



**International Institute of Municipal Clerks  
Board of Directors  
Annual Meeting Agenda  
May 19, 2012**

**Doubletree Hotel – Portland, Oregon**



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Colleen J. Nicol, MMC

**President** Term ends: May 24, 2012  
City Clerk  
City of Riverside  
3900 Main St.  
Riverside, CA 92522-0111  
**Phone:** (951) 826-5818  
**Fax:** (951) 826-5470  
**Email:** cnicol@riversideca.gov

### Marc Lemoine, MMC

**Vice President** Term ends: May 24, 2012  
Deputy City Clerk  
City of Winnipeg  
Council Bldg-510 Main Street  
Winnipeg, MB R3B 1B9  
CANADA  
**Phone:** (204) 986-7131  
**Fax:** (204) 947-3452  
**Email:** mlemoine@winnipeg.ca

### Region I Director

Term ends: May 24, 2012

**VACANT**

### Vincent Buttiglieri, MMC

**Region II Director** Term ends: May 22, 2014  
Municipal Clerk  
Township of Ocean  
399 Monmouth Road  
Oakhurst, NJ 07755-1589  
**Phone:** (732) 531-4968  
**Fax:** (732) 531-5286  
**Email:** vbuttiglieri@oceantwp.org

### Melissa E. Small, MMC

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

### Mary Kayser, MMC

**Region IV Director** Term ends: May 25, 2014  
City Secretary  
City of Fort Worth  
1000 Throckmorton Street  
Fort Worth, TX 76102  
**Phone:** (817) 392-6161  
**Fax:** (817) 392-6196  
**Email:** mary.kayser@fortworthtexas.gov

### Debra Batliner, MMC

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

### Brenda M. Cirtin, MMC

**President Elect** Term ends: May 24, 2012  
City Clerk  
City of Springfield  
P.O. Box 8368  
Springfield, MO 65802-8368  
**Phone:** (417) 864-1650  
**Fax:** (417) 864-1649  
**Email:** bcirtin@springfieldmo.gov

### Sharon K. Cassler, MMC

**Immediate Past President** Term ends: May 24, 2012  
Clerk of Council  
City of Cambridge  
1131 Steubenville Ave.  
Cambridge, OH 43725  
**Phone:** (740) 439-2640  
**Fax:** (740) 432-1754  
**Email:** clerkofcouncil@cambridgeoh.org

### Linda L. Spence, MMC

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

### Diane G. Fitzhenry, MMC

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

### Tiny B. Washington, MMC

**Region III Director** Term ends: May 23, 2013  
Clerk of Council  
Columbus Consolidated Gov't.  
P.O. Box 1340  
Columbus, GA 31902-1340  
**Phone:** (706) 653-4013  
**Fax:** (706) 653-4016  
**Email:** twashington@columbusga.org

### Deborah L. Miner, MMC

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

### Tami K. Kelly, MMC

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

# IIMC Board of Directors Roster

## Julie R. Helt, MMC

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

## Karen F. Goodwin, MMC

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

## Donna M. Geho, CMC

**Region VIII Director** Term ends: May 22, 2014  
 Town Clerk  
 Town of Glenrock  
 P.O. Box 417  
 Glenrock, WY 82637-0417  
**Phone:** (307) 436-9294 X 310  
**Fax:** (307) 436-5729  
**Email:** glenrocktown@aol.com

## Margaret Hawker, MMC

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

## Laurie Darcus, MMC

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

## Francois Allers

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

## Roxanne L. Schneider, MMC

**Region VI Director** Term ends: May 22, 2014  
 City Clerk  
 City of Dysart  
 P.O. Box 686  
 Dysart, IA 52224-0686  
**Phone:** (319) 476-5690  
**Fax:** (319) 476-2529  
**Email:** dysart@fctc.coop

## Kittie L. Kopitke, MMC

**Region VII Director** Term ends: May 22, 2014  
 Village Clerk/Collector  
 Village of Streamwood  
 301 E. Irving Park Road  
 Streamwood, IL 60107-3096  
**Phone:** (630) 736-3806  
**Fax:** (630) 837-5487  
**Email:** kkopitke@streamwood.org

## Stephanie Kalasz, CMC

**Region VIII Director** Term ends: May 23, 2013  
 City Clerk  
 City of Moscow  
 P.O. Box 9203  
 Moscow, ID 83843-1703  
**Phone:** (208) 883-7015  
**Fax:** (208) 883-7018  
**Email:** skalasz@ci.moscow.id.us

## Kristie L. Smithers, MMC

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

## Gail E. Pomroy, MMC

**Region X Director** Term ends: May 22, 2014  
 Deputy Clerk  
 Town of Conception Bay South  
 106 Conception Bay Highway  
 Conception Bay South, NF A1W 3A5  
 CANADA  
**Phone:** (709) 834-6532  
**Fax:** (709) 834-8337  
**Email:** gpomroy@conceptionbaysouth.ca

## Samantha Shippen, CMC

**Region XI Director** Term ends: May 22, 2014  
 Council Clerk  
 Seaford Town Council  
 37 Church Street  
 Seaford, East Sussex BN25 1WF  
 ENGLAND  
**Phone:** 011-44-1323 894870  
**Fax:**  
**Email:** sam.shippen@seafordtowncouncil.gov.uk



**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
May 19, 2012  
Doubletree Hotel – Portland, Oregon**

|     |   |     |
|-----|---|-----|
| 1.  | Call to order   |     |
| 2.  | Roll call   | 3   |
| 3.  | Agenda approval   | 5   |
| 4.  | Consent agenda approval   |     |
|     | a. DRAFT Minutes of November 11 and 12, 2011 Board Meeting – Riverside, CA        | 7   |
|     | b. DRAFT Minutes of Executive Committee Meeting – February 10-11, 2012            | 16  |
|     | c. DRAFT Minutes of Board Teleconference, March 5, 2012                           | 17  |
| 5.  | Executive Session   |     |
| 6.  | January 2012 Region XI Meeting, Rotterdam – ACTION REQUIRED                       |     |
|     | a. Minutes of a Meeting of IIMC Region XI   | 19  |
|     | b. Federation of European Associations MoU (draft)                                | 25  |
|     | c. Executive Director's Comments on Federation of European Associations           | 27  |
| 7.  | MCEF Report Update – Barstow/Shalby – Verbal                                      |     |
| 8.  | Executive Director Update – Chris Shalby –ACTION REQUIRED                         | 29  |
|     | a. Policy to Amendment Constitution RE: Executive Committee Service               |     |
|     | i. Review Article IV A of the Constitution  | 32  |
|     | b. IIMC/AMCTO Affiliate Agreement – ACTION REQUIRED                               | 33  |
|     | c. MCEF Purchase Agreement – Shalby – ACTION REQUIRED                             |     |
|     | i. MCEF_IIMC Restructure Agreement  | 34  |
|     | ii. MCEF 2010 Agreement   | 36  |
| 9.  | Education Department Report – Jennifer Ward – ACTION REQUIRED                     | 41  |
|     | a. Institute Directors Colloquium Report from Nashville                           | 48  |
|     | b. International (Region X and XI) Certification                                  | 61  |
| 10. | Education Guidelines/Institute Guidelines/Athenian Dialogues – Nicol – ACTION REQ | 67  |
| 11. | <b>Committee Reports – NO ACTION</b>  |     |
|     | a. Budget and Planning  | 71  |
|     | b. Conference   | 73  |
|     | c. Education/Professional Development - Attachments                               | 75  |
|     | i. Summary of Responses   | 77  |
|     | ii. Survey Results (by question)  | 85  |
|     | d. Membership   | 133 |
|     | e. Mentoring  | 135 |
|     | f. Records Management   | 137 |
|     | g. Research and Resource Committee  | 141 |
| 12. | <b>Committee Reports – ACTION REQUIRED</b>  |     |
|     | a. Election   | 143 |
|     | i. Election Manual  | 145 |
|     | b. International Relations  | 179 |
|     | i. 2013 Provisional Study Tour schedule and dates                                 | 185 |

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| c.   | Policy Review   | 187 |
| i.   | Policy 2.20.060 Campaigning Guidelines                                      | 191 |
| d.   | Program Review & Certification  | 193 |
| e.   | Public Relations & Marketing  | 203 |
| i.   | Crisis Communication Plan   | 207 |
| ii.  | Digest Article: Asked Members (published December 2011)                     | 211 |
| iii. | 2012 Marketing Plan   | 215 |
| f.   | Ad Hoc Legislative Committee  | 223 |
| i.   | Legislative Committee – GUIDING PRINCIPLES                                  | 225 |
| g.   | Task Force on Associate Membership and Certification                        | 227 |
| i.   | Associate Member SURVEY & RESULTS   | 233 |
| 13.  | Financials  |     |
| a.   | 2011 Year-End Budget with notes – Pantaleon/Archer/Shalby                   |     |
| i.   | 2011 Budget Notes   | 249 |
| ii.  | Financials- FISCAL YEAR 2011  | 251 |
| b.   | 2011 Audit Report with notes – Pantaleon/Archer/Shalby – Handout at meeting |     |
| c.   | 2012 Projected budget with notes – PowerPoint/Handout                       |     |
| 14.  | Staff Reports   |     |
| a.   | Member Services – Janis Daudt   | 265 |
| 15.  | Annual Conference Updates   |     |
| a.   | 2012 – Portland, OR – Shalby – Verbal                                       |     |
| b.   | 2013 – Atlantic City, NJ - Shalby – Verbal                                  |     |
| c.   | 2014 – Milwaukee, WI – Shalby – Verbal                                      |     |
| d.   | 2015 – Hartford, CT – Shalby – Verbal                                       |     |
| e.   | 2016 – Site Selection – Shalby – Handout                                    |     |
| 16.  | Report From Directors   |     |
| a.   | Reports from Region Directors   |     |
| 17.  | Other Business and Announcements  |     |
| 18.  | Adjournment   |     |

International Institute of Municipal Clerks  
MINUTES OF BOARD OF DIRECTORS MEETING  
November 11-12, 2011  
Mission Inn – Riverside, California

1. Call to order

President Nicol called the IIMC Board of Directors meeting to order at 3:32 p.m. on Friday, November 11, 2011

2. Roll Call

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: Vincent Buttiglieri and Diane Fitzhenry  
Region III Directors: Melissa Small and Tiny Washington  
Region IV Directors: Mary Kayser and Deborah Miner  
Region V Directors: Debra Batliner and Tami Kelly  
Region VI Directors: Julee Helt and Roxanne Schneider  
Region VII Directors: Karen Goodwin and Kittie Kopitke  
Region VIII Directors: Donna Geho  
Region IX Directors: Margaret Hawker and Kristie Smithers  
Region X Directors: Gail Pomroy  
Region XI Directors: Francois Allers and Samantha Shippen

Absent: Region X Director Laurie Darcus

Also present was IIMC Executive Director Chris Shalby.

President Nicol administered the Oath of Office to Samantha Shippen, Region XI Director.

3. Agenda Approval

President Nicol requested the Agenda be amended to place the Budget and Planning Committee Report (Item 9) to be heard with item 12. Financials and 11.d was requested to be moved to Item 9.

**MOTION** to agree to the changes in the agenda: M/S/C: Mullen/Kelly, motion carried unanimously.

4. Consent agenda approval:

- a. DRAFT Minutes of May 5, and 6, 2011 Board Meeting – Nashville, TN – Approved as submitted.
- b. DRAFT Minutes of May 12, 2011 Board Meeting – Nashville, TN – Approved as submitted.
- c. DRAFT Minutes of Board Teleconference, September 26, 2011 – Approved as submitted.

**MOTION** to approve the Consent Calendar as submitted: M/S/C: Mullen/Hawker, motion carried unanimously.

5. DRAFT Minutes of Executive Committee Meeting, August 20, 2011 – Receive and file.

MOTION to receive and file the August 20, 2011 Executive Committee Minutes: M/S/C: Mullen/Miner, motion carried unanimously.

6. MCEF Report Update – Barstow/Shalby – verbal

Dale Barstow gave an update and no action was taken.

Director Goodwin, Region VII agreed to represent the Board of Directors at the MCEF Walk/Run in Portland.

7. Executive Session – Executive Director's Evaluation

The Board adjourned at 4:00 p.m. to go into Closed Session regarding the Executive Director's evaluation.

Director Kelly made a MOTION to adjourn the Executive Session at 4:37 p.m. M/S/C: Kelly/Washington, motion carried unanimously.

President Nicol recessed the Board Meeting to 8:15 a.m. on Saturday, November 12, 2011.

BOARD OF DIRECTORS CONTINUED MEETING  
Saturday, November 12, 2011

CALL TO ORDER:

President Nicol called the meeting to order at 8:10 a.m.

ROLL CALL:

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: Vincent Buttiglieri and Diane Fitzhenry  
Region III Directors: Melissa small and Tiny Washington  
Region IV Directors: Mary Kayser and Deborah Miner  
Region V Directors: Debra Batliner and Tami Kelly  
Region VI Directors: Julee Helt and Roxanne Schneider  
Region VII Directors: Karen Goodwin and Kittie Kopitke  
Region VIII Directors: Donna Geho  
Region IX Directors: Margaret Hawker and Kristie Smithers  
Region X Directors: Laurie Darcus and Gail Pomroy  
Region XI Directors: Francois Allers and Samantha Shippen

8. Executive Director Update – Chris Shalby – ACTION REQUIRED

**2015 Conference Process**

MOTION to choose the 2016 Conference site at the Board meeting in Portland and the 2017 site at the mid-year Board meeting in 2012. M/S/C: Small/Kelly, motion carried unanimously.

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

MOTION to approve the goodwill gesture of complimentary membership for one year to those members whose municipalities suffer catastrophes to the Policy Review Committee. M/S/C: Washington/Buttiglieri, motion carried unanimously.

#### **MCEF**

Executive Director Shalby suggested the Board consider doing away with the MCEF line item of \$21,000/MCEF purchase agreement/Contract in the budget and to bring that issue back in May for discussion in Portland with more information on how the process might work. It was noted this issue will be discussed more thoroughly at the MCEF Board Meeting.

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

MOTION to increase the Conference Grants from one to two for a total of 22 using MCEF Policy 8 money: M/S/C: Cassler/Mullen, motion carried unanimously.

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

MOTION to establish a 2013 Study Abroad fund to be used toward offsetting the cost of the program, using a portion of Policy 8 money in 2012 and 2013 toward this program. M/S/C: Kelly/Cassler, motion carried unanimously.

#### **SOCIAL MEDIA POLICY**

##### **A. Social Media Policy**

MOTION by Director Shippen to accept the policy with an amendment to include adding 8.d which would include a statement indicating individuals would be contacted privately by the administrator as to why content was removed. M/S/C: Shippen/Allers, motion carried unanimously.

##### **B. Membership Recruitment Campaign**

MOTION by Director Small to receive and file the report and to support the allocation of the requested funds (\$26,400) to launch the proposed recruitment plan in January 2012: M/S/C: Small/Fitzhenry, motion carried unanimously.

The Board recessed at 9:55 a.m. and reconvened at 10:10 a.m.

#### **9. Education Department Report – Jennifer Ward – ACTION REQUIRED**

Joann Tilton, Professional Development Director, California, made brief remarks about the Educational Programs.

Maureen Kane, Institute Director for California, also made remarks about the Education Programs.

- Institute Directors Report

IIMC Staff recommended the Board create a Task Force comprised of 4-5 Institute Directors, the Education Dept. and Chris Shalby to review each of the requests contained in the report and see if solutions could be found regarding concerns voiced in the report.

**Board took no action regarding a Task Force.**

- Elimination of 2010 Mid-Year Meeting Board approval

The Education Department requested the Board consider eliminating the following language:

*"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."*

After discussion by the Board, there was no motion made, resulting in the existing policy remaining unchanged and to be codified into the Education Guidelines and related documents.

- Teaching at an IIMC Conference and Points:

The Education Department recommended the Board approve the addition of the following 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."*

Director Darcus made a MOTION, seconded by Director Small, to approve the proposed language.

President Nicol made an AMENDED MOTION as follows: *"IIMC members who teach at a session can earn points for teaching, but not for attendance at the same session they are instructing"* M/S/C: Nicol/Schneider, motion carried unanimously.

- Athenian Facilitator Requirements

The Education Department recommended 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 with a college or university. The amendment proposed was as follows:

- 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 appoint 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.*

MOTION by Director Cassler to approve the recommended language with the addition of *"having participated and completed a minimum of 3 Athenian Dialogues."* M/S/C: Cassler/Kopitke, motion carried unanimously.

**A. Institute Directors Colloquium Report from Nashville**

There was no motion made, report was received.

11d. Program Review & Certification Committee

Policy and guidelines Regarding Approved Courses – Past and Future

The Board acknowledged the progress on the following 2011-2012 goals:

1. Review applications filed for new Institutes
2. Provide ideas and feedback for new educational programs.
3. Assist IIMC staff in providing input for the Education Ambassador Program.
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.
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.”

Policy and Guidelines Regarding Approved Courses – Past and Future

Institute Directors recommended:

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. Reinstate approval of courses offered prior to 2010.

MOTION by Director Kelly, seconded by Director Mullen to amend the Institute Guidelines as follows: *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 directly relevant to the municipal clerk profession as determined by the Institute Director and in compliance with the education guidelines.* M/S/C: Kelly/Mullen, motion carried unanimously.

MOTION by Director Kelly, seconded by Director Shippen, that staff is directed to communicate with Institute Directors to:

- (1) Advise that all courses are reviewed for conformance with current Education Guidelines; and
- (2) Encourage Institute Directors to compile and submit a listing of course categories. This listing would be used to expand the examples contained in the Education Guidelines and will provide further clarification on any course content that falls within the Education Guidelines.

M/S/C: Kelly/Shippen, motion carried unanimously.

**The Board of Directors adjourned to lunch at 11:55 a.m.**

**The Board of Directors reconvened at 1:00 p.m.**

### Alternatives to "Seat Time"

Institute Directors recommended the Board consider amending 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."*

MOTION to direct staff to go back to Institute Directors for examples and/or suggestions on the alternatives and to report back to the Board no later than the May 2012 Portland meeting: M/S/C: Cassler/Mullen, motion carried unanimously.

### On-Compliance of Approved Institutes regarding IIMC Reporting Requirements

Institute Directors recommended:

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.

MOTION to direct IIMC staff to work with Institute Directors to explore this issue more and to report back to the Board in Portland: M/S/C: Kelly/Shippen, motion carried unanimously.

Staff and the Board concurred with Institute Director requests to meet with staff and the Program Review and Certification Committee at the annual conference and that host Institute Directors participate in the Colloquium agenda and facilitator selection. No formal action was required or taken.

### 10. Committee Reports – NO ACTION

- a. Conference Report and Attachments
  - 1 – Review of Proposed Education Sessions for 2012 Conference
    - 1a-2012 Education Sessions Proposals/Ratings
    - 2-Conference Assessments – in time hours
    - 2a-Staff report on Academy/Athenian Assessments
    - 3-Revised Scanning Policy
- b. Elections

**As it relates to Elections and Campaigning:**



MOTION by Director Smithers that it 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. M/S/C: Smithers/Cassler, motion carried unanimously.

c. International Relations (HANDOUT)

MOTION by Director Shippen, seconded by Director Allers to approve the following:

- John Lynch from Surrey, UK and Donna Deuster from Racine, WI are selected as participants for 2011/2012 Exchange Program.
- 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.

M/S/C: Shippen/Allers, motion carried unanimously.

- d. Membership
- e. Mentoring Committee
- f. Records Management
- g. Research and Resource Committee

MOTION to receive and file the reports in Items 10.a, 10.b and 10.d through 10.g as referenced above:  
M/S/C: Fitzhenry/Washington, motion carried unanimously.

11. Committee Reports – ACTION REQUIRED

- a. Budget and Planning – **Moved to Item 12.**
- b. Education/Professional Development

MOTION to receive and file report: M/S/C: Fitzhenry/Washington, motion carried unanimously.

c. Policy Review Committee Report

**Appendix A** – Goals and Roster - No action necessary.

**Appendix B** – Associate Member & Certification Review – MOTION by Director Cassler to approve the following:

- #1 – That the IIMC Board continue its discussions on this issue; and
- #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 operations of the IIMC and merits such attention.

M/S/C: Cassler/Mullen, motion carried unanimously.

**Appendix C** – Draft Policy – First Timer Session at Annual Conference – MOTION by Director Cassler to approve the draft policy: M/S/C: Cassler/Mullen, motion carried unanimously.

**Appendix D** – Non-lapsing Reserve Fund – No changes or action was taken.

**Appendix E – Policy Committee Article – information only.**

- d. Public Relations & Marketing Committee Report w/Attachment  
Crisis Communication Plan DRAFT 091411 - It was noted by the Board that this draft plan will be before the Board in May, 2011.

MOTION by Director Washington to recommend formation of a Harassment Policy to the Policy Review Committee: M/S/C: Washington/Pomroy, motion carried unanimously.

- e. Ad Hoc Legislative Committee Report w/Attachment – It was noted that it is anticipated that the Committee will request standing committee status at the upcoming annual Board of Director's meeting in Portland.

- 11a. Budget and Planning Committee Report  
The Committee's recommendations are incorporated into the 2012 proposed Budget that is recommended for adoption.

- 12. Financials
  - a. 2011 Projected Year-End Budget with notes – Pantaleon/Archer/Shalby - A presentation was given regarding the 2011 YTD Financial Review.
  - b. 2012 Projected Budget with notes – Pantaleon/Archer/Shalby
  - c. 2012 Financials

MOTION by Director Schneider to approve the proposed 2012 budget: M/S/C: Schneider/Cassler, motion carried unanimously.

