total Expense</b>	<b>400</b>	<b>21</b>	<b>-</b>	<b>70</b>	<b>100</b>	<b>200</b>
<b>PROGRAM REVIEW:</b>						
Meeting Expenses	200	-		-	200	200
Telephone	-	217	1,053	35		
<b>Total Expense</b>	<b>200</b>	<b>217</b>	<b>1,053</b>	<b>35</b>	<b>200</b>	<b>200</b>
<b>PUBLIC RELATIONS:</b>						
Telephone	400	46	-	-	200	200
<b>Total Expense</b>	<b>400</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>RECORDS MANAGEMENT:</b>						
Publications - writing/editing/design	2,500			-	2,500	2,500
Telephone	100	-	63	-	100	-
<b>Total Expense</b>	<b>2,600</b>	<b>-</b>	<b>63</b>	<b>-</b>	<b>2,600</b>	<b>2,500</b>
<b>RESEARCH:</b>						
Meeting Expenses	100	-	63	-	100	200
Telephone	-	-	-			
<b>Total Expense</b>	<b>100</b>	<b>-</b>	<b>63</b>	<b>-</b>	<b>100</b>	<b>200</b>
<b>RESOURCE &amp; INFORMATION:</b>						
Meeting Expenses	100	-		-	100	200
<b>Total Expense</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>200</b>
<b>TASK FORCE(S): Legislative Committee</b>						
Telephone	200	-	25	-	100	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>100</b>	<b>200</b>
<b>Executive Committee</b>	22,600	23,556	17,134	15,657	22,400	22,600
<b>Board of Directors</b>	88,363	79,263	62,713	70,171	90,934	89,050
<b>Other Committees</b>	19,050	6,533	12,752	7,449	26,550	15,540
<b>Total Expense</b>	<b>130,013</b>	<b>109,352</b>	<b>92,599</b>	<b>93,277</b>	<b>139,884</b>	<b>127,190</b>
<b>Net Profit/Loss</b>	<b>(130,013)</b>	<b>(109,352)</b>	<b>(92,599)</b>	<b>(93,277)</b>	<b>(139,884)</b>	<b>(127,190)</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Conference**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Registration Members-Full	420,350	402,700	476,800	340,398	394,908	424,875
- Comp - Full Registration	(20,000)	(6,985)	(8,250)	(25,965)	(20,430)	(20,000)
- Discount - First Timer		(8,900)	(12,450)	(6,550)	(9,150)	(10,000)
- Discount - Multi-Attendees						(5,000)
- Discount - Conference Region		(2,350)	(19,750)	(9,900)	(14,500)	(17,000)
- Discount - Region X		(1,150)	(1,100)	(850)	(850)	(4,000)
Registration Guest	25,000	24,450	28,650	19,250	28,100	25,000
Donations & Sponsorships	46,500	63,975	43,725	46,500	45,350	44,000
Exhibitor Program	28,000	30,700	27,200	26,100	33,400	35,000
Cancellation Fee	3,000	3,161	3,043	3,016	2,646	3,000
Misc Conference Revenue	63,000	75,227	88,959	95,519	81,414	65,500
Academy Workshop	33,500	42,926	47,649	34,209	26,715	23,400
Athenian Leadership Society	4,000	12,920	10,870	7,205	4,360	3,000
Boutique Sales	3,000	3,014	3,071	3,754	325	3,000
<b>Total Income</b>	<b>606,350</b>	<b>639,688</b>	<b>688,417</b>	<b>532,686</b>	<b>572,288</b>	<b>570,775</b>
Conference Full - Attending		710	829	570	680	
Conference Full - Comp			17	48	36	
Conference Full - Paying (*)	<b>700</b>	<b>710</b>	<b>812</b>	<b>522</b>	<b>644</b>	<b>750</b>
Conference Retired		<b>29</b>	<b>38</b>	<b>26</b>	<b>31</b>	<b>25</b>
Conference Guest	<b>100</b>	<b>100</b>	<b>119</b>	<b>77</b>	<b>112</b>	<b>100</b>
<b>DIRECT EXPENSES</b>						
Planner - Contract Labor	55,000	51,752	53,684	55,008	55,000	55,000
Planner Travel Accommod.	100	-	112	-	2,576	3,800
Planner Airfare	1,000	615	765	765	1,272	1,000
Planner Ground Travel	200	349	322	218	248	300
Planner Travel Meals	700	622	775	670	1,995	1,600
Planner Travel Other	100	136	587	-	83	100
<b>Planner</b>	<b>57,100</b>	<b>53,474</b>	<b>56,245</b>	<b>56,661</b>	<b>61,174</b>	<b>61,800</b>
Academy Speaker Fees	20,000	23,000	19,000	22,000	12,000	16,000
Academy Speaker Accommodations	4,300	3,553	1,835	447	3,068	2,900
Academy Speaker Meals	1,000	899	341	495	423	800
Academy Speaker Travel	9,700	6,821	3,444	2,835	3,053	7,800
Academy Materials/Supplies	1,000	201	171	2,265	-	1,000
Academy Transportation					-	
<b>Academy Speakers</b>	<b>36,000</b>	<b>34,473</b>	<b>24,791</b>	<b>28,042</b>	<b>18,544</b>	<b>28,500</b>
Gen/Plenary Speaker Fees	30,000	31,000	25,000	44,250	22,000	30,000
Gen/Plenary Speaker Accommodations	1,300	576		447	877	500
Gen/Plenary Speaker Meals	300	116	-	-	114	
Gen/Plenary Speaker Travel	3,000	1,488	1,439	-	251	2,600
<b>Gen/Plenary Speaker</b>	<b>34,600</b>	<b>33,180</b>	<b>26,439</b>	<b>44,697</b>	<b>23,242</b>	<b>33,100</b>
Speakers Accommodations	9,000	1,559	2,661	2,685	4,051	7,700
Speakers Fees	32,000	9,000	13,800	20,250	17,250	27,000
Speakers Meals	2,100	78	486	1,031	921	2,100
Speakers Travel	12,500	1,647	3,944	5,345	4,989	8,000
<b>Speakers</b>	<b>55,600</b>	<b>12,285</b>	<b>20,891</b>	<b>29,311</b>	<b>27,211</b>	<b>44,800</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Conference**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
Staff Travel Accommod.	11,000	11,530	13,394	6,803	14,852	14,000
Conf. Travel Airfare Staff	5,000	5,142	4,159	3,756	1,293	5,000
Conf. Travel Ground - Staff	100	764	1,646	921	311	500
Conf. Travel Meals - Staff	3,285	5,158	6,472	3,450	4,520	4,000
Conf. Travel Other - Staff	200	143	360	47	162	100
<b>Staff</b>	<b>19,585</b>	<b>22,736</b>	<b>26,031</b>	<b>14,977</b>	<b>21,138</b>	<b>23,600</b>
Conf. Transportation - VIP	1,000	1,437	1,139	-	1,000	-
Travel Accommodations VIP	4,000	9,873	4,087	4,922	9,447	8,500
<b>VIP</b>	<b>5,000</b>	<b>11,310</b>	<b>5,225</b>	<b>4,922</b>	<b>10,447</b>	<b>8,500</b>
Opening Reception	35,000	35,142	30,000	35,500	16,000	25,000
All Conference Event	40,000	60,018	59,079	34,100	40,350	40,000
Opening Ceremony	500	362	10,350	350	453	400
<b>Events</b>	<b>75,500</b>	<b>95,522</b>	<b>99,429</b>	<b>69,950</b>	<b>56,803</b>	<b>65,400</b>
Food & Beverage	85,780	154,437	106,560	82,636	144,676	85,600
Meeting/Comm.F&B/AV	1,000	12,400	13,199	-	-	-
Colloquim Food & Beverage	-	-	1,163	547	-	700
Annual Banquet	50,000	58,798	46,733	23,184	54,290	38,600
Private Receptions	10,000	9,696	14,029	10,303	7,555	11,000
Meeting Expense - MCEF	6,100	4,211	4,118	2,563	1,329	1,200