- 13. Staff Reports
  - a. Membership – Janis Daudt provided a report to the Board.

- 14. Annual Conference Updates
  - a. 2012 – Portland, OR – Shalby – A verbal report was made to the Board.
  - b. 2013 – Atlantic City, NJ – Shalby – A verbal report was made to the Board.
  - c. 2014 – Milwaukee, WI – Shalby – A verbal report was made to the Board.
  - d. 2015 – Site Selection – Shalby

Due to a conflict of interest, Mary Kayser, Region IV Director left the room at this time.

Executive Director Shalby made a presentation on the three potential sites.

MOTION by Director Shippen to move forward in the selection process with each of the cities remaining anonymous: M/S/C: Shippen/Cassler, motion carried unanimously.

Given the dates of availability from City "A" a **MOTION** was made to **remove City "A"** from consideration. M/S/C: Mullen/Cassler, **motion carried**, Director Kelly voting NO.

The IIMC Board was given information on the remaining potential sites, including pros and cons for each site. After Executive Director Shalby went over the information with the Board, the following motion was made:

Executive Director Shalby, at the request of the Board, recommended City “B,” noting the room costs and lower overall costs for that site. MOTION by Director Darcus to support selection of City “B.” M/S/C: Darcus/Cassler, motion carried unanimously.

Executive Director Shalby revealed the Cities being considered as follows:

City “A” - San Antonio, TX

City “B” - Hartford, CT

City “C” – Fort Worth, TX

The outcome of the vote resulted in **Hartford, CT** being the site for the 2015 Conference.

15. Report from Directors

a. Reports from Directors

Region VIII Director Geho reported out on the vacancy for an additional Director and it was noted the goal is to have someone onboard by the Board Meeting in Portland.

Regions XI Director Shippen, reported out on their Region XI Meeting in the U.K.

b. 50<sup>th</sup> Anniversary Book – Update on next 15 years – Director Cassler provided a verbal report.

16. Other Business and Announcements

President Nicol noted that any business not completed at this Board Meeting will be done by teleconference in the near future.

17. Adjournment – The Board of Directors adjourned their meeting at 3:25 p.m.

**DRAFT MINUTES • DRAFT MINUTES • DRAFT MINUTES • DRAFT MINUTES •**

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

Subject: Executive Committee Meeting

On Friday, February 10, 2012 at 8:30 am, a meeting of the Executive Committee took place at IIMC Headquarters, Suite 200, 8831 Utica Avenue, Rancho Cucamonga, CA. The meeting adjourned at the end of the day and reconvened on Saturday, February 11, 2012.

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  
Members of the IIMC staff (attended on various matters as required on February 9 2012)

Discussion took place on the following matters:

- Associate Member Task Force
- Policy on Executive Committee travel
- Current IIMC relationship status with Belgium, VvG, AMCTO, LGMA
- Update on Portland Conference, including Board meetings / voting at Business Meeting
- Region X & XI certification guidelines
- Update on institutes, including South Dakota, Louisiana, Wyoming and current reports
- Institute Directors feedback follow-up
- Institute Guidelines - Criteria
- Update from Departments including Education (with participation of new Director of Education), Membership, Marketing / Communications and Administration
- Update on 2016 Conference
- Update on on-line publications, including Grant Writing & NAGARA
- Future travels of President, Executive Director, Executive Committee / sharing of travel
- 2012 potential visits to Israel, Oregon (30<sup>th</sup> Anniversary), others
- Need to resign affiliation documents with Belgium due to name change
- Affinity Agreements with Marriott
- Tax status of IIMC - 501C6 versus 501C3 – benefits / options
- Finance Department Report – 2011 year end budget status
- Personnel Issues
- Business Cards
- Pins to show support for Clerks of Cities experiencing natural disasters
- Multiple Institute states
- MCEF Discussion including fundraising
- Committee Appointments
- Goals of Committees
- IIMC Website – Best Practices area
- IIMC 50<sup>th</sup> Anniversary Book update
- Future Teleconferences

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 – February 29, 2012

International Institute of Municipal Clerks  
MINUTES OF BOARD OF DIRECTORS MEETING  
March 5, 2012, 11:00 am (all times Central)  
Meeting took place via Teleconference

1. Call to order
  - President Nicol called the IIMC Board of Directors meeting to order at 11:02 a.m.

2. Roll Call
  - 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.  
Region II Directors: Vincent Buttiglieri  
Region III Directors: Melissa Small  
Region IV Directors: Mary Keyser and Deborah Miner  
Region V Directors: Debra Batliner and Tami Kelly  
Region VI Directors: Julee Helt  
Region VII Directors: Karen Goodwin and Kittie Kopitke  
Region VIII Directors: Donna Geho  
Region IX Directors: Margaret Hawker  
Region X Directors: Gail Pomroy  
Region XI Directors: Francois Allers and Samantha Shippen

Absent: Region I Director Linda Spence, Region II Director Diane Fitzhenry, Region III Director Tiny Washington, Region VI Director Roxanne Schneider, Region IX Director Kristi Smithers, and Region X Director Laurie Darcus

Also present were IIMC Executive Director Chris Shalby, IIMC Director of Education Dr. Mary Ann Sushinsky, and incoming Board member Stephanie Kalasz

President Nicol administered the Oath of Office to Stephanie Kalasz, Region VIII Director.

3. Constitutional Amendment Voting Requirements
  - The proposed constitutional amendment (see attachment a) was presented by Immediate Past President Cassler.
  - Discussion on the item took place.
  - Moved by Immediate Past President Cassler / Director Kalasz,  
THAT Section A be amended by deleting the 3<sup>rd</sup> sentence of Section A and replacing it with the following:  
**If approved by the IIMC Board of Directors, the proposed amendment shall be returned to the Executive Director with the IIMC Board of Directors reasons/input, within 15 days of receipt and in time to distribute to the**

**membership.**

THAT Section C be amended by deleting the 1<sup>st</sup> sentence of Section C and replacing it with the following:

**C. Upon completion of the steps outlined in Article XIII, Section B 1, amendments to the Constitution, along with a summary of discussion that took place on the amendment, shall be mailed (or transmitted by electronic methods when feasible) to the entire membership.**

- Moved by Immediate Past President Cassler / Director Kalasz,  
THAT the proposed constitutional amendment, as amended, be adopted.
- The motion for adoption of the item, as amended, was put and declared carried.
- Director Kelly was recorded in opposition to the motion.

4. Code of Conduct Policy

- The proposed policy (see attachment b) was presented by Immediate Past President Cassler.
- Discussion on the item took place.
- Moved by Immediate Past President Cassler / Director Kelly,  
THAT the proposed policy be adopted
- The motion for adoption of the item was put and declared carried unanimously.

5. Executive Committee Travel Policy

- The proposed policy (see attachment c) was presented by Immediate Past President Cassler.
- Discussion on the item took place.
- Formatting changes to the policy (add a closing paragraph character in bullet 2 of page 2; change “larger” to “large” in bullet 5 of page 2), were discussed and accepted.
- Moved by Director Buttiglieri / Director Goodwin,  
THAT the proposed policy be adopted
- The motion for adoption of the item was put and declared carried unanimously.

6. Discussion took place on updates in the various regions. IIMC staff presented updates.

7. Adjournment - The meeting was adjourned at 12:02 p.m.

**Nick Randle OBE FILCM**  
**Chief Executive,**

Society of Local Council Clerks  
8 The Crescent  
Taunton  
Somerset TA1 4EA  
Phone: 01823 253646  
Fax: 01823 253681  
Email: [ceo@slcc.co.uk](mailto:ceo@slcc.co.uk)  
[nick.randle@slcc.co.uk](mailto:nick.randle@slcc.co.uk)

Website: [www.SLCC.co.uk](http://www.SLCC.co.uk)  
IIMC Region XI Meeting  
City Hall Rotterdam Netherlands

Minutes of a Meeting of IIMC Region XI generously hosted by Jaap Paans City Clerk and Rotterdam City Council held in City Hall on Thursday & Friday 19<sup>th</sup> & 20<sup>th</sup> January 2012.

*It should be noted that because of the style of the meeting the decisions taken and noted are not necessarily in the order that they were discussed.*

**PRESENT:** Sue Keogh Laura Latham John Austin and John Lynch (ADSO) Nick Randle Howard Midworth and Bruce Poole (SLCC) Gil Litov (ARYE) Ronny Frederickx (Thursday) Jaap Paans Teum Zwemmer (Thursday Morning) Margaret Veeger Ben Nyman (Thursday Afternoon) Merel Van Hall (Friday) (VvG)

The Meeting agreed that Nick Randle should chair the meeting in the absence of a Regional Director.

Jaap Paans of behalf of VvG welcomed everyone to Rotterdam and City Hall and briefly explained the plans for the two day meeting.

## 1. CERTIFICATION

Noted that no further action had been taken by IIMC since the Reading 2011 Meeting.

**Resolved that IIMC should be requested to take immediate ownership of the problem and at the same time recognising that the Individual Associations in Region XI have equal high educational standards that equate to those of IIMC**

**Resolved that a member of Regional XI should seek to be on IIMC's Education Committee**

**Resolved that IIMC should be asked to give authorization to the individual educational Institutes in Region XI that have already been approved by IIMC to agree the CMC & MMC certification programmes for their own Associations**

It was this point that the ADSO Group arrived and were duly welcomed

## 2. MEMBERS BENEFITS

It was suggested that an on line survey be carried out of all IIMC Region XI Members seeking their views on what benefits they sought for their membership of IIMC. To follow up on this proposed survey it was agreed that an implementation plan should be put into place immediately thereafter.

**Resolved that Region XI provide the pertinent questions in order that IIMC can carry out a survey of Region XI Membership. The meeting agreed a set of questions**

**Resolved that the results of the survey be implemented by IIMC by the 2012 Mid Term Meeting.**

The meeting subsequently agreed that Region XI would provide the questions and that Region XI would organize the proposed survey through Nick Randle (SLCC) and Laura Latham (ADSO) and Jaap Paans (VvG). The point was made that unless there were tangible benefits then membership of IIMC within the Region would not progress. The Meeting also agreed that firm Aims & Objectives should be sought that had attainable and sustainable Outcomes.

## QUESTION OUTLINES

- (i) We are holding a European Conference in 2013 – would you support such an event?
- (ii) What is your main reason for being a member of IIMC
- (iii) What benefits do you want from IIMC
- (iv) Do you wish to have a Regional XI dedicated Web Site Page
- (v) How do you wish to be communicated with
- (vi) What level of subscription would you be prepared to pay for the services which you believe IIMC should offer to members



- (vii) What possibilities do you see in your organization that would increase the IIMC Regional Membership

*Resolved that the Association representatives of this meeting will peruse the draft questions and amend where necessary*

*that ADSO will proceed to draw up the proposed survey in readiness for distribution to the Region XI Membership*

*Agreed that Nick Randle draft a pre-amble letter, including the survey URL, and ask Sam Shippen , as regional director to send this in her name to Region XI members*

### 3. COMMUNICATIONS

One or two present thought the communication process between IIMC – Region XI – and Members could improve. The comment was also made that communication was a two way process. One or two of those present were of the opinion that the IIMC Web Site was not always easy to navigate. The individual Associations present agreed that they would be responsible for keeping the Web Site up to date with their specific dates and events.

*Resolved that the Regional Directors were primarily responsible for communication with the membership of Region XI*

*Resolved that the database of Region XI Members E-Mail Addresses be made use of and regularly updated. Regional Directors to control this process.*

*Resolved that Region XI Directors whenever possible should visit and attend major meetings of the individual Associations in Region XI.*

*Resolved that IIMC and or MCEF should be asked to attain funding for this and other development programmes and that the region's Member Associations assist also with the funding*

*Resolved that Region XI Associations make greater use of the IIMC Web Site to insert their own pertinent dates of and about their Association's specific events*

#### 4. REGIONAL CONFERENCE

It was accepted that in order to organize such event then a European Federation of both current and future Member Associations should be implemented with a Board that consisted of two members from each Association.

**Resolved that two Representatives from each Association in Region XI form the initial Regional Board and that such Board to investigate in addition to the formulation of a Regional Conference how the Region might develop in terms of Purpose Aims & Objectives**

That the purpose of the Federation should be formally set out and to embrace the Memorandum of Understanding which the meeting developed

**Resolved that a Regional Conference should be held in 2013 with the potential venue being Brussels**

Agreed that Ronny Frederickx should be asked to use his contacts to source a venue. Outcomes such as capacity venue facilities and costs to be known by March 2012. Thereafter Jaap Paans will organize a tele-conference with the Association representatives.

It was also suggested that each Association could source and provide (in order to reduce cost) a prominent speaker/politician that would have resonance with a European Sector Based audience.

#### 5. REGIONAL ASPIRATIONS

It was agreed that in order to secure a sustainable future the Region would need to tackle its aspirations in a steady “step by step” approach.

**Resolved that each Association agree acceptance of the concepts formulated in this meeting as to its MEMORANDUM of UNDERSTANDING. John Austin and Jaap Paans were appointed to draft the memorandum which will follow within two weeks**

Its objectives were the:

- Development and Increased Membership
- Career Improvement
- Experience the European dimension
- International exchange within the Region

Its aims

- Study Tours
- Best Practice
- Region XI Forum

**Resolved that two Representatives from each Association in Region XI form the initial Regional Board and that such Board to investigate in addition to the formulation of a Regional Conference how the Region might develop in terms of Purpose Aims & Objectives**

## 6. REGIONAL DIRECTOR

Discussion ensued on the eligibility of potential candidates with one or two “stop gap” suggestions being made.

**Resolved that Jaap Paans apply for the forthcoming vacancy – if proved to be ineligible then Francoise Allers be asked to continue for a futher year and if he does not wish to do so the meeting agreed that past regional director Ronny Frederickx be put forward to hold the position for one year with Jaap Paans stepping in immediately thereafter.**

Nick Randle gave an outline of his telephone conversation of the night before with IIMC Executive Chris Shalby when the foregoing resolution was discussed.

The meeting having agreed that Jaap Paans is the preferred candidate for regional director, Nick proposed, and the region agreed that Jaap should chair the remainder of Friday’s Meeting.

## 7 OTHER MATTERS FOR INFORMATION

John Lynch (ADSO) had secured an exchange with a Clerk in Winconsin

Jaap Paans (VvG) notified the meeting that VvG had recently submitted their Educational Institute proposal to the IIMC Board and were at present awaiting confirmation of its acceptance.

The next meeting of the Region will be held in Portland Oregon USA during the IIMC International Conference in May with a subsequent meeting to be held at the SLCC Conference in Bristol during October

Jaap Paans on behalf of the meeting formally welcomed on Friday morning Merel Van Hall Chairman of the VvG Association

Finally expressions of thanks were given by all the participants for the excellent arrangements made on their behalf by Jaap. For the hospitality provided by the City of Rotterdam for the meeting venue and the dinner on Wednesday evening. To VvG for their hospitality and Dinner on Thursday evening.

Best wishes were extended to Jaap Paans for his nomination as Regional Director.

## **MEMORANDUM OF UNDERSTANDING (draft)**

### **IIMC Region XI members and associated organisations**

#### **Introduction**

The International Institute of Municipal Clerks (IIMC) was founded in 1947 and is a professional association focussed on serving the needs of Council and Municipal Clerks, Secretaries, Democratic Services Officers and other allied professions from cities and towns worldwide.

Its current 10,000 membership is primarily made up of North American and Canadian members but the Institute also has members in 15 other countries – making it truly international!

There are 10 American regions and those members outside of America form Region XI. Representatives from this Region and associated organisations met in Rotterdam on 19<sup>th</sup> & 20<sup>th</sup> January 2013 to discuss how to further develop the Region and its activities.

#### **Federation of European Associations**

It is proposed to set up a professional European Federation of Associations representing Municipal Clerks and associated professions.

The **aims** of such a Federation would be to:

- ☐ Facilitate sharing of best practice and knowledge
- ☐ Enable learning and study tours
- ☐ Stimulate exchange of common practice and exchange of professionals
- ☐ Provide educational conferences and other learning and development opportunities
- ☐ Create virtual networks of European Clerks
- ☐ Contribute to the international perspective of the IIMC.
- ☐ Support the IIMC Region XI directors in their commitment and contributions to the goals and strategic plan of IIMC
- ☐ Further the aims and objectives of the individual associations

#### **European conference**

One of the first projects of the proposed Federation would be to organise and run a European conference in 2013. It is suggested that this conference takes place in April in Brussels, ideally hosted by the European Parliament.

Member Associations are asked to:

- ☐ Undertake to help organise a first ever European conference
- ☐ Nominate two members for the conference Organising Committee
- ☐ Agree in principle to underwrite a proportion of the costs and/or material/personal support for such a conference (details to be confirmed)
- ☐ Support the Organising Committee in attracting sponsors with an international profile
- ☐ Ask IIMC to match fund any funds raised by Region XI region for this purpose.

#### **Benefits**

This is a unique opportunity for professional associations to develop a European perspective on the services they provide to their members under the IIMC banner. They will be able to share good practice with a much wider range of organisations and take part in a number of learning and development opportunities including virtual and actual networks, work exchanges and conferences. It will help the associations to work collaboratively to achieve their own aims and objectives.

**Recommendation**

Associations are asked to commit to supporting the setting up of the Federation and to nominate two voting representatives to the Organisation Committee referred to above.

Agreed in principle on January 19<sup>th</sup> & 20<sup>th</sup>, 2012 in Rotterdam,

ADSO

EGS

IAM

SLCC

VvG

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Samantha Shippen, Francois Allers – Region XI Directors  
Nick Randle, CEO, SLCC  
Ronny Frederickx, Incoming Region XI Director  
Colleen Nicol, IIMC President  
Dyanne Reese, Chair, International Relations Committee  
Monica Simmons, Vice Chair, International Relations Committee

**From:** Chris Shalby, Executive Director

**Date:** March 9, 2012

**Subject:** Federation of European Associations

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The proactive approach to create a specific Federation of European Associations with IIMC members is ambitious with viable outcomes. I think the aim and the exchange of best practices is useful while enhancing Clerk education is persuasive.

We realize Region XI is an exception in regards to distance and an international bent that IIMC has tried over the years to complement, but cannot clear the hurdle in providing precise and focused information specific to your region. Yet, with the creation of Institutes in the United Kingdom, the Netherlands and Bulgaria, IIMC is progressing through education.

However, it seems you're creating a Federation outside of IIMC's realm, but still want to connect with IIMC. The fact you would provide it a name connotes two brands vying for attention, and seeming to compete with each other. I also noticed that some of our Region XI members, specifically in New Zealand, Australia, Bermuda, Nepal and South Africa, do not fall under this affiliation. Is this an oversight, or does proximity create a disadvantage? In reading your MOU Draft, there are several areas that I think would need IIMC Board approval. It seems that this Federation would like to operate under its own name, and have its own set of goals, objectives and conference.

My main concerns are exclusivity and competing against each other. You mention a European conference in April 2013. At that time, IIMC will be gearing up for its own annual conference in May 2013. Wouldn't we be fighting for the same dollars in trying to get all members to our conference? I am not certain IIMC would be able to help match your funds in putting together a European Conference.

I suggest that prior to anything moving forward that we do the following:

1. Teleconference to discuss further the direction and outcome of this plan.
2. Create a report to the Board of Directors to discuss at their meeting in Portland this May.

What is everyone's availability on Friday, March 23? If that day is doable, please let me know and I'll coordinate it on my end and get back to you with times and numbers.

As I have mentioned, I think the relationships in Region XI have grown exponentially these last few years. I just want to be as specific as possible regarding outcomes and expectations from everyone's viewpoint.

Thank you.

### **Management's Comments:**

After I distributed this letter, I spoke to Nick Randle and he agreed that we should not move forward until the Board had time to discuss the MoU.





## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 4, 2012

**Subject:** Executive Director's Update

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### OVERVIEW

The following overview briefly depicts each area at Headquarters, what improvements we've made, what we're tackling for future needs and personnel updates. At the end of this report, I have three recommendations that will require Board Action.

### PERSONNEL

On Monday, April 16, 2012, IIMC ended its two and a half month employment with its Director of Education. We will resume a new search immediately after the Conference. Staff continues to work diligently in their respective areas and is never reluctant from assuming additional responsibilities.

### ADMINISTRATION

We made minor realignments in our Finance and Administration Departments to make us more efficient. Our Administrative Assistant Maria Miranda is now responsible for handling all of our accounts receivables, per our auditor's request. This function was originally in the Finance Department, but switching it over has streamlined the process, deposits and keeps the handling of funds in one individual's area as opposed to a few. This move has alleviated some of the tasks from our finance specialist Janet Pantaleon, allowing her to take on some of the membership department's "must do" daily responsibilities such as collecting past dues, handling conference registration, etc. This shift in responsibilities has manifested in Membership's ability to fully immerse themselves in the 2012 recruitment campaign, to maintain current membership while continuing to provide first-rate customer service.

### CONFERENCE -- PORTLAND CONCERNS

We projected 700 Delegates and 100 guests. As of April 11, we have 576 Delegates and 43 guests. With exhibitors, speakers, etc., our total number of attendees is 700. Region 9, which is one of our strongest and largest membership bases, has more than 210 delegates attending.

Our three hotels are

- The Red Lion -- \$145 per night – **sold out**
- The Doubletree (host) -- \$166 per night – **sold out**
- The Hilton -- \$182 per night – renegotiated to \$164 per night – low numbers/attrition

We renegotiated the contract with the Hilton Hotel, reducing the room cost from \$182 to \$164 and opening up the room block to anyone outside of IIMC conference attendees. This move allows the hotel to sell all existing rooms and provide credit toward IIMC's room block. The good news to this is every sold out night at the Hilton eliminates or lowers IIMC's overall attrition. Anything less than 100% sold, IIMC will have to pay the difference between our

original room block and what was not sold. This will help lessen the burden of attrition, but not erase it completely. To do this, we had to drop our commission from 10% to 5%.