<b>Food &amp; Beverage</b>	<b>152,880</b>	<b>239,542</b>	<b>185,801</b>	<b>119,233</b>	<b>207,850</b>	<b>137,100</b>
Credit Card Fees	9,000	9,230	11,740	7,902	9,091	9,000
Hotel Room - Attrition					63,016	
Athenian Leadership Society	600	10,977	8,500	4,906	870	1,000
Conference Consulting	-	-	-	435	-	-
Telephone/Internet	4,000	7,192	5,583	2,796	2,035	2,300
Awards & Gifts	3,000	2,864	3,127	5,493	2,317	3,000
Discount Program Refunds						-
Office Supplies	100	83	572	189	161	200
Shipping	3,000	3,221	2,810	1,643	2,949	3,000
Lanyards/Bags	4,000	4,938	3,189	4,814	2,337	2,500
Conference Security	2,000	840	935	1,638	2,249	2,000
Colloquium Institute Director	500	416	-	26	2,692	2,850
Postage/Courier/Mailing	500	908	800	619	96	500
Conf. Transportation	15,000	-	8,805	11,531	5,750	5,000
Audio/Visual	80,000	85,111	35,326	57,840	47,784	50,000
Copier	100	120	11	431	15	-
DJ	-	1,500	-	2,175	-	-
Exhibit Hall	4,000	3,601	6,642	3,902	4,569	4,000
Onsite Labor	500	140	45,006	-	-	-
Design Work	500	200	550	-	-	1,000
Photographer	2,500	4,080	3,500	2,500	3,359	3,500
Signage	100	-	287	-	-	-
Conference Printing/Design Work	20,000	16,105	21,907	21,521	21,953	20,000
Merchandise	2,000	1,466	1,781	1,872	210	2,000
Conference Scanners Expense	6,000	-	-	9,191	6,797	6,000
Other	500	662	491	294	166	500
Conference CD Handout						1,200
<b>Subtotal Operating Expenses</b>	<b>157,900</b>	<b>153,653</b>	<b>161,561</b>	<b>141,718</b>	<b>178,416</b>	<b>119,550</b>
<b>Total Direct Expense</b>	<b>594,165</b>	<b>656,174</b>	<b>606,413</b>	<b>509,511</b>	<b>604,825</b>	<b>522,350</b>
<b>Net Profit/Loss</b>	<b>12,185</b>	<b>(16,486)</b>	<b>82,003</b>	<b>23,175</b>	<b>(32,537)</b>	<b>48,425</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Education**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME:</b>						
MCEF Contribution/Policy 8	25,000	29,234	39,275	44,374	29,000	25,000
Fees CMC	40,000	43,436	45,645	38,820	37,000	26,000
Fees CMC Recertification	-	14,250	6,550	(950)	(100)	-
Fees MMC	60,000	59,380	75,980	57,620	45,900	60,000
Pin CMC	100	30	60	90	300	100
Pin MMC	150	30	-	120	120	200
Plaques CMC	8,000	6,900	8,315	7,645	7,070	5,200
Plaques MMCA	-	-	10	16	-	-
Distance Ed Registration	15,600	13,450	17,990	19,635	10,117	6,000
Conference CD Rom	-	13,575	11,120	8,100	1,050	-
Misc Education Income	-	300	-	192	-	200
MCEF Scholarship	-	(5,000)	(4,800)	(7,224)	(5,000)	-
<b>Total Income</b>	<b>148,850</b>	<b>175,584</b>	<b>200,175</b>	<b>168,438</b>	<b>125,457</b>	<b>122,700</b>
<b>DIRECT EXPENSES:</b>						
Salary/Wages	209,000	239,751	214,114	125,996	125,000	153,714
Salary Benefits	35,000	34,654	23,767	17,963	18,060	18,067
Payroll Taxes - Employer	18,500	21,114	19,548	11,086	12,107	14,000
Workers Comp Insurance	2,500	2,447	2,193	888	1,524	1,500
Computer/Software	-	43	-	19,771	870	-
Conference CD Rom	-	6,688	222	-	-	-
Credit Card Fee	2,600	1,710	2,923	1,725	2,137	2,600
Distance Ed	15,600	6,837	13,350	14,385	14,000	10,800
Memberships	500	-	-	-	200	300
Pins CMC	2,100	-	-	-	2,100	1,500
Pins MMC	2,100	-	-	691	1,000	2,100
Plaques	5,000	3,536	4,944	5,076	5,000	4,500
Office Supplies	-	-	136	-	-	-
Postage/Courier/Mailing	1,500	704	1,071	2,027	1,083	2,000
Printing	1,800	-	3,281	(1,275)	417	1,500
Shipping	6,000	5,725	4,770	6,139	4,372	4,800
Professional Develop/Training	2,000	188	42	767	1,000	2,000
Program Development	5,000	1,196	1,595	109	800	5,000
Subscriptions/Publications	500	100	25	-	250	500
Telephone	500	667	-	75	7	100
Staff Travel Accommodations	2,000	737	-	-	500	-
Staff Airfare	2,000	1,435	-	-	500	-
Staff Travel Ground	1,500	412	-	-	100	250
Staff Travel Meals	750	338	-	-	200	250
Staff Travel Other	750	-	-	-	200	250
<b>Total Direct Expense</b>	<b>317,200</b>	<b>333,043</b>	<b>291,981</b>	<b>205,424</b>	<b>191,427</b>	<b>225,731</b>
<b>Net Profit/Loss</b>	<b>(168,350)</b>	<b>(157,459)</b>	<b>(91,806)</b>	<b>(36,986)</b>	<b>(65,970)</b>	<b>(103,031)</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Marketing**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Advertising	19,000	26,005	26,408	22,570	13,640	10,800
Advertising/Sponsor	16,500	14,017	16,001	15,771	15,007	19,250
Advertising Website	1,500	1,587	976	2,004	1,171	1,000
Royalty - Liberty Mutual	1,000	1,342	934	1,084	-	-
Royalty - MBNA MasterCard	1,500	3,536	2,774	2,632	1,100	1,500
Royalty - Robert's Rule of Order	800	1,711	1,054	1,037	516	800
Royalties Other - E.Mina	1,000	1,002	2,190	445	672	500
Mailing Lists	1,500	1,048	850	1,700	500	500
Merchandise	1,000	-	-	-	500	1,000
Publications	4,000	7,717	4,557	5,444	3,344	4,000
Publications - Book 8 NAP	300	661	540	300	1,100	1,000
<b>Total Income</b>	<b>48,100</b>	<b>58,626</b>	<b>56,284</b>	<b>52,987</b>	<b>37,550</b>	<b>40,350</b>
<b>DIRECT EXPENSES</b>						
Contract Labor- Chris	81,900	78,000	81,900	81,900	-	
Salary/Wages					81,900	86,000
Salary Benefits						12,500
Payroll Taxes - Employer						5,800
Workers Comp Insurance	500	-	342	511	600	900
Advertising	-	71	-	-	-	-
Credit Card Fee	300	369	516	165	150	200
Awards & Gifts	1,000	1,388	2,997	1,007	500	1,000
Postage	50	44	11	121	-	-
Design Work (non conference)	500	-	-	310	500	500
Merchandise	500	316	496	-	675	500
Shipping	100	320	29	74	-	100
Staff Travel Accommodations	600	305	-	704	600	600
Staff Airfare	500	592	40	50	500	500
Travel Exhibit	3,000	3,093	2,328	2,294	2,200	3,000
Staff Travel Ground	250	495	75	108	250	250
Staff Travel Meals	500	246	268	232	500	500
Staff Travel Other	200	237	-	-	200	200
News Digest/Print/Mail/Design	3,000	102,180	9,660	4,041	4,100	3,500
Printing - Book 8	500	572	468	260	850	800
Printing /Publications	3,000	5,081	2,882	5,069	2,732	3,000
<b>Total Direct Expense</b>	<b>96,400</b>	<b>193,310</b>		<b>96,846</b>	<b>96,257</b>	<b>119,850</b>
<b>Net Profit/Loss</b>	<b>(48,300)</b>	<b>(134,683)</b>	<b>56,284</b>	<b>(43,859)</b>	<b>(58,707)</b>	<b>(79,500)</b>