### **Steps To Curtail Losses**

- 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.
- We started a conference reserve fund specifically to offset hard dollar losses;
- We revised the size of the Conference daily program – a savings of approximately \$2,000
- We have offered discount programs for Academies, Regions 8 and 9, first timers, and reduced the Region X costs from \$560 to \$460. We also have an incentive for any city that sends two or more Clerks to the conference to receive a discounted flat rate of \$460.00 per delegate. These measures were incentives meant to increase attendance.

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

The overall savings of \$20,000 will help IIMC's bottom line.

The above steps are meant to remain as proactive as possible to minimize loss and ensure revenue if possible.

### **EDUCATION**

Our Education Department continues to operate efficiently and strives to provide excellent customer service to our members while working with them through the various certification processes. The Department's full report is in this Agenda.

### **FINANCE**

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. Keeping in line with our self-imposed need toward remaining consistent and efficient, we introduced the Organization to a new auditing firm that we expect will focus on us with a new perspective. All in all, the 2011 year-end places IIMC in the positive for the fifth consecutive year. When you think of the impact a bad economy has had on our membership and conference attendance, this is a strong accomplishment for IIMC.

#### **Credit Card Issues**

The one area that was unexpected in cash loss was the credit card issue. As of this writing, IIMC's loss was approximately \$8,000. We're still waiting for a response from our insurance company to see if they will remunerate any portion of the \$8,000. More information on Finance and the Auditors (handout) Letter and Notes will be discussed later in this Agenda.

### **MARKETING/COMMUNICATIONS**

January 2012, Emily Maggard began to divide her time between marketing (75%) and education (25%). This move has quickly brought IIMC's social media platforms in line with, if not surpassed, other Associations, has created two separate and individual communication vehicles --

Education Department and General E-Briefings and has generated new ideas for communications. Emily will slowly be taking on more responsibilities in communications, allowing the Executive Director to work in other areas of growing the Organization.

## **MEMBERSHIP**

The past few years and the economy aside, IIMC membership has dealt with a variety of ancillary issues that have had an adverse affect on growth. Although our 2012 membership campaign is meeting expectations, we will continue to focus on membership recruitment and retention and to perform due diligence in reaching out to members. The last few years, our membership department has focused on a persistent customer relations outreach program, maintaining current members in light of the economy. This was the direction that made the most sense and took full advantage of our staff's strength in that area. The 2011 membership figures exceeded the \$1 million mark for the fourth year in a row. The Department's report is in this Agenda.

Membership Dues -- IIMC's Policy is to present to the Board every two years a report on increasing membership dues. As we prepare for the 2013 budget, staff will be bringing a recommendation to the Budget and Planning committee meeting this August that will be presented to the Board at the November mid year meeting regarding a dues increase.

## **ACTION ITEMS REQUIRED BY THE BOARD**

### **Verbiage to Amendment the Constitution regarding Executive Committee service**

Attached is the revision to amend the Constitution regarding members serving on the Executive Committee from the same region. We discussed this amendment in Nashville, but never received consensus.

### **IIMC/AMCTO Affiliation**

IIMC and the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), Canada have been in discussions regarding a reciprocal affiliation agreement (see attached) similar to ones we have with our Region XI affiliates. Management believes that IIMC should embellish their affiliations with Region X associations. This is good for membership recruitment and education programs. In this agreement, both IIMC and AMCTO agree to reduce the first year's membership dues by 50% and reimburse each other \$25 for each respective member that joins their respective Organizations.

If the Board agrees and approves the attached Memorandum of Understanding with AMCTO, then we can move forward this week and make it official at the Board/International dinner on Tuesday, May 20.

### **MCEF Purchase Agreement**

The attached report outlines our purchase agreement with MCEF. If the Board agrees and approves Management's recommendation to eliminate this agreement, then based on one of the two budget recommendations, we would move forward with this as early as September 2012 or as late as January 2013.

Below is what transpired regarding this topic. Unfortunately, the directive to pursue this never made it to the meeting in Nashville.

**This came out of the Omaha mid year meeting in 2010**

1) Review Article IV A of the Constitution (Last line only)

- A. Officers.** The Officers of IIMC shall be President, President Elect, Vice President and Immediate Past President. Each year at the Annual Conference, the President Elect shall succeed to President, the Vice President shall succeed to President Elect and a Vice President shall be elected by the membership. Each shall serve a term of one year and shall be limited to serving one term of office, except in filling vacancies as authorized below. No two Officers shall be from the same Region.

**MANAGEMENT’S RECOMMENDATIONS – Article IV A Constitution**

Management agrees that if a qualified member wants to serve on the Executive Committee and is from the same Region as an existing member of the EC, then the incoming member should not be prevented from serving. IIMC needs to encourage and preserve competition to become an IIMC Board or Executive Committee member. We agree with the Policy Committee’s recommendation to allow, **“Not more than two officers from the same region to serve as EC members.”**

**Board response and discussion from Omaha**

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

It was determined that Region Directors gather input from the membership and report back in May (Nashville 2011). It was suggested to add the officers can be from the same region if no qualified candidate submits an application.

There is nothing in the 2011 Nashville board minutes that reflect this discussion or a vote by the Board.

This will be revisited in Portland.

Thank you.

# Memorandum of Understanding

This agreement made this \_\_\_\_\_ day of May 2012, between the International Institute of Municipal Clerks (IIMC), and the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO).

Whereas IIMC and AMCTO are desirous of developing a partnership for the mutual promotion and benefit of each organization;

AND WHEREAS IIMC and AMCTO share a common goal of promoting the professionalism of their members;

THE PARTIES HERETO AGREE AS FOLLOWS:

1. IIMC and AMCTO hereby enter into a formal agreement from the date of signing hereof.
2. IIMC and AMCTO shall extend an annual reciprocal invitation for up to two Board of Directors and/or Staff members to attend their respective annual conferences. Said invitation will include:
  - a. Complimentary registration and accommodations for the duration of the Annual Conference;
  - b. The opportunity to conduct one education related or Association information session.
3. IIMC and AMCTO agree to place an active link on their respective web sites: [www.iimc.com](http://www.iimc.com) and [www.amcto.com](http://www.amcto.com) to announce this memorandum of understanding.
4. IIMC and AMCTO agree to reciprocate receiving regular newsletters and publications.
5. IIMC agrees to recognize AMCTO as an official affiliate of IIMC on the IIMC web site and in the IIMC *News Digest*. AMCTO agrees to recognize IIMC as an official affiliate on the AMCTO website and in the AMCTO *Municipal Monitor*.
6. IIMC and AMCTO agree to identify and explore programmatic partnership opportunities that are in keeping with the overall goals of each organization.
7. Eligible AMCTO members who are not already IIMC members as of the date of this Agreement may join IIMC for the first year at 50% of the applicable IIMC Region X membership rate, allowing qualified members participation in IIMC and Municipal Clerks Education Foundation (MCEF) education programs, scholarships, grants and other opportunities.
8. Eligible IIMC members who are not already AMCTO members as of the date of this Agreement may join AMCTO for the first year at 50% of the applicable AMCTO membership rate, allowing qualified members participation in AMCTO education programs, and other opportunities.
9. IIMC and AMCTO agree to promote the reciprocal membership opportunities set out above to their respective memberships. In exchange for such promotion activities, IIMC will remit to AMCTO and AMCTO will remit to IIMC the sum of \$25.00 for each new member that joins each respective organization under this program.
10. Either party by terminate this agreement with six months written notice.

**International Institute of Municipal Clerks**

**Association of Municipal Managers, Clerks and Treasurers of Ontario**

\_\_\_\_\_  
IIMC President

\_\_\_\_\_  
AMCTO President

\_\_\_\_\_  
IIMC Executive Director

\_\_\_\_\_  
AMCTO Executive Director

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Board of Directors  
**From:** Chris Shalby, Executive Director  
**Date:** April 2, 2012  
**Subject:** MCEF Purchase Agreement

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### Background

Prior to 1997, IIMC had always provided MCEF with complimentary marketing, administrative, development and fundraising services. In 1997 MCEF, in its desire to expand and become more aggressive with fundraising efforts, hired a full time development director to provide the above services at the annual salary of \$80,000. In 2001, MCEF decided that the director's position was cost prohibitive and entered into a purchase agreement contract that would have IIMC provide staffing support to the Foundation for a variety of services from administrative duties to financial reports to marketing and development. Also at that time, MCEF's development director was put on the IIMC payroll, thus reducing MCEF's expenses by half. The thought behind this move was also to reduce the competition for going after sponsors and allow for one person to acquire new sponsors and split the proceeds 80 – 20, with IIMC receiving 80% of new revenue.

The 2001 purchase agreement contract had IIMC billing MCEF \$42,000 annually for said services. In 2005, MCEF reduced its annual contract by half stating IIMC was not providing the services to the full extent of the agreement. The annual contract was reduced to \$21,000 and has been at that amount since 2005.

### Purchase Agreement and Costs

The purchased agreement entails below IIMC's services to MCEF. The dollar amounts represent MCEF's hard costs to have IIMC administer MCEF programs. MCEF's contract pays IIMC \$1,750 per month to oversee the administrative portion of MCEF.

MCEF's annual hard costs include:

|   |                 |
|---|-----------------|
| • Membership dues postage                 | \$ 1,751        |
| • Accounting Services                     | \$ 3,375        |
| • Silent Auction booths (15 booths total) | \$ 650          |
| • News Digest advertising                 | \$ 5,500        |
| • Marketing                               | \$ 4,000        |
| • Development                             | <u>\$ 4,000</u> |
| • Miscellaneous                           | <u>\$ 1,724</u> |
| Total                                     | <b>\$21,000</b> |

### Other Services Provided

In the past few years, IIMC has also waived the following services for MCEF:

- Exhibit hall space for their silent auction
- Food for donor reception (beverages donated by Municode)
- One conference registration for walk/run fundraiser
- Breakfast and lunch @ both midyear and annual conference

## **Financial**

If MCEF was to contract its services with another vendor, it could be spending approximately \$50,000 or more annually to administer its programs, rent exhibit space at conference, create marketing and fundraising services and purchasing food and beverage.

## **Current Situation**

In light of all the financial woes that the foundation is experiencing these days, their Policy 8 donations the past three years have been outstanding. In 2009, we received \$39,277; in 2010, it was \$44,370 and 2011, it was \$44, 227. IIMC also returns 14% to MCEF to use toward scholarships. If all goes according to the current strategic plan, MCEF will give IIMC Policy 8 monies and allow IIMC to distribute toward scholarships and education programs.

Their generosity of late can be attributed to a rejuvenation of trust with the board and executive committee, IIMC's strong financial commitment in adhering to and not deviating from approved Board budgets and the quick repayment on their line of credit (3 years earlier than expected). Therefore, with both IIMC and MCEF trying to simplify their monetary relationship, Management believes that eliminating the service agreement with MCEF yet continuing to perform the tasks at hand and providing conference embellishments can only help further the growth of these two entities. The majority of the work that staff performs on behalf of MCEF is somewhat simple and clerical, and in some cases, perfunctory, as part of staff's routine. MCEF's marketing and public relations services have always been in-kind.

Eliminating the \$21,000 annual contract (\$1,750/month) would give the foundation that much more in their coffers to help with their operation. It is would be a significant addition to the foundation's bottom line.

## **Management Recommendations**

First and foremost, we recommend terminating the service agreement between IIMC and MCEF beginning in January 2013, with IIMC continuing to provide MCEF with its current services pro bono. If the Board wishes to terminate the contract sooner than 2013, we recommend these options:

#1 - Staff to review 2012 projections prior to the August Budget and Planning meeting and if the 2012 conference in Portland surpasses the current budget (\$44,800), and the membership campaign exceeds expectations, positively affecting the current 2012 net of \$11,000, IIMC could inform the Board of its new bottom line and the contract could be terminated as early as September 2012.

#2 - If option #1 doesn't prove financially viable for 2012, then the monetary agreement would end in January 2013, giving IIMC plenty of time in the 2013 budget process to accommodate for those funds.

## PURCHASE OF SERVICES AGREEMENT

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

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

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

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

### 1. Staffing & Expenses

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

- Implement the Foundation's approved Development Plan.
  - Coordinate and provide support services to the Foundation Board of Directors. Provide the appropriate reports:
    - Walk run registration and pledges
    - MCEF payments made with IIMC dues - individual
    - MCEF payments made with IIMC dues - City
    - Credit card pledges/payments\*
    - Payroll deductions
    - Memorials
    - Society contributions\*
    - Legacy Donor Recording Protocol (See Attachment A made part of this Agreement)
    - Individual checks made out to IIMC intended for MCEF\*
  - And as required in Subsection 5 of this agreement
- \* Restricted and Unrestricted; Credit card pledges/payments will be deducted according to pledge card request. Society contributions pledged, if other than by credit card, will be sent to the MCEF Treasurer and invoiced according to pledge request.

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



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

## 2. Term

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

## 3. Contract Amendments

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

## 4. Payment

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

## 5. Disposition of Funds

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

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

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

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

- a) Web-site Advertising which exceeds IIMC 2005 levels

This shall include all revenue derived from selling advertising space on the IIMC/MCEF web-site in excess of 2005 actual revenue.

- b) Broadcast fax and e-mail advertising
- c) News Digest Advertising which exceeds IIMC 2005 budget levels
- d) New Affinity programs

This shall include all new affinity programs currently in development or as yet unplanned.

- e) Any other programs, services or ventures that raise revenue for IIMC but shall not include donations in-kind or goodwill.

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

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

## 6. Disputes

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

## 7. Controlling Law

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

## 8. Headings

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

## 9. Final Agreement

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

## 10. Notices

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

To Foundation:

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

To Company:

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

## 11. Severability

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


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

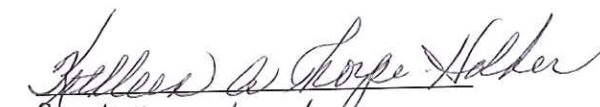
The International Institute of Municipal Clerks

  
President

  
Executive Director

The Municipal Clerks Education Foundation

  
President

  
Secretary  
11/06/2010

## MCEF IIMC Legacy Donor Recording Protocol

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

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

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Jennifer Ward, Associate Director of Education  
Emily Maggard, Communications Coordinator  
Ashley Carroll, Verification Specialist

**Date:** March 26, 2012

**Subject:** 2012 Education Department Report

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The Education Department has been full of activity since the 2011 Conference. We implemented several new online education opportunities, finalized the 2011 Conference Education transcripts, collaborated with the Conference Committee on several Education-related issues as well as the 2012 Education program. We also applied a new Education E-Briefing template (independent from the general E-brief), created a Facebook page to add another facet to IIMC communication, and completed several other projects. Please see the highlights below:

- **CMCs** - CMC applications are currently at 1-2 weeks. Since the Mid-Year Meeting on November 12, 2011 we have awarded 101 CMC designations.

On February 9<sup>th</sup>, we began to promote the newly designed CMC pin in our weekly E-briefings. As of the date of this report, we have sold 29 pins at \$30.00 each. This is unbudgeted income that will assist with the overall budget at the end of the year. Due to conference advertising, we recently removed this ad. It will resume after the conference.

- **MMCs** – MMC applications are currently at 2-3 weeks. Since the Mid-Year Meeting on November 12, 2011 we have awarded 29 MMC designations.

The Department is attempting to increase the number of members enrolled in the MMC program. On March 23<sup>rd</sup> Emily Maggard sent a targeted E-briefing to the 145 IIMC members who at one time were enrolled in the CMC Recertification program, but have not yet enrolled in the MMC program notifying them that the points they earned for that program can be applied toward the MMC certification program. The response has been overwhelmingly positive, with Ashley Carroll receiving many email inquiries.

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.

- **New Institute Update –**

**The Netherlands** – The Education Department received a proposal for a new Institute in the Netherlands entitled, the Dutch Institute for Municipal Clerks (DIMC). We reviewed the proposal and worked with the Institute to fine tune it and then sent it to the Program Review and Certification Committee for their review and recommendation. The DIMC was approved by the Department on February 29, 2012.

**Wyoming** – The Education Department received a proposal for a new Institute from the University of Wyoming. We reviewed the proposal and determined that it needed more information. As of the date of this report, we have not received the revised document.

**South Dakota** – The University Center of South Dakota is currently working on a proposal for an Institute. As of the date of this report, we have not received it.

- **Committee Work** – The Education Department worked with the Program Review and Certification Committee regarding the Dutch Institute for Municipal Clerks (DIMC) Institute proposal. The Committee agreed with Staff to recommend approval of the Institute program. The DIMC Institute was approved on February 29, 2012.
- **2012 Education Program** – The Education Department has completed the 2012 Annual Conference Education Program. We will offer 8 Academy sessions, 3 General Sessions and 42 Concurrent Education Sessions in a variety of topics such as leadership, management, communication, finance/budget, records management, sustainability, etc.

For the very first time, we implemented an Academy discount program. If a Delegate registers for more than one Academy session, they can save an additional \$25.00 for each Academy they register for, applicable only after paying the initial cost of \$195.00. The Academy numbers are at an all-time high this year. We compared the numbers from the last three years:

- 2010 Reno – 181 registrants for 12 Academies
- 2011 Nashville – 137 registrants for 8 Academies (there were 10 Academies, but we had to cancel 2 of them due to low enrollment).
- 2012 Portland – As of 4/17/12 we have 199 registrants for 8 Academies.

After the conference, the budget will provide us with an exact figure for this discount program.

The City of Portland's leadership in green practices and long term sustainability programs has earned it a prestigious "Green Star Award." According to Popular Science Magazine, "America's top green city has it all: Half its power comes from renewable sources, a quarter of the workforce commutes by bike, carpool or public transportation, and it has 35 buildings certified by the U.S. Green Building Council". Because of these accomplishments, IIMC's Education Department saw this year's conference as an ideal opportunity to launch an environmental sustainability track as part of the Education program and focus the Region X and XI off-site session around this topic. We look forward to hearing your feedback on what we believe will be an exceptional program.

The Department thanks Host Institute Director, Dema Harris, for her assisting us in planning the program and recruiting local presenters. Utilizing the local talent not only highlights the fine talent in that area, it also assists IIMC's overall budget in travel, hotel and meal costs.

We would also like to thank Region 9 Director, Peggy Hawker, for assisting us in developing the Region X and XI offsite education program. Peggy put us in touch with FirstStop Portland, "a unique program that connects global leaders with Portland's innovators in sustainability." They will provide our members with a walking tour of several sustainability projects currently at work in the city. Our international members will get a first-hand look at some of the ways Portland is going green and saving money, and we hope that they will be able to return home with concrete ideas and inspiration their own municipalities can use.

We will continue to provide the Delegates with a CD ROM of the available General and 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** – The weekly Education Department E-Briefings are sent on Thursdays and continue to be a great source of resources for the membership. We continually receive inquiries regarding information that is sent out and ideas for new information. The Department is never at a loss for information and ideas to share with the membership.
- **Facebook**- Emily Maggard has settled up the work on IIMC's Facebook page. We announced this via an Education Department E-Briefing to the membership in August of 2011. Since then IIMC has made 513+ new friends! If you haven't "liked" IIMC or become a "fan," 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 relevant items. We also featured the 2013 Study Abroad, the Exchange Program, and anything else we want to get the word out to our members about. We have sent out an invite to our fans to the Annual Conference in Portland, and keep them updated to IIMC's events. This is a great marketing tool for our programs and products, in addition to our Education and general E-briefs, mailings, and emails.

- **Online Education Programs** - The Education Department added two additional courses to the Ed2go list and approved an online course on the topic of sustainability offered by our New York Institute at Cornell University. This course is open to all IIMC members and is eligible for Institute points.

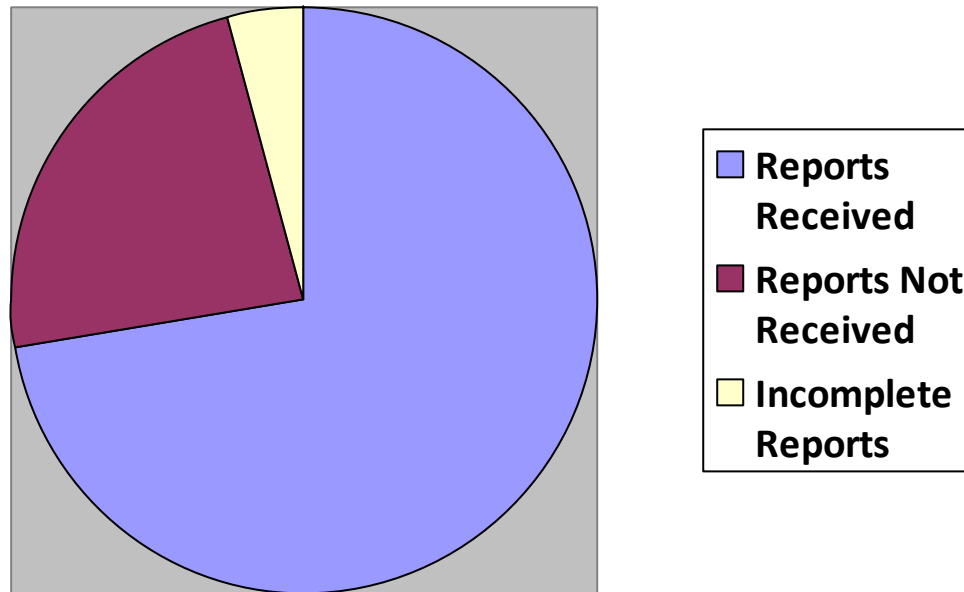
We also plan to look at offering our own webinars and additional online courses. This will be looked at later this year.

- **Course Review Approvals** – The Education Department continues to receive requests for course review each week and lists approved courses in the weekly E-briefings. The Department is able to complete each review within a few days.

- **Athenian Program** – This program seems to be growing in leaps and bounds! We have seen an increase in Dialogues and recently approved several new Athenian Facilitators, who are listed on our website for the membership to use for their Dialogues. We also continue to add new books to the approved book list that is posted on the website.
- **2011 Institute Annual Reports** - Out of 45 approved Institute programs, the Education Department received 34 Annual Reports. Only 32 of the received reports are complete and considered in-compliance. The 2 incomplete reports did not contain all of the required information or have not sent in additional information as requested by the Department.

#### **Reports Not Received:**

As of the date of this report, the department has not received 11 Annual Reports. Several reminders have been sent prior to the 12/31/11 report deadline and after it. The Education Department even offered these Institutes an alternative deadline date each year for submittal if it would assist them in submitting their reports in a timely manner.



- **Institute Directors Report** – The Education Department sent the Board’s recommendation for Staff to work with the Institute Directors on the areas outlined in their report. In January, we sent the Board’s recommendations to the Institute Directors and asked for their input and clarification on specific areas by March 1<sup>st</sup>. We received two replies from a total 6 Institute Directors out of the 45 approved Institutes (5 collective responses and 1 individual response) **Please see the attached report and replies (Attachment #1)**. We did not receive enough of a response to generate an action item for this report. We plan to discuss the report during the Colloquium and hope to receive more information from the Institute Directors to provide to you at the Mid-Year Board Meeting.



## **Management Recommendations for Board Action:**

### **1. Institute Annual Report and Non-Compliance**

At the 2011 Mid-Year Board Meeting, the Board of Directors asked the Education Department to **review the Non-Compliance section** of the Institute Guidelines and make suggestions for revisions to strengthen and simplify the process.

#### **Institute Annual Report**

**(Current Annual Report requirements taken from the Institute Guidelines)**

Each year, the Institute is required to submit to the IIMC Director of Education the following information in the form of an Annual Report. The Annual Report is due no later than December 31st of each year (**Electronic mail is preferred to [jward@iimc.com](mailto:jward@iimc.com)**). IIMC also recommends that a copy of this report be sent to the State Education Chair for their review.

The Annual Report assists IIMC's Education Department in maintaining a live record of active courses, as well as future plans and trends in education. It also does double duty as record retention documentation and quality assurance, and enables IIMC to see if there have been any changes. The Annual Report helps IIMC to ensure that nothing but the best in continuing education is being provided to its members.

The report should include:

1. A cover letter explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
2. A summary report of the Teaching and Course Evaluation forms completed by the attendees.
3. Descriptions of the CMC and MMC courses that include brief bios of the instructors cross-referenced to the courses taught during the year.
4. Program brochure(s) that include the schedules and location(s) of CMC and MMC offerings.

The Institute Director will forward their Annual Report to the Director of Education for their review and comments. IIMC will review for confirmation of compliance with the IIMC Education Guidelines and the requirements regarding the level and rigor of courses (CMC versus MMC).

#### **Noncompliance**

The Director of Education may determine that an Institute is not in compliance with the provisions of the IIMC Education Guidelines. In such case, the following steps will be taken:

1. The Director of Education will bring the non-compliance issue to the attention of the Institute Director and try to collaboratively work towards a solution.
2. If a solution is not resolved with the Institute Director within 30 days, the Director of Education will bring the non-compliance issue to the attention of the State Education Chair in the hope that they can assist in resolving the issue.

3. If a solution is still not resolved within 30 days, the Director of Education will bring the non-compliance issue to the attention of the Program Review and Certification Committee and ask for their review of the issue and provide a recommendation for a resolution.
4. The Program Review and Certification Committee will forward the results of its deliberations to the Director of Education within 30 days.

The Director of Education will render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair. The written communication from the Director of Education should specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.

The Institute Director in collaboration with the State Education Chair may respond to the decision within 30 days, by contacting the Director of Education in writing. A non-response is construed as the acceptance of the decision. A continued noncompliance may result in revocation of the Institute's approval by IIMC.

### **Management's Recommendation:**

This recommendation would replace the current Non-Compliance Steps 1-4 and was drafted and sent to the Education Department after the 2011 Mid-Year Meeting by a Board Member. In the case of the Annual Report, after notifying the Institute Director that [they](#) are past due and has 30 days to file the report in its entirety and this has not been done, the Education Director shall notify the State Education Chair and ask that the completed report be submitted within 30 days. If after the State Education Chair has been notified and no report has been filed or additional requested documentation has not been received, the Education Director shall notify both the State Education Chair and the Institute Director that educational points will be held for the year of the missing Annual Report and will be applied to applications for CMC and MMC after the Report has been submitted to IIMC. This recommendation would take 60 days to try and resolve rather than the current 90 days.

## **2. International Guidelines for Certification**

**May 2011 Board Recommendation:** Executive Director Shalby reported that as IIMC looks to grow its international base, there is only one tangible product that it can offer its International members and that is Certification. Developing Institutes in Regions X and 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 Education 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. **It was moved and seconded to approve Management's Recommendation. The motion carried unanimously.**

**Please see the attached Management's report for creating International Guidelines for Certification (Attachment #2).**

**Management's Recommendation:**

- Create a supplemental set of International Education Guidelines by using the recommendations and examples submitted, to allow our International Members (Regions X and XI) to obtain certification.
- Allow a one-year Grace Period beginning June 1, 2012 for any Region XI Institute that has been preapproved and going forward from the date of any new Institute approval for our Region XI Members to submit Advanced Education towards the MMC designation.

**Program Review and Certification (PRC) Committee's Recommendation:**

Per PRC Chair, Kathy Young, "The Management Report was forwarded to committee members as requested and we have unanimously approved each of Management's recommendations and urge the IIMC Board and Staff to move forward. "

The Education Department thanks you in advance for reviewing our report and considering our recommendations.

**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 The Education Department, 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.

IIMC Management's Comments:

The Education Department recommended the Board create a Task Force comprised of 4-5 Institute Directors, the Education Department and Executive Director Chris Shalby to review each of the requests contained in the report and see if solutions could be found regarding concerns voiced in the report.

IIMC Board of Directors Comments:

The IIMC Board of Directors took no action regarding a Task Force and directed the Education Department to work with the Institute Directors on each issue.

ID Response

We are glad a task force was not created. The mechanism for collaboration is already in place. We just need to use it.

**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 that where the Guidelines say “sample course subjects” that The Education Department view the list as a sample and not a comprehensive list.

IIMC Management’s Comments:

The Education Department does view this list as a sample as it was intended to be. When courses are submitted for review during the year, or when included in the Annual Report, The Education Department always requests a course description so as to gain as much information on the course as possible before approving it. The main content that the Education Department looks for is “how does this topic relate to the Municipal Clerk profession”, “is it at the appropriate level (CMC or MMC)” and “can it be considered relevant education per the IIMC Board-approved Education Guidelines?”

The Education Department also needs clarification as to whether the IDs are referring to the topics referred to in the ID Guidelines, or the membership-requested and Program Review Committee approved, “Acceptable MMC subject matter” document, which is located on the IIMC website. Of course, either way, both of these lists are flexible, and the MMC Acceptable Subject matter also states this on the header.

IIMC must adhere to the current Education Guidelines. Therefore, a session that may have been approved prior to 2010 may no longer be applicable to the current guidelines.

ID Response

We were referring to the topics references in the Institute Guidelines. We did not discuss the “Acceptable MMC subject matter” document.

The problem arises not from the lists themselves, but from the application. It has been our experience that the Education Department staff simply looks at the title of the session, looks at the list, and then makes a ruling based on whether the title is listed verbatim on the list. Our experience is that the Education Department staff is taking the list too literal. Management says this is not the case, but our experience says different.

We wonder if it would be enough to simply stay away from the disapproved list in order to assure approval.

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.

IIMC Management's Comments:

This statement is misleading, as it appears that all courses that were approved prior to the 2010 guideline change, are now no longer approved. When the Annual Reports are submitted, the Education Department reviews each individual course to ensure that it fits within the current Guidelines. Very few courses were rejected this year. The following is a list of courses that were not approved after reviewing the 30+ Annual Reports that were received for 2010. These courses were all given credit for 2010 to ensure the members who took these courses would not be penalized. In each case, the Institute Director has been made aware that these courses do not fit within the Education Guidelines, making them ineligible for credit in the future:

- "What Do You Know About the Municipal Clerk Profession?"-This is an informational session on the IIMC guidelines.
- "Power"- This course introduces the student to the power of the mind and body. At the end of this course, students will break a board with their hand. This does not fall within the Education Guidelines.
- "Elements of Professionalism for Clerks"- This session deals with the effects that your demeanor has on those around you on a daily basis and with those that you come in contact with only once.
- "Professional Image"- This course will examine how to convey a professional image at work; how to look, act and dress for your position. The topics of socializing and eating etiquette are also covered.
- "Microsoft Office"-Microsoft courses (Word, Excel, PowerPoint, Outlook, etc.) are not accepted for certification points.
- Outside Reading Assignments- per the Education Guidelines, all work must be done in class.
- Notary-Notary courses are not accepted for certification points.
- "Q & A with IIMC"- Any courses in regards to IIMC Guidelines, Applications, etc. cannot be accepted for certification credit.
- "Emotions"-This course addresses the mastering your emotions which will benefit your relationship with yourself, your relationships with others and your creative abilities at work. Per the Education Guidelines, health and wellness topics are not accepted for credit.
- Museum Tours- Credit cannot be allowed for tours or field trips.
- "Taking Care of Self"- This session will help you learn to take time for yourself and shape your inner world with relaxation, energy, exercise and serenity. This will help enhance your outer world with quality relationships, life priorities and flexibility in change.

## **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.

### IIMC Board of Directors Comments:

The Board of Directors amended the Institute Guidelines as follows: 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 directly relevant to the municipal clerk profession as determined by the Institute Director and in compliance with the Education Guidelines. Staff was also directed to communicate with Institute Directors to:

- (1) Advise that all courses are reviewed for conformance with current Education Guidelines; and
- (2) Encourage Institute Directors to compile and submit a listing of course categories. If approved, this listing would be used to expand the examples contained in the Education Guidelines and would provide further clarification on any course content that falls within the Education Guidelines.

### ID Response

Thank you for the guideline amendment. Time will tell if this changes how the Education Staff determines approval.

We do still have a problem with the Education Department staff approving and disapproving courses that are deemed appropriate by IDs; and our hope is that with an Education Director in place some of the current practices will change.

### Suggestions for additional course categories.

Professionalism – there are ways to present this that are educationally sound and the need for this is great

Professional Development - disallowing discussion of professional certification in a class that counts for points towards a professional certification is just silly

Health and Wellness – this is an important issue and most employers spend funds on wellness programs, so it seems reasonable to include this topic in a training curriculum

Presentation Skills – to include a video component if possible

Communication Skills – that include both verbal and physical communication, and with respect to co-workers, governing bodies and the media

Service Excellence

Dealing with Difficult People

Business Writing

Supervision

Communication – defining and understanding communication in its various forms

Ethics and Values

### **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:**

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

#### **IIMC Management’s Comments:**

The Education Department agrees that alternative methods of learning could be beneficial in the current economy and would like to explore the options. IIMC is requesting that the Institute Directors provide more information, as well as examples of the types of program alternatives that could be beneficial to the membership and how those types of program hours could be calculated.

#### **IIMC Board of Directors Comments:**



The Board directed Staff to go back to the Institute Directors for examples and/or suggestions on the alternatives and to report back to the Board no later than the May 2012 Portland meeting.

#### ID Response

Use of Blackboard to facilitate a 4-6 week on-line course in an approved subject – this is becoming an acceptable delivery method for professional development/certification in many fields. IDs should be given the flexibility to create and implement online courses if they choose.

Time spent reading a book prior to the Institute/Academy, with a facilitated discussion at the Institute/Academy.

Time spent on other outside classroom activities required by the course, e.g. research, interviewing, etc.

Webinars with online assessments

### **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 The Education Department
  - c) Discontinuance of affiliation with college/university
2. Direct the Education Department to apply the steps for noncompliance as currently written in the Institute Guidelines.

IIMC Management's Comments:

The Education Department agrees that actions need to be taken for those who are in non-compliance. The Education Department will look into this further and come up with a few options for the Board at the May Board Meeting.

IIMC Board of Directors Comments:

The Board of Directors directed IIMC staff to work with Institute Directors to explore this issue more and to report back to the Board in Portland.

Staff and the Board concurred with Institute Director requests to meet with staff and the Program Review and Certification Committee at the annual conference and that host Institute Directors participate in the Colloquium agenda and facilitator selection. No formal action was required or taken.

ID Response

We have directed the Education Department staff to follow the current policies and procedures regarding noncompliance and have nothing further to comment on this point. We hope any action would be taken with tolerance and understanding of the IDs other work responsibilities and demands; but the bottom line is that compliance is required and non-compliance should not be tolerated.

**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.

IIMC Management's Comments:

IIMC understands this request; however, the Annual Conference is the first time that the 2012-2013 committee members are together and learning what their role and goals are within the organization. This meeting would be more effective if done at another time throughout the year via a conference call, or as issues come up. In addition, the committee members attend the Annual Conference to earn certification points. This

meeting will be in direct conflict with the education sessions and the committee members who attend it will not be able to attend the education sessions that their municipality paid for. Additionally, it may take some time to get all members up to speed, and not all members of the committee will be able to attend the IIMC Annual Conference.

IIMC's Board of Directors Comments:

The Board agreed with IIMC Management's recommendation.

ID Response

We do not approve of the Management recommendation; and the Boards approval of that recommendation. We are not convinced it will be possible to organize a conference call with all the IDs and those committees as an alternative. Or that a conference call would be an adequate format for the type of discussion needed. We do understand the PRCC's reluctance to miss education sessions; however, wonder why the Management and Board does not approve of a meeting of the IDs and PRCC.

- 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.

Management's Comments:

The Education Department can easily arrange for meeting rooms on these two days.

IIMC's Board of Directors Comments:

The Board agreed with IIMC Management's recommendation.

ID Response

We hope the Education Director can attend as much of these meetings as possible with the goal that she will become informed with the overall issues, as well as the nuances, and to garner her own independent thinking in a quest to move things forward.

We have never been asked for our setup preferences for the meeting room, but if possible would like a boardroom-style setup. Having several separate tables is not conducive to a large group discussion.

- We request that IIMC Education be in attendance for at least part of those meetings. It is beneficial for The Education Department 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.

IIMC Management's Comments:

The Education Department can be in attendance at both the Colloquium and a short, limited portion of one meeting. The conference schedule of duties will not allow for the Education Department to be taken away from the conference program for three days. We are always willing to have conference calls throughout the year as necessary.

If a new Director of Education is hired prior to the Conference, they may be able to attend these meetings.

IIMC's Board of Directors Comments:

The Board agreed with IIMC Management's recommendation.

ID Response

We would like to know specifically when the Education Department staff and the Education Director will meet with us on Monday and/or Tuesday so we can plan our agenda around their attendance.

- We would also recommend to IIMC 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.

IIMC Management's Comments:

The Education Department agrees and had this idea as well. We felt it was a way to bring the Institute Directors in full circle in the development of the Colloquium Agenda.

IIMC's Board of Directors Comments:

The Board directed the Education Department to work with the Institute Director in the state that is hosting the conference in the selection of the Colloquium Facilitator and agenda.

Update:

The Education Department worked with the 2012 Conference Host Institute Director, Dema Harris, to select a Colloquium facilitator. The facilitator is Dr. De Hicks and comes highly recommended from Dema. The department and Dema will work with Dr. Hicks to formulate an agenda for this meeting. Sometime in the next couple of months we will ask for the Institute Directors input for the agenda.

ID Response

We understand that this year the local ID did play a major role in choosing the facilitator. The Colloquium day is often not very productive and seems to cover the same ground year after year. We hope the agenda items that are selected this year will be helpful to everyone and that, as a group, we can project some positive energy that day.

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

IIMC Management's Comments:

Management is interviewing several candidates the week of January 23, 2012. If a Director of Education is selected, the Institute Directors and the membership will be notified via E-Briefing or email. In the event, that a Director of Education is not selected IIMC will continue to search for a viable candidate.

ID Response

We are pleased an Education Director has been hired; and we look forward to meeting her in Portland.

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.

IIMC Management's Comments:

IIMC appreciates your input and report and looks forward to receiving your comments by March 1, 2012.

Input from:

Melanie Kiper, Nebraska

Kim Jones, Arkansas

Gayle Martin, Kansas

Pam Chappelle, New Jersey

Janet Baird, Mississippi

**Ina Wintrich***Jennifer Ward*  
*909-944-8545*

**From:** Ina Wintrich  
**Sent:** Tuesday, March 13, 2012 12:51 PM  
**To:** 'jward@iimc.com'  
**Subject:** FW: Comments related to IIMC Program Review and Certification Committee and Board

Jennifer: This message to you originally sent on March 12 came back to me with a 'non-deliverable' flag on it. I'm trying again! Thanks!

Ina

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**From:** Ina Wintrich  
**Sent:** Friday, March 09, 2012 3:14 PM  
**To:** 'Jennifer Ward'  
**Subject:** Comments related to IIMC Program Review and Certification Committee and Board

Hi Jennifer! I don't have a whole lot of comments, at this point (can you believe it??). I would like to comment on alternatives to seat time for Committee and Board review.

The 'textbook' is a great learning opportunity. I would suggest that we allow a block of 4 hours (10% of current seat time) for Clerk professionals to read a book. I see that one of the suggestions is to read the book before and then discuss in class.

Another approach is to distribute the book in class, do an instructor presentation (not to replace reading the book), allow for discussion and make the book required reading. Participants are then asked to share insights and potential applications of the book principles and practices and provide a knowledge transfer action plan on how that can/will be used in the organization for which they work. The book is read and the plan submitted as part of the assessment process.

Another approach is to distribute the book in class, provide a set of questions to which the participants must respond (individually), have them read the book outside of the formal classroom setting and submit the responses as part of their knowledge action transfer plan.

The key to both of these approaches is the questions that are asked. Never 'yes' or 'no'. They have to be crafted to encourage critical, creative, and transformational thinking and reflect that the book really was read!

Please let me know if you have any questions on this. Thanks!

Ina

**Ina Wintrich**  
**Assistant Director**  
**Ramsey Executive Education Program**  
**School of Public Affairs**  
**Arizona State University**  
**502 East Monroe Suite C105**  
**Phoenix, AZ 85004-4434**  
**602.496.1302**

## Jennifer Ward

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**To:** Jennifer Ward  
**Subject:** RE: ID Report- Ina Wintrich's Comments

-----Original Message-----

From: Anne E. O'Brien [<mailto:AOBRIEN@AOCE.UTAH.EDU>]  
Sent: Thursday, March 29, 2012 10:23 AM  
To: Jennifer Ward  
Subject: RE: ID Report- Ina Wintrich's Comments

Thanks Jennifer,

I totally agree with Ina's comments.

Anne E. O'Brien  
Interim Asst. Dean, Continuing Education Director, Professional Education  
(801) 585-0945

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From: Jennifer Ward [[jward@iimc.com](mailto:jward@iimc.com)]  
Sent: Tuesday, March 27, 2012 11:51 AM  
Subject: FW: ID Report- Ina Wintrich's Comments

Dear IIMC Institute Directors:

Attached are Ina Wintrich's comments regarding the "Alternatives to Seat Time" section of the ID Report.

Jennifer Ward  
Associate Director of Education  
IIMC  
8331 Utica Ave., Suite 200  
Rancho Cucamonga, CA 91730  
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-----Original Message-----





**International (Region X and XI) Certification – Management’s Recommendation**  
**June 20, 2011**

**May 2011 Board Recommendation:** Executive Director Shalby reported that as IIMC looks to grow its international base, there is only one tangible product that it can offer its International members and that is Certification. Developing Institutes in Regions X and 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 Education 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. **It was moved and seconded to approve Management’s Recommendation. The motion carried unanimously.**

**4-11-12 Management’s Recommendation:** The primary mission of IIMC is educating its membership. Based on this, Management believes that our International members will decide to participate in the certification programs based on more amenable guidelines toward them. If IIMC implements a supplemental set of International Education Guidelines that is Region X and XI specific, it will assist International members in becoming certified, and our members in these areas will benefit greatly by being able to obtain certification. Few clerks in these regions are currently able to obtain certification under the current guidelines, as the Guidelines are set with a North American curriculum in mind. This will also increase membership in IIMC and spread the organization’s name globally.

IIMC currently has seven Institutes in Region X and three Institutes in Region XI; Bulgaria, The Netherlands and England. Though the international members in Region X have more physical Institutes, IIMC receives very few certification applications from them. This is primarily due to the geographical proximity of Institutes to each other, while the municipalities are widespread across the sizeable country, therefore making it difficult for some to attend an Institute or Academy program.

With only having three Institutes in Region XI, it is problematic for a member who resides in a country outside of Bulgaria, The Netherlands or England to obtain their CMC certification even though they qualify for Full Membership. In addition, in discussions with many of our International members, as well as by looking at the documentation submitted with their CMC applications, many have dedicated more hours toward education than what IIMC requires and, therefore, have surpassed a number of their US colleagues in that category. However, on the CMC Application a BA degree only amounts to 20 of the required 60 Education points, and any other professional training is applicable to Experience only. Management believes this is inequitable to our International members and proposes the following (highlighted in yellow) education section revisions of the CMC point structure to create International certification program guidelines. Management has moved these categories from the Experience section to the

Education section of the CMC Application. These guidelines would only apply to International members, and only to the Education portion of the Guidelines. The Experience section of the CMC Designation will remain the same as it is applicable to members from all regions. Moving these sections over to the Education section will assist the International members who have taken courses (mentioned above) outside of an Institute program in completing the Education section requirements. .