**IIMC Financials**  
**2012 Budget Worksheet**  
**Membership**

	2011	2008	2009	2010	2011	2012
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Membership Dues	1,107,500	1,023,593	1,017,120	1,035,296	1,043,595	1,053,000
Membership Late Fee	3,000	8,775	4,141	5,655	5,874	3,000
<b>Total Income</b>	<b>1,110,500</b>	<b>1,032,368</b>	<b>1,021,261</b>	<b>1,040,952</b>	<b>1,049,469</b>	<b>1,056,000</b>
Salary/Wages	97,000	87,592	94,435	90,377	95,000	96,500
Salary Benefits	21,000	16,313	16,991	18,378	21,000	21,500
Payroll Taxes-Employer	10,500	7,530	8,414	8,119	9,044	9,000
Workers Comp Insurance	1,200	934	881	1,064	672	900
Auto Mileage	200	-	-	-	100	100
Computer/Software Support	-	-	-	12,361	2,356	2,800
Credit Card	4,500	3,787	5,070	4,824	5,068	4,500
Dues Mailing	10,600	5,909	9,241	8,997	8,866	8,000
Membership	640	265	265	-	500	500
Office Equipment	-	42	-	154	-	-
Postage/Courier/Mailing	7,500	6,554	4,164	5,156	4,000	5,500
Membership Drive Expense	11,500	1,605	1,298	2,434	5,000	26,400
Professional Develop/Training	1,800	-	28	202	900	1,800
Promotional	1,100	529	525	925	534	1,100
Research Salary Survey Services	400	350	350	350	300	400
Staff Travel Accommodations	1,200	-	-	-	1,200	1,000
Staff Airfare	2,000	-	-	-	1,000	1,400
Staff Travel Ground	200	16	-	-	100	200
Staff Travel Meals	400	24	-	-	200	200
Staff Travel Other	100	-	-	-	-	100
<b>Total Direct Expense</b>	<b>171,840</b>	<b>131,450</b>	<b>141,662</b>	<b>153,341</b>	<b>155,840</b>	<b>181,900</b>
<b>Net Profit/Loss</b>	<b>938,660</b>	<b>900,918</b>	<b>879,599</b>	<b>887,610</b>	<b>893,629</b>	<b>874,100</b>

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** September 27, 2011  
**Subject:** Member Services Mid-Year Report 2011-2012



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In 2011 Member Services has concentrated on the following areas:

- Retain our members
- Recruit new members

The Member Services Department delivers customer service through personal contact calls, emails, letters and e-briefings which begin when we receive a membership application. A phone call is part of the personal touch that IIMC offers to members, and often that can make the difference in keeping or losing a member. We are immediate in responding to member needs. We focus on all of the benefits and features IIMC offers and we state how these services can help them in their day-to day work. We are cognizant of our brand and make certain it is visible in all communications. Our new members receive their new member packet through email and then Tammy Schultz prints Membership and Code of Ethics Certificates and sends them along to the new member with an IIMC Membership Pin and a *Language of Local Government* book. It is a great way for them to start their relationship with IIMC. They receive a “Welcome” letter giving them their website member only User ID and Password. They will receive a letter six months into their membership asking if they know about the Education Programs, CareerCenter, Salary Survey, membership database, archived News Digests, Clerk ListServ and Send a Postcard. All of the above is IIMC’s standard operating procedure for Member Services.

Our weekly E-Briefings are filled with IIMC information. We cover international opportunities, MCEF Silent Auction-Scholarships and Grants, Recruit a Member Program, social networking, Board information, announcing new information on the website, and conference updates to name a few. We want our members to expect the very best communication from IIMC.

Our other concern comprises our membership numbers. We have met and/or surpassed membership dues projected budget for the last three years. I am comfortable in saying that the membership numbers are holding their own. At the end of August 2010 we had a member count of 9,447. As of August 2011 we had 9,287. Yes, we lost 160 members, but we also retained many. With all things taken into consideration; economy, retirements, layoffs, consolidation, I believe we have done a consistent job of retaining members. We continue to strive for much bigger numbers in the future with the help of the Education Department, successful Annual Conference and repetition in contact and communication with our members.

As staff liaisons we work on committee assignments for the Membership, Mentor and Research/Resource Committees. We run membership campaigns like the Recruit a Member (19 new members in 2011) and Region Director Challenge (8 so far). Our relationship with the

VvG, IMASA, ADSO and SLCC is growing. Region XI Members must be members of our affiliate associations in order to receive the \$26.00 a year membership fee. If they are not, they pay \$50.00.

IIMC's Salary Survey for 2010/2011 was completed. We have the IIMC Clerk Career Center which benefits our members and employers. Non-dues revenue is created through the Career Center as Employers pay to place employment ads on our web site.

We look forward to launching IIMC's most aggressive membership campaign ever in 2012! We are proud of our work and we will continue to work very hard to improve IIMC's member numbers and services.

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

The department's strongest suit lies in its customer relations and the personal contact that Janis and Tammy provide. As part of the past two years, the Department concentrated solely on retaining members. Their efforts has maintained a strong membership base, considering in a 12 month period, IIMC lost only 160 members. This figure is not something we're proud of, but in light of the local government environment these days, it speaks well of IIMC, the loyalty our members have for the Organization and the work the department handles.

We anticipate a busy 2012 with the implementation of our most aggressive recruitment campaign to date.