Staff worked with members in Regions X and XI, to come up with a solution to the parity issues with IIMC's International members, and the end result of these efforts can be found below. The recently approved Institute in The Netherlands also had an opportunity to comment on with the proposed guidelines for International Certification. Their comments are included below.

### **Education requirements for International CMC candidates**

| <b>Education Points (Total of 60 points required)</b>  |  |
|--|--|
| <b>Education</b>   | <b>Total Points</b>  |
| Satisfactory completion of a 120-hour (60 points of course work) on-land IIMC approved Municipal Institute or Academy. | 1 point per 2 in-class contact hours   |
| A Bachelor's degree or higher in Public Administration or similar field*   | 20 points  |
| A Bachelor's degree or higher in an unrelated field*   | 10 points  |
| Associate of Arts degree in Public Administration or related field*  | 5 points   |
| Completion of an IIMC-approved State/ National/ Provincial educational course (with course review)**                   | 1 point per 4 hour in-class contact hours                                    |
| IIMC Annual Conference***  | Up to 8 points per conference, for attending the four days of the conference |
| IIMC Athenian Leadership Dialogue  | 2 points each  |
| IIMC CD Rom Courses  | 1 point each   |
| IIMC Online Courses  | 3 points each  |
| IIMC Annual Conference Academy Sessions  | 2 points each  |
| IIMC Study Abroad Program  | Points vary by program   |
| Relevant college or university course credits not used for a degree  | 1 point per credit unit  |
| Business or Vocational School Courses that relate to the municipal clerk's position                                    | 1 point per 10 hours of training   |
| Miscellaneous courses that have not  | 1 point per 6 hours  |

|   |  |
|---|--|
| gone through the Course Review process, and are directly related to the duties of the Municipal Clerk |  |
|---|--|

\*Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education units or hours may not be credited to both CMC and MMC programs. Copies of college transcripts are required. Note: Points earned in prior to the accrual of the CMC designation may not be used towards the MMC designation, with exception to a completely unused college degree.

\*\*Course review requirements and template can be found at <http://www.iimc.com/index.aspx?NID=139>.

\*\*\* IIMC Annual Conference education points shall be used for either Education or Experience points, not both. Prior to 2009, IIMC Annual Conference earned up to 4 points for full attendance.

Note: Excess Education points will be applied to Experience by the IIMC Education Department. MMC courses taken prior to the acquisition of the CMC designation cannot be used toward the MMC designation. Effective January 1, 2011, a member may earn MMC points while their 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. (November 6, 2010; November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3]. For Example: An applicant that has a CMC application in the queue waiting to be reviewed may take MMC level courses during that review period. If upon review, the CMC point requirements have not been met, the credits earned at the MMC level training must be applied to the current CMC application.

### **Grace Period for Region XI MMC Candidates**

Management is holding a number of Region XI MMC applications where the applicants have completed certificate programs that qualify for the MMC Advanced Education requirements. However, management cannot award points because the certificate was earned prior to the applicant's CMC certification award date. IIMC Guidelines state "All points earned towards the MMC designation must be dated after any prior designation (i.e. - CMC, CMC Recertification, or if applicable, any prior Levels)". For example, if the applicant's CMC designation was obtained in March of 2008; no materials dated prior to March of 2008 will be accepted towards the MMC designation. Region XI members who are applying for certification had no obligation to fulfill this requirement and have only recently learned of and become members of IIMC. Management believes that these members are being unfairly caught in this transition. England and The Netherlands (and any other new international Institute) have had their programs for many years prior to

them being approved by IIMC as an Institute. In their eyes, IIMC is the “new kid on the block”.

In order to smooth out the transition and eliminate any problems, Management would like to implement a “grace period” for Region XI members who fall into this situation. We propose that IIMC provide these members with an additional space (in the form of an additional page to be turned in with the CMC Application) to bank those additional Education certificate hours that are not intended for use on the CMC application. If one of these certificates is used in part towards their CMC points it cannot be used toward future submissions on the MMC. This would apply to Education points only. We can easily keep track of this in our membership database, much in the way that unused college degrees are tracked currently. The grace period could be a one-year period beginning June 1, 2012 for any Region XI Institute that has been preapproved and going forward from the date of any new Institute approval for our Region XI Members to submit Advanced Education towards the MMC designation. Management can advertise this to our International members via E-Briefings, website and the News Digest. Executive Director Shalby and the IIMC President can also advertise this when they visit Region XI Institutes and Associations. This would greatly benefit the pending Region XI MMC applications that the Education Department currently has on file.

Example: I am a Region XI member and I submit my CMC Application for Designation. On that application I have included a certificate that I do not intend to use for the CMC designation because I believe that I already have the required amount of points. The Education Department will then make note of that certificate program and allow the international member to submit it with their MMC Application for Designation. The grace period would assist this member in obtaining MMC points. All International Applicants wishing to fit within this grace Period would need to have their CMC Application at IIMC Headquarters within the one-year Grace Period.

Management understands that the current Education Guidelines are not directly compatible with International programs and initiatives, and agrees that something must be done to correct these incongruities. The grace period would help international members who have completed their work prior to knowing about IIMC certification, as well as those international members who have taken the initiative to actively work toward their MMC. However, Management would also like to point out several pros and cons to the “Grace Period” provision in this International certification policy:

Pros:

- Possibility of more international involvement and membership.
- The majority of similar types of higher education programs that Management has reviewed are 200-400+ hours in related fields. The grace period will help international members that have completed their work prior to knowing about IIMC certification and are actively working towards their MMC.

- The grace period is going to seem more acceptable to our members in Regions I-IX than allowing our international members to use work that they have done regardless of completion date indefinitely. It will also be a permanent solution for those international applicants who are currently enrolled in the certification program, but will not be able to pursue the MMC program due to their work being completed prior to the knowledge of the CMC program.
- A grace period could possibly create urgency for our International Members to join IIMC and apply into the CMC program immediately, therefore increasing potential membership.
- The grace period will not pose a long term problem for the MMC program.

Cons:

- Imbalance to US (Regions I-IX) members. It could be viewed as special treatment for our international members and could create a backlash toward IIMC.  
Example – A US Member has completed 400 hours of Advanced Professional Development and would like to use it towards his MMC. Since he hasn't completed his CMC, he cannot use it even though he never used this item on his CMC Application. If he was in Region XI, he would be able to save it during the grace period.

Creating an International Certification Program will start a new policy and era for IIMC. If the revisions to the existing guidelines are approved, it will facilitate the application process for members in Regions X and XI. It will allow those individuals to submit any degrees or certificates in higher education that were attained prior to but not used on their CMC Application to now be applied toward the MMC designation. This revision makes it possible for them to obtain the MMC designation in a quicker timeframe.

The intent of the Grace Period is to assist all international members who previously had no access to an Institute, and have now come into the fold of IIMC-approved Institutes. The Clerks who have been attending these programs for years have been acquiring hours and certificates that were not IIMC approved for Education under the current Education Guidelines. Does this mean the work was at a lower level? Should the clerks be punished and denied certification, even now that the Institute has been fully reviewed and approved by IIMC?

For example, the UK Program has levels of coursework to be completed. The first level fulfills the CMC Education requirement and the second level fulfills the MMC Advanced Education requirement. The grace period will allow the UK members who have already completed their second level prior to applying for their CMC to bank those second level points to be used toward their MMC. No Clerk will be penalized for completing work prior to their knowledge of IIMC. A time frame of one-year to get the word out should be more than sufficient to allow all of those members who are interested in certification enough time to apply for the CMC designation.

Once the grace period expires, Region XI members would follow the current International Guidelines: All items pertaining to the MMC designation must be dated after the date of the applicant receives his or her CMC designation (just as the current Education Guidelines state).

**Management's Recommendation:**

- Create a supplemental set of International Education Guidelines by using the recommendations and examples submitted, to allow our International Members (Regions X and XI) to obtain certification.
- Allow a one-year Grace Period beginning June 1, 2012 for any Region XI Institute that has been preapproved and going forward from the date of any new Institute approval for our Region XI Members to submit Advanced Education towards the MMC designation.

**Program Review and Certification (PRC) Committee's Recommendation:**

Per PRC Chair, Kathy Young, "The Management Report was forwarded to committee members as requested and we have *unanimously* approved each of Management's recommendations and urge the IIMC Board and Staff to move forward. "

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**TO: BOARD OF DIRECTORS**

**FROM: COLLEEN J. NICOL, MMC  
PRESIDENT**

**DATE: MAY 19, 2012**

**SUBJECT: EDUCATION GUIDELINES/INSTITUTE GUIDELINES/  
ATHENIAN DIALOGUES**



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### **ISSUE**

Under the leadership of several Directors of Education, the review procedures for Institute annual reports, course review for State/Provincial/National Associations, and review of Athenian Dialogues for content has become exceedingly burdensome. This deteriorates the trust relationship with Institute Directors, frustrates S/P/N Education Chairs, and alienates professional speakers and Athenian Dialogue facilitators. These stakeholders - and staff - participate in a process that has grown to be unworkable, overly time-consuming, and of limited added value. This impedes rather than empowers our education programs.

### **BACKGROUND**

There are two policy documents related to IIMC Institutes and the Certified Municipal Clerk and Master Municipal Clerk designations. The Institute Guidelines (1) outline the process for creation and approval of a new Institute; (2) list sample course subjects for both the CMC and MMC Programs; (3) provide for assessments, Certificates of Completion, and annual reports to be submitted to IIMC; and (4) address non-compliance. The Education Guidelines (1) outline the requirements to obtain Certified Municipal Clerk and Master Municipal Clerk status; (2) describe procedures and set fees; and (3) describe the course review process and related requirements.

Both documents follow a regulatory model and staff fulfills the monitoring and enforcement role. This works well for the (1) certification provisions of the Education Guidelines that define the application process, the number of points required, how points may be earned, and fees; and (2) creation of new Institutes. However, the regulatory model for the remainder is problematic, particularly the course review process and Institute annual reports.

For example, although course review is not required for Institutes, annual reports are reviewed at a detailed level asking for lengthy specifics on course content including (1) how the courses specifically relate to the job of the municipal clerk; (2) what particular knowledge and skills the clerk will learn; (3) how exactly will the participant be able to use this information as a municipal clerk; and (4) how these specific skills or actions improve an Municipal Clerk's productivity, efficiency or leadership. In one annual report alone, thirteen courses including topics of leadership, dealing with chaos, job productivity, executive coaching for performance enhancement, and others - acknowledged by staff as "relevant" to the municipal clerk profession

- were each questioned at this level. Responding to this intense level of requests for additional documentation on courses that clearly - and admittedly - relate to the profession is an enormous waste of resources and insulting to the universities, professional instructors, and State/Provincial/National education committees.

Staff, over time, under the leadership of several Directors of Education, has developed this comprehensive process believing it to be a mandate of the Board-adopted policies. They are doing their job with full loyalty and with the best interests of IIMC members in mind. In practice, the process has evolved into an administrative nightmare for all parties. Clear direction from the Board and clarification of expectations is in order.

A third document, Policy 5.35, sets procedures for conduct of Athenian Dialogues. This, too, is a regulatory model where the selected book, teaching methods, and facilitator are subject to the course review process through IIMC. The policy was amended in 2009 to allow State/Provincial/National Associations to convene dialogues, a move toward local control. Yet, the preapproval provisions were retained. University professors, whose teaching methods are not even questioned by their institution's leadership, decline to facilitate further dialogues due to the scrutiny by IIMC.

Decisions about applicability of coursework to practitioners in the municipal clerk profession, if the course content is at the CMC or MMC level, instructor selection, and teaching methods are already evaluated, critiqued, and adjusted, where needed, by Institute Directors, University leadership, State/Provincial/National Education Chairs and Association leadership, and IIMC members attending Institutes, Academies, Athenian Dialogues, and conferences. Direct and immediate feedback from participants continually guides education offerings to ensure relevancy, delivery of new material, competent instructors, up-to-date content, and offering of sessions covering current events and trends in local government. The checks and balances are in place at the source of the educational offering. Redundancy of this effort by staff at headquarters is unnecessary, overly time-consuming for all parties, and not the highest and best use of IIMC resources.

### Institutes

Although the current Institute Guidelines do not require course review for Institute curriculum, the current regulatory model includes annual reports that are reviewed and questioned by the Education Department to ensure compliance with the Institute Guidelines including course relevancy to the profession, skills and abilities participants will gain from the session, scrutiny of trainers, and review of teaching methods. Teaching methods are restricted to in-class forums. To keep pace with expectations and learning styles of the new generation and those impacted by limited funds for travel and professional development, a more open policy on curriculum topics and teaching methods is imperative. Institute Directors are acutely aware of the education municipal clerks need and are asking for and the teaching methods that will best deliver this content. There is no need to question or document their judgments.

### Athenian Dialogues

The same holds true for Athenian Dialogues. With the freedom of variety of content and teaching methods, University professors and experienced facilitators - all approved by IIMC - can tailor delivery of the learning to each book, venue, and participant group to ensure the best educational experience. These are competent professionals.



### State/Provincial/National Associations

Course review is a mandate for State/Provincial/National Association education offerings. Like Institutes, judgments on course relevancy to the profession and the personal/professional development of its practitioners, skills and abilities participants will gain from the session, scrutiny of trainers, and review of teaching methods are capably handled by Education Chairs and closely monitored and critiqued by the membership. Checks and balances are in place where the education is delivered. The course review process is exceedingly time-consuming for IIMC staff, Education Chairs, and speakers. Education Chairs select topics relevant to today's municipal clerk as a public official, leader, manager, and practitioner, including development of the person and the municipal clerk as a professional. The exercise of documenting in great detail justification on relevancy to the municipal clerk's job, skills and abilities clerks will walk away with, etc. requires extensive and repeated contact with busy professional speakers, tenured clerk-trainers, and Education Chairs. At times, the full content of the session is explored to hone out and articulate answers for purposes of documentation only. Besides alienating qualified dynamic speakers through this iterative process, this level of documentation serves only to build a file and does nothing to enhance the education content or experience for our members.

### Summary

The Board of Directors adopts the policy and staff must implement the policy, without waiver. Procedural change will relieve Institute Directors, Athenian Dialogue facilitators, and Education Chairs of this administrative burden. A more reasonable procedure would offer time, energy, and a higher purpose for these great minds to explore new educational opportunities, provide assistance to emerging new Institutes, effectively catalog and share topic ideas and speakers, and enhance the IIMC website as an educational tool and information center. These are knowledgeable professionals who do not need the service staff currently provides under these outdated administrative procedures.

These processes do not affect in any way the point values, documentation required, fees, or processing of CMC and MMC applications. Institute Directors and instructors, Athenian Dialogue presenters, State/Provincial/National Associations and Education Chairs, and staff only will be affected by these procedural changes.

It is recommended that a blue ribbon committee be convened comprised of the Executive Director and IIMC leaders that (1) have extensive personal experience in completing course review forms; (2) are Institute Directors; (3) are Institute instructors, S/P/N trainers, or Athenian Dialogue facilitators; or (4) have served as a S/N/P Education Chair. The blue ribbon committee would be charged with considering alternatives and defining recommendations and any related policy changes for a report to the Board of Directors by July 1, 2012. President-Elect Curtin concurs with the recommendations herein and the proposed blue ribbon committee members.

In their deliberations, the committee will also consider the report from the Institute Directors presented to the Board at the mid-year meeting held in Riverside, CA, in 2011, and the accompanying recommendations and comments of the Program Review and Certification Committee and staff.

### **FISCAL IMPACT**

There is no fiscal impact associated with these recommendations.

## **RECOMMENDATION**

That President Nicol appoint the following individuals to serve on a blue ribbon committee to explore alternatives and recommendations for procedural and any related policy changes for a report to the Board of Directors by July 1, 2012:

Colleen Nicol, Chair  
Mary Lynne Stratta  
Sharon Cassler  
Joann Tilton  
Philip Campbell  
Bernie White  
Kassie Van Remortel, Institute Director  
Kathie Novak, Institute Director  
Chris Shalby, Executive Director

The scope of work for the blue ribbon committee shall be comprehensive of Institutes, State/Provincial/National education offerings, and Athenian Dialogues.

### **Management's Recommendations:**

Management agrees that there are existing processes that need to be reviewed and streamlined. We also believe that having discussions regarding the methods and practices that have developed into precedence these past years are a healthy sign of an evolving association. We look forward to fruitful discussions and outcomes and appreciate staff's input in the Committee's composition.



To: Board of Directors

From: Eddie Myers, MMC  
Chair, Budget & Planning

Date: April 6, 2012

Subject: Budget & Planning Report - May 2011 – April 2012

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We are pleased to submit our May 2011 to April 2012 Annual Report to the Board of Directors. IIMC's financial condition continues to improve and the organization continues to maintain healthy reserves despite the challenging and uncertain economic times.

Budget highlights, and current and future concerns are addressed herein.

**Highlights:**

- IIMC ended the 2011 fiscal year with a net profit of \$94,252, making it the fifth year in a row that we have realized a year-end profit. This is quite an achievement considering that the 2011 Conference did not meet projections and netted a loss of \$37,750 due to hotel attrition. Recognizing early on that this conference would encounter less than anticipated attendance, an emergency conference fund was created to mitigate the loss, and to prevent IIMC from delving into its reserves.
- The reserve fund remains untouched and has a balance of approximately \$300,000 that includes approximately \$20,000 for the building reserve.
- The line item reserves are now being reported monthly with management's notes.
- Recommended hiring an Education Director on a part time basis.
- Membership dues exceeded \$1 million for the fourth consecutive year.
- No dues increase was implemented for 2012 and an aggressive membership campaign has been funded.
- Approved a three-year capital improvement plan for the upgrading of IT equipment and building repairs.
- Monthly financial statements are reviewed by the Budget and Planning Committee and distributed to the IIMC Board.
- Fiscal policies and procedures continue to be adhered to by the Executive Committee and the IIMC Board of Directors, indicating a commitment to fiscal responsibility for the organization.
- In February 2012, IIMC's credit card account was compromised by a third party out of Eastern Europe. The good news is that they were unable to access IIMC's members' credit card information. However, the hackers did enough damage that IIMC incurred fees in the amount of \$98,000 of which \$90,000 was forgiven, resulting in an approximate loss to IIMC of \$8,000. IIMC had anti-virus software and several layers of filters in place at the time to prevent this type of security breach from occurring. Since then, IIMC has added more security software to ensure that this does not happen again. Throughout this matter, the Budget and Planning Committee and the Board of Directors were kept apprised of the situation.

**Current & Future Concerns:**

- The headquarters building –
  - The building continues to be a concern due to age and needed repairs.
- The impact of the economy on future membership and conference revenues –
  - Conference registration is expected to increase for the 2012 conference because of the large membership in Region IX, and the conference being held in Region IX.
- The funding of expanded education programs –
  - Travel budgets are always a target for cuts and education needs to be available at the least possible cost to members.
- 

**Summary:**

The Budget and Planning Committee commends the staff and IIMC Board for the continued commitment to sound financial management.

**Management's Recommendations**

We appreciate the support, direction and on-going communications with this Committee. We are equally proud of our commitment and adherence to fiscal policies and processes that the Committee and Board have established and thank the Committee for their efforts. As always, we heed the Committee's concerns and continue to seek new methods of dealing with the above.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To: IIMC Board of Directors**

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

**Date: April 5, 2012**

**Subject: Conference Committee 2011/2012 Annual Report**

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**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.

**Background:** 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. This report is a follow-up to the September 30, 2011 Mid-year report submitted to the IIMC Board

The goals set for the committee's 2011-2012 year were:

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.

The Committee also reviewed and offered recommendation on the following two suggested policy changes proposed by the Education Department. The results were covered in the Mid-year Committee Report:

- *Increase Annual Conference Academy and Athenian Dialogue Session Time*
- *Scanning Policy*

## **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.*

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

**Goal #3** - *Committee members reviewed a schematic prepared by Director Shalby and had the opportunity to ask questions during a teleconference call. Director Shalby identified the three proposed locations as A, B and C cities only. The committee based their recommendations on schematic categories of sleeping room rates, available dates of conference, commissions, comps, upgrades, distance to/from the convention center and airport, support from host city and etc. Since the locations were unknown, the emotional aspect was removed from the committee's recommendation. Results of the Conference Committee's review was submitted to Director Shalby on October 30, 2011 and reported to the Board during the Mid-year Meeting. The 2015 conference will be the first to move to a 4 day conference.*

**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. Director Shalby will be submitting a schematic for the 2016 Annual Conference for the committee's analysis in a few weeks and I am confident that it will receive careful review.

**Recommendation** – That the 2012/2013 Committee continue with goals 1 through 3 as described above. Institute Directors are such a valuable resource for this committee; I recommend that they continue to be appointed to serve.

**Financial** – None requested

## **MANAGEMENT'S RECOMMENDATION**

Management agrees with this report and finds discussing the Annual Conference RFP process with this Committee helpful and a worthwhile guide prior to presenting the final outcomes to the Board.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**TO:** IIMC Board of Directors

**FROM:** Pam Kolacy, MMC  
Chair, Education and Professional Development Committee

David Calder, CMC  
Vice Chair, Education and Professional Development Committee

**DATE:** April 5, 2012

**SUBJECT:** 2011-12 Report to Board of Directors

**Financial:** We did not require any financial support.

**Action:** We have no recommendations for action.

### 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.

In September 2011 the committee was asked to comment on potential changes relating to certification of Associate Members and revisiting IIMC membership requirements.

### Committee Accomplishments

In our mid-year report, committee member comments were provided regarding potential changes relating to certification of Associate Members and revisiting IIMC membership requirements. This report was submitted in September.

The mid-year report also included an update on the progress of our plan to survey state and province leaders (presidents and education chairs) with a list of questions relating to education and certification topics that we hoped would provide useful information and ideas to share with the IIMC Board and staff and fulfill our goal of providing feedback to the Board and staff on education and professional development issues. These included:

- a. Celebration models for certification achievement.
- b. Examples of other achievements 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 a list of these opportunities to share with members.
- f. Bring forward any other significant findings from the contacts.

The committee worked as a team to create the survey questions and each committee member was asked to solicit survey replies from four states or provinces. This was done through personal contact and e-mail. Unfortunately, two committee members and several states/provinces did not participate, but we still received 27 responses to the survey.

**Attached to this report are 1) a summary of the responses for each question and 2) a list of all responses to each question arranged in alphabetical order by state or province.**

We found the answers to be interesting and enlightening. The results contain several ideas that can be shared among state associations and IIMC about how states and provinces are coping with the need to provide educational and professional opportunities to their members. In addition, there are suggestions that may assist IIMC with short and long term planning. An unexpected bonus of the project was that many of us got to connect personally with some of our colleagues in other states and provinces. We appreciated the generous responses to our somewhat lengthy survey.

Thanks to all the committee members who participated with so much hands-on enthusiasm in this work, which included creating the survey, contacting state/provincial representatives, and compiling and summarizing results. They did excellent work and were always responsive to our requests for volunteers.

Thank you for the opportunity to serve IIMC and to work with such a talented and dedicated group of colleagues.

### **Management’s Recommendations**

We thank the Education and Professional Development Committee for the work they have done this year. We will review the survey results and take the suggestions into consideration for future and existing programs.



## **Summary of Responses to the 2011-2012 IIMC Education and Professional Development Committee Survey**

### **1. What educational training topics does your Association find most effective for Clerks who want to build their career or achieve advancement through exceptional on the job service?**

Training and developing related to the Clerk's job responsibilities (these vary by state/municipality); legal and legislative mandates/rules; management and supervision, communication; leadership. Emphasis was also placed on the opportunity/need to regularly update Clerk competencies for experienced Clerks.

Many managerial areas were mentioned including budgeting and finance, human resources, project management, and planning.

### **2. Are there educational needs that are not being met that your association is trying to meet? How could IIMC assist?**

Many associations believe they are doing everything possible meet the professional development needs of their members. Some are challenged due to a variety of circumstances. Associations are making efforts to provide basic training for new Clerk professionals as well as clerk-specific training for more experienced Clerks. They are also offering more advanced courses. Current challenges to offering programs/sessions are related to cost, time, travel, and distance issues which can inhibit/prevent participation by their members. Diversity of needs among members and the ability/capacity to meet those needs also create challenges. Technology education/training is an issue that Associations are trying to address.

Respondents stated they are also attempting to provide sessions on topics not currently approved by IIMC for Institute and/or Academy credit (software training; vendor product training; grant development; writing; personal development, etc.).

Course approvals by IIMC, for what Associations and members consider professional value-added courses, are highly desired and identified as a way that IIMC could assist members. This thought was expressed by a number of respondents.

Another suggestion for IIMC assistance in meeting educational needs not currently being met is to expand the offering of no cost or low cost, online classes and webinars. These courses could cover issues of interest/importance to the profession focusing on what every Municipal Clerk professional needs to know. Suggestions range from minute-taking and history of the position to disaster planning and archival preservation. More generalized topics could be covered, as well. Again, courses that would count towards certification would be most helpful.

**3. What opportunities do you provide for clerks to act as instructors or facilitators? What are the required criteria and recruitment techniques used by your association or Institute to include clerks as instructors?**

Of the 25 that responded, 22 states actively recruit for clerks to act as instructors or facilitators.

Criteria ranges from education (including CMC or MMC designation), experience, public speaking experience, and reputation of the instructor to the completion of a Train the Trainer Class, which is facilitated by a professional public speaker. The training concentrates on public speaking and presentation skills.

Recruitment techniques relied heavily on volunteers and referrals from other clerks. *AMCTO Canada* recruits through an external RFP. Potential applicants are screened for professional credentials, experience, as well as knowledge of the tenets of adult education. Finally, references are checked on the quality of the training offered by each potential trainer before a final offer is made. *Michigan* has developed a strategic plan with one of the goals being the creation and development of a “speakers’ bureau. They envision this as a two-year training program for those who are interested and have been recommended because they have shown a talent for presenting. *Oregon* presents “On-the-Road” Workshops on various topics throughout the state. This is a program where clerks train clerks, and experienced clerks are solicited as presenters. The focus is on the basics because it was thought that if basics could be brought to clerks; then the annual conference sessions could be more advanced. The thinking is that even new clerks would benefit from more advanced training at the conference, and conference sessions would still be valuable to more experienced folks.

**4. What new educational content and delivery could be necessary or beneficial to clerks? What are some unique training methods that have been effective in your region?**

Some topics suggested for education were Emergency Management, Stress Management (along with other health/wellness topics, including mental health issues), and more on social media tools to consider the advantages and disadvantages. One comment received noted that new clerks want to know how to do the job well; more established clerks want to examine the Tao of Pooh to learn exceptional leadership tips. An excellent suggestion was made to create a “clearinghouse” through IIMC to publish information on what other states are doing in their educational training to provide new ideas to other associations.

As for delivery of educational content, there is more interest in e-learning opportunities. This includes webinars, skyped sessions with an instructor, and online distance education. Regional instruction, through On-the-Road workshops, is also gaining popularity. These are offered in the different regions of the state with the goal of being a commute that will not require overnight accommodations. *Utah* previously used a book as part of its curriculum each year, with class hours given for reading the book. The program was dropped when IIMC recently determined those points could not be given. *UMCA* encourages IIMC to look to new techniques to enhance the application of the learning.

**5. If you have a Provincial or State certification/designation program, how does that compare with IIMC certification/designation?**

From the survey responses received, the majority of state organizations do not have a state certification program. Out of 26 responses to this question, 13 organizations do not have a Provincial or State certification/designation program, 10 organizations do have a Provincial or State certification/designation program and 3 are looking to establish a program. For those who have a certification/designation program they stated they are somewhat similar to IIMC certification/designation as it relates to a points system; although some required a written test, most did not.

There was AMCTO Canada who stated their association's Certified Municipal Officer (CMO) accreditation process is not about the accumulation of points but rather about the documentation of applied learning, which is evaluated by a Committee of peers within the profession. BC Canada also has a program in that the Provincial "Board of Examiners" recognizes and supports the work of local government employees. Its principal goal is to improve the professional skills of British Columbia's local government employees whether they are a municipal clerk or hold another position in local government. The board achieves this goal through certification and scholarship programs.

For those who are looking to implement a Provincial or State certification program, they stated they would like to model IIMC's certification programs for CMC and MMC or come up with a program that complements IIMC current certification programs.

**6. Do most employers fund continuing education for the clerk? If not, how do members fund their continuing education and professional development? Do you believe clerks would be willing to contribute more personal funds toward education if other funding is not available?**

Out of 26 survey responses received, the vast majority of state organizations do either provide all or most funding when it comes to continuing education. Because of the climactic changes due to the economy, more and more municipalities have cut back on their funding when it comes to supporting education. There were also several states that reported having numerous small municipalities, for which they have difficulty or cannot fund continuing education for their clerks.

Almost half of the organizations who responded say they provide some type of scholarship program, and those scholarships vary from only assisting the clerk who is working toward his/her CMC or MMC certification, to attending training and classes through their state association/institute or IIMC. Whether or not a clerk would be willing to contribute more personal funds toward education, the response was about 50/50. It really was difficult for this question to be answered by the participants because everyone's situation is so unique when it comes to their own personal finances.

**7. How are your education programs, conferences and institutes funded?**

The Education Committee received 26 responses from State Municipal Clerks Associations, including one response from AMCTO Canada. All responders stated that the primary funding source for education programs, conferences and institutes is registration and tuition fees. The following additional sources of income or in-kind services were listed as contributing factors for education funding:

- Government Grants
- Host City provides in-kind support (meeting place/meals)

- Sponsorship by Vendors
- Fundraising by membership (silent auction/raffle tickets)
- Vendor Fees
- Volunteer speakers/trainers/instructors

**8. What kind of job or community related achievements by municipal clerks are recognized by your associations or regional groups? Please describe any unique examples of achievements that could qualify for certification points.**

- Blue Star Mom – gathering and sending items to troops.
- Development of new program or process such as a new legislative process.
- Lead staff in development of municipal Ethics program.
- Create a voter outreach campaign.
- Create a citywide records management program .
- Accomplishments our own cities/organizations recognize when evaluating and promoting translate into recognition from state or national association.
- Producing Newsletters.
- Television programming.
- Recognition by and contributions to service groups like Rotary.
- Service to other professional organizations.
- Awards received for community work, from state league – provide copy of award or letter with documentation of what was done to achieve it – example: Hometown Hero, City Advocate of the Year.
- Presentations at municipal leagues or associations of cities on what clerks do and the role they play in municipal government.
- Applying for and securing federal and other grants for your municipality.
- Citizen of the Year.
- City spokesperson / emcee City events.
- Many achievements are unique, especially for clerks in very small jurisdictions.
- Years of experience even without formal training.

**What formal criteria do you use for these awards?**

- Outstanding contributions in areas of professionalism, growth through education, leadership, community involvement, and elections.
- Contributions to their municipality which may or may not be directly related to their job duties and responsibilities, contributions to the state association or any professional organization during the current year or any prior years, contributions to municipal government in the state during the current year or any prior years, any additional considerations for judgment of exceptional achievement.
- Nominations by elected officials, managers or other clerks.
- Made outstanding contribution or performed outstanding service to the state association, the profession, or to an individual city during the fiscal year. In general it is not sufficient that a person performed his/her duties well. The award recognizes outstanding service and performance over and above the person's job description.

- Areas of expertise include public relations, organization and administration, special projects, legislative procedures, Council procedures, records management, technology, emergency preparedness.
- Leadership, state association committee work, lifetime achievement, state association programs or education development. Suggest that continuing education should be recognized as well.

**9. How do you celebrate and recognize certification or other achievements by clerks?**

- Clerk of the Year
- Recognition at annual institutes and Municipal League conferences
- Personal letter from state president/division chair congratulating certification achievement
- Recognize CMC and MMC achievement by having a member of the state board attend the Clerk's Council meeting and make presentation on behalf of the state association. May be accompanied by a short synopsis to the legislative body about the requirements necessary to achieve the designation.
- Announcing certification achievement via e-mail / listserv announcement.
- Recognition and sometimes gifts presented at state conferences during the banquet or business meeting.
- Special recognition on badges at state conferences.
- Recognition in newsletters
- Press releases and recognition at spring academy.
- Honorary memberships for retired clerks and others who may have made significant contributions to the profession.
- Life memberships for significant contributions, recognition of past presidents.
- Distinguished Membership Award for extraordinary contributions to Association.
- Distinguished Partner Award to firm or organization supportive of clerks.
- Recognition from the floor at municipal league meetings.

**What are some ways you promote the profession or encourage educational growth and development during Municipal Clerks Week?**

- Municipal Clerks week proclamation from state association.
- President may host a luncheon in his/her city and encourages other clerks throughout the state to gather at luncheon or dinner to celebrate their profession.
- Many municipal Mayors and Councils proclaim Municipal Clerks Week.
- One County formally presents a proclamation to all City Clerks in the county. Various clerks attend to accept the proclamation and make comments regarding the Clerk's job and their professional associations.
- We could do more to promote Municipal clerks week. The current strategic plan calls for increasing awareness of the Clerk's profession and role.
- Attempts to hold Municipal Clerks Week events at the state capital with the governor have not been well attended.
- State association encourages all Clerks to pass and promote the Proclamation for Municipal Clerks Week.
- Plans are in the works to meet for a photo opportunity with the governor who will issue a proclamation for Municipal Clerks Week.

**10. Once a clerk has received their MMC, how do they continue their education in your region?**

- Most clerks are active in continuing education;
- Commitment to lifelong learning;
- Continuation of training regardless of certification;
- Few MMCs;
- Continuing participation in programs as students and teachers;
- A wide range of education opportunities are provided to all members, not just clerks;
- Continuing education is mandatory, just as in any other profession;
- Participation at IIMC level encouraged;
- Strong support of continuing education after completion of certification with many offerings sponsored and available to all;
- The few MMCs in state are the trainers and speakers at conferences;
- MMCs are members of the Education Committee and they continue to attend classes on their own; encourage Athenian Dialogues and developing leadership skills;
- Separate state MMC level in addition to IIMC MMC level;
- Seasoned clerks quit attending education classes because they cannot justify the cost with no benefit; Certified Public Manager Program offered through the university;
- Advanced programs offered in association with the State University;
- Clerks Association provides educational and networking opportunities;
- No penalty when education not continued;
- No specific encouragement to continue education;
- Reduced participation from MMCs upon achieving certification; some increasing focus on management training;
- No encouragement to continue attending training once the MMC is achieved;
- Clerks keep on attending no matter what their certification

**How do you encourage clerks to participate in all state, provincial, and local education offerings?**

- Robust scholarship program; financial support; events/classes announced by email, promoted at meetings;
- None; conference booths, roundtables, New Clerk Packets;
- Encouragement of members to serve on state committees;
- Encouragement to attend higher training;
- Failed attempts have been made to establish some level of advanced certification or recertification;
- Clerks have to pay out of pocket unless their Board/Council takes mercy on them; Some onsite training; some on-line;
- Classes offered through School of Government (University level);
- Only ½ of all clerks participate in ongoing training and education;
- Job duties change with more experience and getting out of the office becomes more difficult
- Reports in the monthly newsletter; repeated email reminders.

**How do you formally track or recognize these efforts?**

- No formal tracking;
- Each participant receives a certificate to use for credit toward certification;

- Personal notes of congratulation to those who complete CMC/MMC certification; attendance at Municipal Clerks luncheon during Municipal Clerks Week; Council Proclamation of Clerks Week; pay increases with each additional level of certification; Scholarships;
- Honored at Annual Certified Public Manager Program banquet;
- University does the tracking; SOG does the tracking; need a requirement to continue with training;
- State Association does the tracking; credit is given for attending meetings; education opportunities; Chair does the tracking

**How does your association or municipality support these attempts?**

- None; Job advancement in accordance with respective training;
- Scholarships;
- Many former clerks serve as City Managers and Administrators;
- Paid leave to attend training; some scholarships but not a lot; Clerk provides report to Council and other clerks;
- Advancement of the profession/scholarships;
- Points used for recertification;
- Holding an Alumni Day;
- Association provides many scholarships (sometimes insurer or other entities, too) but the cities provide little;
- Elected officials encourage advanced training to continue and they fund it

**11. Do you believe that those who achieve their MMC and commit to lifelong learning should have some incentive from IIMC to continue to earn education points? What type of incentive would you support?**

Ninety two (92) percent of the respondents believe that those who achieve their MMC support earning some form of continuing education. There was general agreement that self-improvement is an individual preference and that the real motivation must come from within oneself; and those who wish to function effectively in the profession and serve their organizations well, must continue their education as the way we do things continually change. Achieving a designation should not be the end of the journey. Continued demonstration in maintaining competency through ongoing education should be a component of any program. Although committed to the profession and continuous learning, clerks who are elected and face the challenges of elections, find it difficult to stay involved past MMC.

Most respondents agreed that there should be incentives from IIMC to continue to earn education points. Incentives to encourage continuing education varied among the respondents from monetary to non-monetary ways of recognition for achievement.

**Suggestions included:**

- Providing for IIMC registration and/or membership discounts for MMCs.
- Providing for different education tracks – (ie a “generalist” or “specialized” track in specific areas of concentration such as records management, parliamentary procedures, public administration, etc.)
- Awarding pins with bars that can be added to them once certain levels were reached.
- Providing for a doctoral program.

- Providing for quantifiable benefits and value for continuing education that can be marketed to our Councils and Boards.
- Requiring a minimum number of education hours every two years to make the profession more professional similar to what attorneys, doctors, accountants and other professions are required to have in order to maintain their licenses.
- When reaching milestone points, sending a congratulatory letter of recognition to the employer.
- Developing a program similar to CEUs to maintain certification rather than a recertifying program.
- Setting basic standards that is a little less than what it takes to achieve MMC, but encourages continuation.
- Tying incentives to the levels of education attained so that it constantly reflects the continuation of the education process.



**1. What educational training topics does your Association find most effective for clerks who want to build their career or achieve advancement through exceptional on the job service?**

**Alaska**

Based on the results of our 2011 Membership Survey, AAMC Members ranked the following as their top selections for training topics: Parliamentary Procedure; Open Meetings Act; Petitions, Recall, and Initiatives; Leadership and Management; Records Management; Alaska State Statutes; Communications; Elections, and Alaska Administrative Codes.

**AMCTO Canada**

We have found that the training needs of clerks in our Province are very varied, depending on size and composition of the municipality. As such, our training roster involves management training involving procedural and operational issues, as well as technical legislative training, focused on bringing clarity to the implementation of new provincial rules. Most recently, the Association has decided to launch a special forum dedicated to the current issues facing clerks in the current political climate. We have also discovered that clerks found training in matters that are mandated yet infrequently encountered (e.g.: freedom of information, or the like) very useful.

**Arizona**

Our training has covered many areas. The legislative training was informative and gave the clerks the background of how things that directly impact them happen. I personally like the leadership topics as the philosophies seem to always get tweaked just a tad based on the presenter.

**Arkansas**

The vast majority of Arkansas clerks are elected officials; most also have treasurer duties; many are part-time. Criteria for obtaining a clerk/treasurer position are generally those to run for any public office, rather than meeting a specific set of standard job requirements. So the need is primarily based on the practical aspects of learning and completing their duties. "Career advancement" is contingent upon reelection every two or four years. So certification level topics focus on nuts and bolts areas (learning the job). Academy topics focus on leadership development and relevant updates (legislative, human resources, IRS, etc.). Exceptional on the job service and earning professional designations is the key to reelection, but generally does not translate into raises or other incentives.

**BC Canada**

Communications, Leadership, Legal topics specific to their responsibilities in British Columbia (e.g. responsibilities as Commissioners for Taking Affidavits, preparation of Statutory Rights of Way, Restrictive Covenants, etc).

## **California**

Effective people management, legislative processes, elections law, campaign finance, leadership and management type courses are always a hit!

## **Colorado**

The Colorado Municipal Clerks Association (CMCA) finds the following training most effective to build the careers or advance through their organization: Training, leadership, management, public speaking and presentations.

## **Connecticut**

Best Practices always helps those who are unable to make off-site visits, hear what others do effectively and affectively.

## **Idaho**

Our most effective training for furthering clerks' education are added, extra credit courses before or after the regular training.

## **Indiana**

Indiana's Clerk-Treasurer is an elected position. Budget, payroll, State Board of Account requirements, DLGF requirements, changes to the laws, personnel issues, management issues with staff and other elected official.

## **Kansas**

Leadership, Diversity, Effective Communication Skills, Financial management including budgeting, outside funding sources, and fraud; Project Management including goal setting; Working with elected officials and legislators, Technology.

## **Kentucky**

Personnel policies, tax information (local, state and federal), open meetings and records laws, state statutes governing municipal clerks, federal employment laws, legislative updates.

## **Massachusetts**

Function specific topics such as: Election Administration, Vital Records, Archives & Records Management. General topics such as: Time Management, Stress Management, Supervisory techniques, Managerial Styles, Technology and Work Simplification, etc.

## **Michigan 1**

In Michigan, Election related courses are usually the highest attended classes. Topics centered around Emotional Intelligence has also been highly rated by our members as well.

## **Michigan 2**

Our most popular topics include general management sessions such as dealing with difficult employees and becoming more effective communicators, as well as training on job-specific issues such as Michigan's Open Meetings Act and Freedom of Information Act, and because Michigan elections are administered locally, we are always asked to provide training on those duties, laws and processes.

## **Nebraska**

Any of the IIMC topics that will help them with their jobs as clerks.

## **Nevada**

Leadership training, time management, project management, governmental accounting/budgeting. Being able to discuss and visit successful city sites is very helpful when you have a small state and want to see how others are doing things.

## **New Mexico**

We offer a variety of topics during our Clerk's trainings. Records Management seems to be the most requested through the years. One of the classes we have been offering for the last few years is Clerk's 101, which is a 4 hour overview of the Municipal Clerk's Office and we include things like the Open Meetings Act, Inspection of Public Records, Ordinances, Resolutions, Minutes, and Agendas. It has been well received by our new Clerk's and some have attended it a second time. Another item that seems to be very popular is Municipal Clerks Jeopardy. Our New Mexico Municipal League Counsel will take subjects presented during an educational session and develops categories & questions about all of them. It is a valuable method for everyone to share and reinforce what they've learned, and serves as an effective assessment technique.

## **North Carolina**

Just as no two municipalities in North Carolina operate the same, no two clerks have the same job expectations. What we do share is that municipalities operate from the same North Carolina General Statutes when it comes to open meeting and public records laws. Municipalities with more than 5,000 are expected to have its ordinances codified, adding to the diversity on how municipalities operate. At the January City & County Clerk Academy, the writing sessions were well received as we all write.

## **Oregon**

Records management; elections specific to Oregon; basic general skills (minutes); basic HR; basic anything to survive.

## **Rhode Island**

Elections, Vital Records, Records Management, Disaster Planning, Records Retention

### **South Carolina**

Based on the job analyses we conduct from time to time for MCTI, the courses included in the MCTI curriculum address the knowledge, skills and abilities that are required for clerks and clerks-treasurers in the state. While MCTI provides the foundational knowledge, the SC Municipal Finance Officers, Clerks and Treasurers Association (MFOCTA) academies and meetings provide more advanced training for clerks and clerks-treasurers.

### **Tennessee**

Communication skills, hot topics, roundtables that allow clerks to share their experiences on different subjects.

### **Utah**

As the dynamic of the workforce continues to shift due to a new economy, Utah clerks have success providing exceptional job service when provided with training on group dynamics, leading through adversity, revenue and fiscal management, project management, strategic planning, supervising a changing workforce and employment law.

UMCA also believes Institute should be structured with classes that are job-specific like records management, notary, agenda and meeting management, etc. This benefits new clerks and their municipalities. Due to the CMC requirements we often get to year three of Institute and the curriculum is too heavy on soft skills instead of technical skills. This creates a poor perception of the curriculum from new attendees. Our Institute directors try to balance the classes across the three years but the third year continues to be heavy on the soft skills.

### **Washington**

Advanced leadership topics; 'going the stretch' such as any opportunity to attend events with elected on a level playing field.

### **Wyoming**

Human Resources, budgeting, fund accounting, agendas, minutes. Most clerks in Wyoming are from small jurisdictions and are generally clerk/treasurers. Recently instituted a Back to Basics fall one day program covering current issues and refreshers on topics such as IRS, Family Medical Leave, liquor licenses.

**2. Are there any educational needs that are not being met that your association is trying to meet?  
How could IIMC assist?**

**Alaska**

Through the efforts of our Education Board Member, Sheri Pierce, AAMC has now implemented a full day of Nuts and Bolts basic training for new clerks. Our training spectrum is broad and coupled with the NCI Institute each year in Tacoma, we are seeing our clerks reach certification within three years of becoming a Clerk.

**AMCTO Canada**

Our Association is actively filling a marketplace gap in clerk-specific training (as opposed to general public-sector management training to which clerks are involved) . At this time we believe that the broad needs of our clerk members is being addressed through the offerings we have available.

**Arizona**

How could IIMC assist? I don't think so...

**Arkansas**

With a state population of only about 2.9 million people, spread over 500 different municipalities, 45% of Arkansas towns have fewer than 500 citizens. And nearly 62% have populations of fewer than 1000 inhabitants. So the ongoing challenge is to provide appropriate educational content, close to home, at an affordable cost.

**BC Canada**

Our training programs are quite comprehensive ranging from our MATI© (Municipal Administration Training Institute) programs which are recognized as Institutes for IIMC, to our annual Clerks and Corporate Officers Forum, which is a 2 day program exclusively for Clerks, and our numerous other skills training programs. No requirement for IIMC assistance.

**California**

Yes, the feel and look good topics that are frowned on by IIMC i.e. dress for success type of presentation, how we carry ourselves in front of our peers, public, council, superiors, etc...

**Colorado**

N/A

**Connecticut**

Meeting times are sometimes difficult. Hard to get away. Can an occasional Saturday be used? How could IIMC assist?

## **Idaho**

IIMC could offer Webinars at a reasonable cost or free.

## **Indiana**

One of the most frustrating issues I see today, is IIMC's decision on computer training and not being able to use a vendor product. We are daily using programs that are nationwide. If we are not able to teach those classes, and teach them every year, not just ever four years, we are doing a great disservice to our members. I would ask you right now, what office software are you using? I understand the games we have to play in order to get around this. We have to show them how to take a budget and apply it to Excel. I thought we were professionals, not game playing individuals to get around this decision. I understand not using vendor products in other areas, but not with computer training.

## **Kansas**

No. Eliminate the need for IIMC to pre-approve Institute and Academy sessions since they are coordinated by institutions of higher education. Continue to require annual reports and review courses at that time for future suggestions.

## **Kentucky**

We used to offer a session by the Department for Local Government that talked about grants available, what we were required to do to get the grants, and what resources their office provided cities. We were told this session wasn't approved for CMC anymore. We took it off our rotation and continue to get complaints. Also, it is obvious some of our clerks need grammatical assistance and this has been ruled ineligible by IIMC. We all assume they have this knowledge before becoming a clerk, but in smaller cities with limited funding the clerks they hire don't have the knowledge and the clerks are writing minutes which are permanent records.

## **Massachusetts**

On-line training opportunities for Clerks with insufficient resources to attend regional conferences.

## **Michigan 1**

Not that I know of.

## **Michigan 2**

We receive regular requests for training in PowerPoint presentations. Currently IIMC does not award points for "software-related" classes. I'd like to provide a session not just in how to use the software, but how to use it effectively when giving presentations.

## **Nebraska**

This changes every year. You offer something they suggested the year before and then they don't like it. Then you don't offer it and they ask why we didn't offer it. The UNO Institute Directors do a great job at

looking at the evaluations to keep on top of this each year and try to offer the sessions that they want that are within the IIMC guidelines.

### **Nevada**

With a small state it is difficult to offer all the topics frequently enough to complete the CMC or MMC coursework in a timely manner. Reduction in staff travel also makes it difficult to attend conferences and meet the educational requirements.

### **New Mexico**

Our Association does a good job meeting members' needs. Program development, i.e. identifying pertinent topics and securing the best qualified speakers, is an on-going challenge. Due to limited budgets, we must utilize in-state presenters to help keep costs down in order to keep programs affordable for clerks.

### **North Carolina**

Due to the economic downturn, municipalities throughout North Carolina have had to make difficult budget decisions. These decisions included reducing or eliminating education and travel and/or reducing staff. In turn, this had made it challenging for clerks to attend continuing education sessions.

One of the most challenging needs is how to incorporate technology or at least set the parameters for when it is acceptable to use. The laws are being amended to reflect technology, such as requiring Town's that maintain its own website to post the calendars for the elected and appointed boards. The parameters need to be established for those who want to participate in a board meeting via conference call or Skype.

### **Oregon**

The greatest challenge is providing training to clerks in remote areas of the state. Often, these clerks are new; very little training; often very little grasp of the position; and generally desperate for training in the basics of clerking.

I think that if IIMC had some free, on-line, training modules that addressed very basic skills, i.e., minute taking; building filing systems; history of the position; basic government, this would be helpful.

### **Rhode Island**

Educational needs are being met. But help could be used for disaster planning and preserving archives.

### **South Carolina**

We would appreciate suggestions or ideas for advanced topics for educational sessions that we could offer during the SC Municipal Finance Officers, Clerks and Treasurers Association (MFOCTA) academies.

### **Tennessee**

The clerks that attend the academy complain that they don't get the technical training that is offered in the institute.

### **Utah**

The smaller towns and cities seem to have trouble affording conferences and Institute/Academy. Maybe we could have more online training with very little cost. The books that we read for Institute/Academy worked very well, maybe we could stream or video conference (Skype) those in at a closer location to the main locations for those in remote locations.

UMCA has a desire for our Institute/Academy to offer more online training that dovetails well with the Institute/Academy program that has been specifically created with Utah clerks in mind. There is confusion about approval process for on-line training in relation to point values awarded to Institute/Academy. Our Institute directors have limited dollars to create on-line training that is relevant just for clerks. There needs to be some sort of financial mechanism to help support the development of such programs.

### **Washington**

The stimulation and motivation are absent. The requirements are set too low. Set the bar higher and folks will step up. Even the Athenian Dialogues are too simple. The travel abroad program is out of reach of most clerks.

### **Wyoming**

After several years of effort, a successful collaborative effort with the University of Wyoming has resulted in establishment of the first Wyoming Clerks Institute in 2012. Wyoming clerks will no longer have to travel out of state for Institute certification classes.



**3. What opportunities do you provide for clerks to act as instructors or facilitators? What are the required criteria and recruitment techniques used by your association or Institute to include clerks as instructors?**

**Alaska**

The Nuts and Bolts program is a “Clerks teaching Clerks” model. Several experienced clerks each year are able to instruct their peers and new clerks.

**AMCTO Canada**

The Association engages subject-matter experts on a project-by-project basis. As such, clerks have frequently been engaged as facilitators, developers, instructors, and markers in our educational programs. Recruitment is done through an external RFP, as well as through an intra-membership referral process. Potential applicants are screened for professional credentials, experience, as well as knowledge of the tenets of adult education. Finally, references are checked on the quality of the training offered by each potential trainer before a final offer is made.

**Arizona**

I don’t believe there are that many opportunities for clerks to be instructors/facilitators. I don’t believe our association has any formal criteria.

**Arkansas**

Experienced clerks are an integral part of our teaching team each year. We have definitely found that the best instructors for clerks on topics related to their duties are other clerks. We have no set criteria or recruiting techniques. With an active group of around 100-150 clerks, those who have leadership, expertise and teaching abilities are easy to identify and recruit.

**BC Canada**

As with all of our members (which includes CAOs, Finance Directors, and other senior municipal managers, Clerks are given a variety of opportunities to act as instructors in our various programs. We generally put out a call for volunteer instructors and receive a large number of offers to assist. We base our selection on the credentials (education, experience, public speaking experience,) and reputation of the interested instructors.

**California**

I believe there are a few city clerks who act as instructors at various educational venues but I don’t see enough encouragement or push to invite other clerks. It seems the same clerks are on these programs.

**Colorado**

CMCA sponsors, through their Institute Director, a Train the Trainer Class, which is facilitated by a professional public speaker. The training concentrates on public speaking and presentation skills. CMCA

Course Instructors are required to have completed a Train the Trainer Class. Through our Education Committee, CMCA members are provided with opportunities to schedule educational programs at the Institute, Masters Academy and two conferences per year (CML Conference and CGFOA/CMCA Annual Fall Conference). There are opportunities to offer suggestions on the class subject matter; to select an appropriate speaker and manage and moderate the session. The majority of Education Committee members have completed a Train the Trainer class.

### **Connecticut**

We often have panel discussions a part of a class that they would participate on. We look to our most experienced or knowledgeable clerks in some area to volunteer or we make a request.

### **Idaho**

At every opportunity we use the expertise of our seasoned clerks at all of our training sessions.

### **Indiana**

We use veteran clerk-treasurers every chance we get. There is no better way to learn than from someone doing the job.

### **Kansas**

Kansas institute director has a goal of getting more clerks involved as teachers, facilitators and conveners. The number of clerks involved has grown in recent years.

Criteria is several years experience and preferably CMC or MMC but exceptions can be made. Recruitment techniques include interviews of new clerks when introduced to institute director and recommendations from other Kansas clerks. An open verbal invitation is extended to all clerks at the welcome session of each educational event. Kansas clerks are great about stepping up themselves or making recommendations of other clerks who could teach a particular subject. New instructors are mentored by the institute director and sometimes by retiring instructors of the same topic.

### **Kentucky**

We have no written guidelines. We have used clerks in the past and continue to use clerks to present topics in which they have expertise. Clerks who have done this have extensive experience in the field they present and are certified on at least a state level, mostly CMC or MMC. Our Education Committee usually selects someone and if IIMC approves them we go with that. We have had clerks request to present and allow them to either at spring conference or during lunch if it is something that IIMC wouldn't approve.

## **Massachusetts**

MTCA frequently requests Municipal Clerks with longstanding experience to act as instructors and facilitators along with state agency presenters. Longstanding Clerks, in most cases, have both MA and IIMC Certification.

## **Michigan 1**

Part of our last strategic plan was developing a MAMC Speakers Bureau of subject matter experts. We are still forming this group.

## **Michigan 2**

One of our 5-year goals is the creation and development of a “speakers bureau”. We envision this as a 2-year training program for those who are interested and have been recommended because they have shown a talent for presenting. Currently we use our annual “Clerking 101” class as a proving ground for members wanting to become presenters.

## **Nebraska**

We do offer a roundtable session with experienced clerk’s chairing the roundtable that is quite popular and the clerk’s keep asking for it every year in their evaluations. If there is a session that a clerk has a lot of knowledge and experience in, the UNO Institute Directors will ask them if they would feel comfortable teaching that session. The director’s sets the required criteria that they need teach the session.

## **Nevada**

Our Institute Director determines topics for the yearly institute based on the needs of the clerks in the state and then seeks clerks who may have that experience in the state to facilitate a session or two. Due to economics in-state instructors are traditionally used for our institute.

## **New Mexico**

We provide several opportunities for our Clerks’ to act as instructors. The main criteria is they must possess expert knowledge of the subject. Opportunities include our Municipal Election School taught mainly by Clerks coupled with League Staff and Officials from the Secretary of State’s Office. Records Management and Clerks 101 is taught by Clerks to name a few. The Board and the Education Committee work from a pool of Clerks who are qualified to train on specific topics. We don’t have any formal procedure to recruit them. We contact them by phone or email.

## **North Carolina**

The NCAMC Program and Education Committee does its best to incorporate best practices of the clerks which involves a facilitator to provide an overview and then as a follow up a clerk panel. The clerk panel is usually made of up of large mid and small municipalities so it is diverse and the clerks share what has and has not worked in their office.

### **Oregon**

OAMR presents “On-the-Road” Workshops on various topics throughout the state. This is a program where clerks train clerks, and experienced clerks are solicited as presenters. The focus is on the basics because it was thought that if basics could be brought to clerks; then the annual conference sessions could be more advanced. The thinking is that even new clerks would benefit from more advanced training at the conference, and conference sessions would still be valuable to more experienced folks.

### **Rhode Island**

We have clerks with extensive probate experience who reside over and participate in probate workshops/seminars.

### **South Carolina**

We look for ways to include clerks who have experience in particular areas and are good speakers. These individuals have served as panelists and instructors for various sessions over the years. We also ask those who have completed their Capstone Projects to present their projects at the MCTI sessions. There are two benefits from this – the clerks enhance their presentation skills, and the MCTI attendees learn different ways to approach common challenges.

### **Tennessee**

We have done that only on a minimal basis, such as minute-taking.

### **Utah**

UMCA is constantly soliciting CMC and MMC certified clerks to act as instructors or facilitators at Institute/Academy, our annual spring conference and at the semi-annual municipal league meetings. If a clerk has demonstrated a particular expertise in a given subject he/she may be invited to instruct whether or not he/she holds certification. Currently those opportunities are by invitation. There is no open recruitment process.

### **Washington**

Roundtable discussions; a program that has been developed by a particular clerk in his/her city which makes ‘quick work’ of a mundane task, i.e., applying the rules of baseball to records retention and archiving to facilitate the inventory and disposal of records that can be destroyed.

### **Wyoming**

Clerks do present at the conference level if they have a high level of knowledge and expertise about a particular topic. It is encouraged although the majority of presenters are outside the association.

**4. What new educational content and delivery could be necessary or beneficial to clerks? What are some unique training methods that have been effective in your region?**

**Alaska**

Partnering with the State of Alaska Department of Commerce Community and Economic Development (DCCED) has allowed us to take advantage of their vast knowledge of Alaska State Law, and representatives assist with our Nuts and Bolts training. In addition, our Education Board Member seeks educational opportunities through not only the local universities and professional organizations, but nationally acclaimed educators and facilitators. Alaska is a very diverse and unique state, and this year AAMC has the honor of hosting Father Oleksa, PhD, who specializes in Cross-Cultural Communication, as our presenter for our Academy in November 2012.

**AMCTO Canada**

As noted previously, our clerk members are largely looking for province-specific information on new or existing legislation and regulation. With the geographic dispersal of our members, we have found that e-learning opportunities are being sought out quite actively.

**Arizona**

I believe we really need to explore more of the online classes similar to a cohort program....so have one monthly or bi-monthly in person class/meeting with the bulk of the class work done on line.

**Arkansas**

See response to question 2.

**BC Canada**

We regularly canvass our membership to determine training requirements and have an advisory committee of Clerks who provide guidance on the training sessions offered each year. Each year's program is different depending on what is topical. We use both face to face training and webinars for delivery of our programs. As well we have a peer mentoring program where any member of our association can receive assistance from other experienced colleagues. The majority of our programs are delivered by either expert members or professionals (such as lawyers) who volunteer their time for the good of the local government system in British Columbia.

**California**

Webinars at the more local level, state and division trainings/meetings as so many Clerk's have no travel & training budgets, and reduced (or no) backup staff.

**Colorado**

Two years ago CMCA established Webinar Educational Programs on the core courses needed by municipal clerks (Liquor, Records, Election and Nuts & Bolts). On-the-Road Works shops has been a long-time stable in educational programs offered to Colorado clerks.

## **Connecticut**

Our clerks seem to love the roundtable discussions. There is one segment IIMC did back in I think in St. Paul that was called "Caught in the Crossfire." I still remember it and I have to say it was one of the best ones I've ever been to.

Smaller breakout sessions that rotate so a smaller segment hears the presentation and then the facilitators switch and present to the opposite group. That way everyone hears the same presentation but there is better chance for back and forth due to the size of the group. Some are not so apt to ask a question in a very large group but would in a smaller session.

## **Idaho**

Webinars are working quite well for us.

## **Indiana**

We have some new requirements for submitting reports to the state. We have been offering regional training for those requirements. We may look at other regional training in the next few years.

## **Kansas**

Emergency management which we are adding this year. Stress management, which not a new topic, is no longer approved by IIMC. Bring it back to count for points along with other health-wellness topics, including mental health issues. Is there any type of clearinghouse through IIMC publishes what other states are doing in their educational training. Possibly new offerings could be listed to provide new ideas to other associations. We can all learn from each other.

Breakout sessions, roundtables and "mega sessions", the latter which are longer in duration. Clerks teaching other clerks.

## **Kentucky**

Online courses which can be completed at the clerk's leisure, our clerks seem to prefer very interactive sessions and sessions which allow them to visit another location (attending a code enforcement meeting or council meeting of a city hosting the training has been suggested). They really like panel or question and answer sessions which can be difficult to get approved.

## **Massachusetts**

Massachusetts encourages state agency presentations to be done in collaboration with a Municipal Clerk to provide direction, relevancy, and facilitation to provide information that both meets the needs of the state agency as well as the Municipal Clerk – encouraging two-way communication and exchange of ideas and information.

### **Michigan 1**

Web based training would be beneficial. Also with travel and education budgets becoming tighter and tighter, regional training is more important. Instead of training just in Lansing, it needs to be held in areas where clerks do not need to travel and incur hotel costs.

### **Michigan 2**

We are going to need more distance learning opportunities. Michigan municipalities are being hit hard economically. Many in southeast Michigan are already under emergency financial management, and more are on the brink. Funds for traveling are not available to most.

### **Nebraska**

A lot of the younger clerk's liked when we skyped a session with an instructor, I believe, from UNO. So probably more computerized delivery for the younger clerks. Us older ones, probably not.

### **Nevada**

One of the most effective sessions was a number of years ago when our clerks visited the state archives and learned about the state's ability to help with records management and retention. This unfortunately does not appear it would be an acceptable training any longer as it included a tour and training. Anything hands on that clerks can do is beneficial.

### **New Mexico**

Would like to see more on social media as we need to consider the advantages and disadvantages, and hearing from Clerks who use various social media tools would be most helpful. We are also going to consider the feasibility of establishing training on-line.

### **North Carolina**

Recognizing the constraints of budget and staffing for the municipalities, the NCAMC offers a one-day regional academy and a one-day MMC academy. These academies are offered in the different regions of the state with the goal of being a commute that does not require overnight accommodations. The one-day regional and one-day MMC provide an opportunity for the host clerk or host clerks to earn experience points. In my situation, when hosting an MMC Academy, clerks who offered to help were given assignments so I could also enjoy the academy. This sharing of the responsibility assists the area clerks with experience in the academy and will hopefully incentivize the clerks to offer to serve as host for upcoming academies.

### **Oregon**

There is currently a lot of turnover in clerk's positions in small Oregon cities, and for the foreseeable future, clerking basics are in hot demand. OAMR's "On-the-Road" Workshop program has been successful (at least it pays for itself). The organization is now preparing training sessions that will be placed on the website.

### **Rhode Island**

Elections officials teaching workshops, their extensive knowledge and practical experience most helpful.

### **South Carolina**

Those of us in the educational field have to consider web-based platforms to host webinars or on-line classes. However, we must be able to balance the requests for this with the learning styles of the participants and the value-added from live class participation.

Our state is not currently using training methods that would be considered “unique”.

### **Tennessee**

I think we are going to have to do more on new technologies since very few of our clerks have the opportunity to attend the IIMC Annual Conference.

### **Utah**

UMCA is currently exploring opportunities to educate our members via the Internet. There are many rural communities in Utah that have great need of training that can be accomplished without leaving the office at an affordable price. Some of the challenges we are navigating is how to track attendance and competency affordably.

UMCA's Institute/Academy previously used a book as part of its curriculum each year. The clerks were given four class hours of credit for reading the book. Our Institute Director then tied in class time to the concepts learned from the reading' Each participant was required to write a paper answering specific questions tied to the application of the book and then were required to attend a group discussion on those concepts at the end of Institute/Academy. UMCA clerks expressed appreciation for the enhanced learning experienced through this unique style of training. The experience also created greater applicability of the concept back in the office. IIMC recently determined points could not be obtained for the hours required to read the book so the technique was discontinued. UMCA encourages IIMC to look to new techniques to enhance the application of the learning.

### **Washington**

New clerks want to know how to do the job well; more established clerks want to examine the Te of Pooh to learn exceptional leadership tips.

### **Wyoming**

Regarding form of delivery, Wyoming is just initiating one-day seminars (single or multi-topic), regional meetings with a training component, and members are participating in state municipal association webinars.



**5. If you have a Provincial or State certification/designation program, how does that compare with IIMC certification/designation?**

**Alaska**

AAMC discontinued its certification program years ago and joined with the NCI Institute program. AAMC is very pleased with this partnership.

**AMCTO Canada**

The Association's Certified Municipal Officer (CMO) accreditation is a competency-based program that requires the submission of documented evidence on how the candidate has applied their knowledge and learning to demonstrate various mandatory and optional competencies. Unlike the IIMC certification, the CMO accreditation process is not about the accumulation of points but rather about the documentation of applied learning, which is evaluated by a Committee of peers within the profession.

**Arizona**

N/A

**Arkansas**

Our state certification program is very similar to that of IIMC. The main differences are a 100 hour educational requirement and a lower cost.

**BC Canada**

In British Columbia, there is a certification program available to municipal officials whether they are Clerks or hold other positions. It is called the Provincial "Board of Examiners" which provides three different certificates which require post secondary courses to be completed as well as a minimum number of years of service. Specific details of the program can be found at <http://www.civicinfo.bc.ca/36.asp>

**California**

California has discussed state certification off and on for a number of years. Nothing has moved forward yet..... but there is always tomorrow.

**Colorado**

N/A

**Connecticut**

Well-directed, appropriate to the manual. I only wish it could be done in a 2 year term. Also, wish more could be done with skype or distance learning.

### **Idaho**

Quite the same for certification but we have no recertification requirements.

### **Indiana**

Our State certification is similar, but only one level of achievement. WE have talked about changing that, making it more difficult to achieve the first level and expanding to other levels as well.

### **Kansas**

N/A

### **Kentucky**

Certified Kentucky Municipal Clerk is the 120 hour program which clerks can use for their CMC designation. Master Kentucky Municipal Clerk is modeled after the MMC, but is a bit easier to attain. No written assessment or test is required. It requires 100 points of education (1 point for 1 hour; 60 must be from an approved Academy) and 20 points of social contributions.

### **Massachusetts**

Requirements for certification as a Massachusetts Municipal Clerk stipulate class work in specific areas as well as the successful completion of an exam. Overseen by a Certification Committee, CMMC certification is for a period of 4 years, with renewal upon demonstration of participation at required educational sessions of the Massachusetts Town Clerk's Association.

### **Michigan 1**

We do not have a state program at this time.

### **Michigan 2**

We don't currently have a state certification program but instituting one is in our 5-year plan. We are looking for something that complements IIMC, and our ideas are focused on being the facilitators for our members to become certified by other organizations like ARMA.

### **Nebraska**

We use the IIMC certification guidelines.

### **Nevada**

N/A

### **New Mexico**

N/A

### **North Carolina**

At the Tuesday, January 24, 2012, NCAMC business meeting, the membership adopted a state certification program. The brochure is herewith attached; please note the recertification is a work in progress. Like the County Association Certification, the School of Government will be the lead for instruction, just as the School of Government is the lead for IIMC Certification. This is a voluntary program, like the IIMC Certification. The difference is instead of x hours equals y points, the NCAMC opted the number that the number of hour is the number of points. The NCAMC is also accepting state sponsored training for those clerks who demonstrate they are responsible for NCDOT or NCDENR or NC Dept of Commerce projects by either serving as liaison or administrator. As many of the municipal clerks are notaries and are required to be reappointed each five years – after the successful completion of an on-line test for either initial or reappointment – clerks may include those hours as it is a requirement by the municipality. Again, this is taking into consideration the diversity of the role of North Carolina Clerks.

### **Oregon**

N/A

### **Rhode Island**

N/A

### **South Carolina**

South Carolina does not have a state certification program.

### **Tennessee**

The State certification requires 100 hours and then 18 hours every 3 years. CMC and MMC certifications count automatically as fulfilling the requirements.

### **Utah**

Utah has no state certification/designation program.

### **Washington**

We don't have one at the state level, just IIMC, but we would like to establish and are exploring a recertification program.

### **Wyoming**

There is no state certification program in Wyoming although there has been discussion about it. Other municipal employees such as Public Works personnel are state licensed and it could be a mechanism to promote the profession and perhaps result in higher wages. Elected officials would need to see a need for state certification to make it work and a concentrated effort in that direction hasn't yet been made.

**6. Do most employers fund continuing education for the clerk? If not, how do members fund their continuing education and professional development? Do you believe clerks would be willing to contribute more personal funds toward education if other funding is not available?**

**Alaska**

It is our understanding that the majority of AAMC members have provided funding for clerk education, however, we are beginning to see that funding be withheld from municipal budgets more and more. AAMC offers scholarships for our own conference, for NCI Institute, and this year also for the IIMC conference. Our scholarship funds are in large part due to the generous grants from the Denali Commission, from DCCED, and through AAMC fundraising efforts.

**AMCTO Canada**

Generally, municipalities fund the training of clerks. It is doubtful that clerks would be too willing to expend personal funds on PD and education initiatives. The current economic environment is also not conducive to clerks assuming more responsibility for funding their continuing education. Further, municipal employers are trending toward offering less support for professional development due to budget constraints.

**Arizona**

The city usually will fund continuing education however the economy has hit our budget hard and funding has been reduced to a small amount. I personally would contribute my own funds, however, I don't believe all members of the profession will.

**Arkansas**

Most clerks attend educational programs at the expense of their cities. Some have an annual CE/travel budget; others request participation one event at a time. Either way, the city council must approve the requests. The overarching view is not that clerks are on a particular career path, but are serving their communities as elected officials. Some clerks do pay all or part of their own expenses to participate in programs.

**BC Canada**

Most employers contribute to the funding of continuing education for local government managers with employees sometimes paying a portion for full semester courses at universities or colleges. As well, our Association offers scholarships to individuals pursuing courses at accredited post-secondary educational institutions. Details on our scholarships can be found at <http://www.lgma.ca/EN/main/programs/scholarships.html>

### **California**

During these economic times, most cities have completely done away with, or dramatically reduced travel/training budgets for their staff. Many have decided to self-fund their education and/or apply for grants or scholarship through the association.

### **Colorado**

CMCA offers scholarships for the IIMC Conference, Institute, Master's Academy and the Fall Conference. There is an expectation for municipalities to budget for education/training.

### **Connecticut**

No. Towns feel that they might pay for one person, but if there are additional assistant clerks then the cost becomes prohibitive.

Grant, scholarship or self-paid!

At times – but in many districts the salary of the town clerk has not kept pace with the duties of the office.

### **Idaho**

Most of Idaho's 200 cities are very small -less than 500 population. Most of these small cities don't have many extra funds to support educational opportunities., therefore, most don't get the continued education they need.

### **Indiana**

Most of our Clerk-Treasurer's, Deputy Clerk-Treasurer have funding in their budgets for continuing education. Our state also offers a scholarship program for people who would like to attend classes.

### **Kansas**

Yes. Only a few clerks pay a portion of CE costs. Possibly, but with the current economic situation with many cities not able to provide pay raises over several years, maybe not.

### **Kentucky**

From what we see, most do and those that don't can apply for a scholarship. There are however a large number of clerks which don't attend any training offered and it may be due to the funding. I don't think members would want to contribute personally unless after reaching some type of certification level they were monetarily rewarded.

### **Massachusetts**

Many communities lack resources to sponsor attendance of the municipal clerk at state or national conferences. The Massachusetts Town Clerks' Association supports attendance at state conferences

through awarding of scholarships. In addition to funding shortages communities also lack staffing levels that would allow for municipal clerk attendance at conferences.

### **Michigan 1**

We are seeing a mixed bag on this. Some communities are cutting education and others are cutting other things to keep education. We do offer 1 time scholarships to Institute and to our annual conference.

### **Michigan 2**

In the 3 major population centers – Detroit, Lansing, Grand Rapids – a majority of municipalities fund education. Members from other parts of the state, especially the northern regions where many are part-time, often pay for their own education. I do not believe that most clerks are willing to contribute personally for anything beyond CMC.

### **Nebraska**

Not all of the smaller communities do. If the clerk is from a smaller community and their community will not fund the education, they do not attend then. I personally know of a clerk that started at the same time I did 21 years ago and her board did not think that the education was that important and then she had her family and she has never attended a clerk's institute in the 21 years or any of the 3 other conferences held during the year sponsored by the League of NE Municipalities. Most clerks from smaller communities would probably not use their own funds because they are probably only part-time or making barely over minimum wage. I don't even know if the clerk's from larger communities would pay for their own way during this economic time.

### **Nevada**

Most cities have travel/conference budgets but they may have to choose which opportunity they are going to attend. Some clerk's will pay for part of the conference themselves but only to a certain limit.

### **New Mexico**

Yes most employers fund continuing education for clerks in New Mexico. With this current economy, it's likely that a few Clerks contribute some personal funds toward their education because they appreciate the value of their educational investment.

### **North Carolina**

Many of the NC Clerks rely on the governing body to provide a budget for education and travel. Sadly, with the economic downturn this was the first line item to be reduced or eliminated. My belief is clerks would consider contributing to their own education if they were made aware of how to report this as a taxable deduction relating to professional development. This requires education on the front end, willingness of the clerk that this is a viable option, and good record keeping by the clerk.

### **Oregon**

In Oregon, most employers will fund some amount of clerk's education. This would be mainly limited to the OAMR annual conference, on-the-road workshops (because the cost is \$20 for members), and other low-cost trainings provided by groups such as the League of Oregon Cities, Local Government Personnel Institute, etc.

I believe that few clerks are willing to personally pay for training.

### **Rhode Island**

Most employers fund but not 100%. We fundraise and offer *\*illegible\**.

### **South Carolina**

A vast majority of the municipalities in South Carolina provide funds for clerks to attend MCTI and/or SC MFOCTA. However, many of the clerks from smaller municipalities in our state wear numerous hats and benefit from attending sessions hosted by the SC Business License Officials Association, SC Municipal Human Resource Association and the SC Utility Billing Association. As in most states, training budgets have been reduced over the last few years due to the recession. Those clerks who wear numerous hats have likely had to limit the sessions they attend.

There is a scholarship available for clerks to attend MCTI.

Although I aware of a handful of clerks doing this, I'm not able to answer this on the clerks' behalf.

### **Tennessee**

I think most of the cities cover the cost. I would not expect many of our clerks to contribute personal funds.

### **Utah**

The majority of our larger municipalities fund training opportunities for clerks. Rural municipalities and towns struggle more to provide funding for training and education. This can often be because their clerk job is part-time and they hold another full-time position, which makes it difficult to justify the training to the municipality. UMCA has a healthy scholarship program. Applicants are strongly encouraged to be working toward CMC or MMC but recipients are not excluded if they are not working toward certification.

One challenge being observed is once a clerk has obtained an MMC, municipalities see no urgency to continue to fund educational opportunities for the clerk. Often the training dollars are diverted to other divisions or individuals making it more difficult for the clerk to leave the office to attend training. While some clerks in this situation choose to pay for training from personal funds many choose not to participate. Unfortunately over the last few years, we have seen decreasing enrollments that make us fear for the sustainability of Utah's Institute/Academy. We are looking at ways to resolve that concern but the fear is still there.

### **Washington**

During these times of scarce resources, many clerks do not have funded training. Even in the best of times, some clerks are not funded for training, for one reason or another. As clerks, we are not always well paid and to fund training out of pocket can be a hardship. On the other hand, to pay for one's own education makes a statement about commitment. WMCA works hard to give as many scholarships each year (up to 30 in some years) as possible to assist clerks, especially the newer ones and 'first timers' to conferences and training.

### **Wyoming**

Clerk training is still a priority for municipalities. Prior to establishing the Institute, a survey of elected officials indicated support for an instate Institute in the interest of training for clerks. Most clerks are able to receive funding from their municipalities. In addition, the association provides scholarships and hardship waivers for the state conference expenses. There are some members from small communities who fund their own attendance.



**7. How are your education programs, conferences and Institutes funded? (For example: tuition, grants, sponsorships, scholarships, institutional subsidies.)**

**Alaska**

See response to Number 6 above.

**AMCTO Canada**

All Association programs are funded through registration revenues. In a very small minority of programs, a small government grant acts as a partial fund through which the program is managed. There are no direct subsidies or grants for attendees of our education programs or conferences.

**Arizona**

We haven't had a conference in several years. Our annual meeting is combined with our are covered by tuition fees.

**Arkansas**

Education programs are all run through the Institute, and rely on registration income for funding. Host cities for various Institute workshops usually provide in-kind support to help defray costs. These can include free meeting space, discounted or sponsored meals, etc. we also rely heavily on free instruction by government agencies. Vendor sponsorship makes up a very small portion of program funding annually.

**BC Canada**

All of our direct association programs are funded by tuition fees. For one of our programs (MATI Foundations), an additional travel assistance amount is available for participants from small communities. As noted above, however, we provide scholarships for members taking post-secondary courses at accredited institutions.

**California**

All of CCAC programs are funded through registration fees and some vendor sponsorships. Then in turn CCAC works to provide scholarships for those attending our Institutes. CCAC is "broken" into three Divisions and the Divisions work to provide scholarships for the bi-monthly educational programs.

**Colorado**

CMCA educational programs such as OTR Workshops are funded by student tuition. Conferences and Institutes are funded by tuition and scholarships.

**Connecticut**

Usually self-paid.

### **Idaho**

We raise money every year for scholarships for the next year. (\$1500 to \$2000) Sometimes-when times are good- we augment the money raised and give full ride scholarships, but that would only be best case scenario-6 people.

### **Indiana**

They are funded by registration fees, sponsorships.

### **Kansas**

Through all those mentioned except institutional subsidies. In addition we hold a vendor fair one full day of our Spring Conference. It has been extremely successful. The Association subsidizes when there is a "shortfall" between revenues (attendees) and expenses.

### **Kentucky**

Registration fees, sponsorships, and scholarships.

### **Massachusetts**

Educational programs and conferences planned by the Massachusetts Town Clerks' Association are funded by a small registration fee, scholarships, and MTCA subsidies. Fees to participating vendors help defray costs of facility fees. Efforts are made to keep costs as low as possible through subsidies of the MTCA.

### **Michigan 1**

Institute and programs by tuition. Our conference is by attendee fees and vendor donations.

### **Michigan 2**

Combination of tuition and sponsorships. We provide each member the opportunity for one scholarship to Basic Institute and one scholarship to conference in their lifetime. Scholarships are funded through annual dues.

### **Nebraska**

We do scholarships that all clerks need to apply for every year to help cover all or part of the registration fee for the Clerk's Institute and Academy from funds received from the Department of Economic Development and our Silent Auction proceeds. Usually the 1st year clerks are totally funded so we can get them to the institute and then after that the 2nd, 3rd and 4th year clerk and academy clerk are prorated.

### **Nevada**

Our Institute is 100%funded through tuition.

### **New Mexico**

The various programs are mainly funded by registration fees. The NM Municipal Clerks & Finance Officers Association Scholarship program funds a minimal amount of the registration costs for the Clerk's Institute Program. We also recently established an endowment fund with the IIMC/MCEF in the name of New Mexico Clerk's for the purpose of offering future scholarships once the fund has increased. We also encourage our Clerks to apply for IIMC/MCEF scholarships and grants.

### **North Carolina**

The NCAMC has a relationship with the North Carolina League of Municipalities (NCLM). The NCAMC contracts with the NCLM and in turn the NCLM works with the NCAMC Site Selection committee to attain the best prices for the Annual NCAMC Academy. Every effort is made to keep registration costs at the actual cost. During the NCAMC Annual Conference we are fortunate to have sponsors that help to offset the costs of the meals.

The NCAMC does offer three \$300 scholarships for clerks attending the IIMC Clerks Certification Course hosted at the School of Government. The application is given to the attendees prior to the start of the course. If any of the attendees express an interest, the applications are reviewed by the NCAMC Scholarship Committee.

### **Oregon**

The annual conference is funded through registration fees. Scholarships are funded through sponsorships and fundraising. On-the-Road Workshops are self-supporting through the registration fees of \$20 per member, and \$40 for non-members.

### **Rhode Island**

All of them, plus vendor fees, and *\*illegible\**, we fundraise year round and seek state support.

### **South Carolina**

MCTI is funded predominately by tuition. The Municipal Association of SC (MASC) provides institutional subsidies as well. MFOCTA sessions and academies are funded by registration fees and sponsorships.

### **Tennessee**

They are funded through the fee charged for the institute/academy. We offer scholarships from money generated through dues and fund-raisers.

### **Utah**

UMCA programs are funded through tuition, scholarships and sponsorships.

### **Washington**

We manage our own training, and select presenters based on who has heard whom and where. Sometimes, to save money, speakers/presenters are picked locally. Sometimes they are flown in. Washington has a treasure of local speakers, often retired from other things, who enrich us. Tuition is paid by scholarship, employer, or self-funded. In some cases, without the scholarships we offer, training would not be offered.

### **Wyoming**

Membership fees, registration fees, and sponsorships.

**8. What kind of job or community related achievements by municipal clerks are recognized by your associations or regional groups? Please describe any unique examples of achievements that could qualify for certification points. What formal criteria do you use for these awards?**

**Alaska**

When a clerk is awarded the prestigious designation as CMC or MMC, the association provides recognition. AML, our state municipal league, also provides honor and recognition. In 2000, AAMC established a "Clerk of the Year" award to recognize outstanding contributions to the municipal clerk profession in the areas of professionalism, growth through education, leadership, community involvement, and elections.

**AMCTO Canada**

The Association offers two Awards programs which recognize the significant contribution of members to their Association, profession and community. These are not specifically focused on our clerk members, however. Similarly, the Association does provide recognition for long-standing members of the Association through the awarding of certificates. Note that these programs are not related to our accreditation program.

**Arizona**

I think the stuff we do for the community is very important. We have a clerk that is very involved with the Blue Star Moms, an organization that gathers and sends items to the troops. We as an association don't award anything for this additional service to the community.

**Arkansas**

*\*No response\**

**BC Canada**

Our member recognition program is for our entire membership (not just the clerks). Below is an overview of the criteria. Specific details can be found at: <http://www.lgma.ca/EN/main/membership/recognition-awards.html>

**POLICY OBJECTIVES:**

1. To provide a Life Membership to individual members who have made a significant contribution to the Provincial Organization. The award shall be granted to qualified individuals upon a 2/3 vote of the Board of Directors. Recipients of the Life Membership shall be entitled to all the benefits of membership in the organization in accordance with the Bylaws of the LGMA.
2. A Life Membership shall also be awarded to Past Presidents of the provincial organization upon the completion of their term of office. All Life Membership awards shall be considered by the Board at their Spring Board meeting and shall be presented at the Annual Conference held each year.
3. A Distinguished Membership Award may be presented, upon the approval of the Board, to individuals who have made an extraordinary contribution to the Association and its members.

4. Professional Service Awards may be granted annually upon approval of the Board. The Award shall recognize outstanding achievement by local government officials; provide an opportunity for the other officers to benefit from those achievements; and recognize the positive impact on local government by the contributions of local government officials.
5. Distinguished Partners Award may be granted annually upon the approval of the Board to a firm or organization which has made significant contributions to the LGMA, its members and/or to local government in B.C.
6. A Long Service Award may be presented, upon approval of the Board, to individuals who have served in a local government capacity for 20 years or longer (amended March 4, 2011).

An annual President's Award may be presented at the discretion of the current LGMA President to someone they believe has contributed to the betterment of the profession or the Association. With the annual Presidents Award, a gift with a maximum dollar value of \$200 may be presented.

### **California**

CCAC Clerk of the Year Award, and other recognitions at annual conference (nothing at the division level). Unique examples of measured achievement for points could be: development of a new program or process enhancing the organization such as implementation of a new legislative process, lead staff in the development of municipal Ethics Program, creation of a Voter outreach campaign, creation of a citywide records management program, etc...accomplishments our own cities/organizations recognize when evaluating and promoting us.

The Divisions recognize promotions, new jobs etc.

### **Colorado**

CMCA has an Awards Committee, which recognizes clerks who have received their CMC or MMC. At the Fall Conference, the Awards Committee awards clerks who have made significant contributions to their community and selects one clerk as "Clerk of the Year".

### **Connecticut**

We have a Town Clerk of the Year Award that factors several factors like this but when it really comes down to it is how popular they are and what they have contributed to the Association as a whole.

People who think outside of the box should be rewarded – newsletters, television programming for information, etc.

This would have to be decided.

### **Idaho**

Many clerks have years of experience as a clerk but not a lot of formal training. That should be recognized as a factor in their certification.

### **Indiana**

We are elected, I am a treasurer for a party related group. This was not recognized when I did my application because it was political. Many of our people are members of other groups that meet regularly in their community, like Rotary. I don't believe those social groups are recognized either. They are all part of development. I receive the CAFR annually from the GOFA, a treasurer group. I don't believe that has been allowed for certification.

### **Kansas**

City Clerks & Municipal Finance Officers of Kansas for City Clerk of the Year Award, and through Kansas Rural Water Association City Clerk of the Year Award. (THESE TWO ARE SPECIFIC TO CLERKS – however there are other associations that provide awards that many clerks belong to – Human Resources, Court Clerks, Govt. Finance Officers.) A copy of the criteria for the City Clerks & Municipal Finance Officers Association of Kansas City Clerk of the Year Award is attached.

### **Kentucky**

Awards given by local areas for work in community, awards given by state league of cities, we look at any achievement and judge it on merit. We require a copy of the award or letter with documentation of what that individual did to receive it. Specific examples include Hometown Hero, City Advocate of the Year.

### **Massachusetts**

In an effort to be more proactive in recognizing local achievements of municipal clerks the MTCA is developing a recognition program yet to be finalized/implemented.

### **Michigan 1**

*\*No response\**

### **Michigan 2**

Each year our membership elects a Clerk of the Year from a city, a township and a village. Program information is attached. The clerks are recognized at an annual banquet.

### **Nebraska**

We follow the IIMC guidelines for CMC and MMC and honor them yearly at a banquet.

### **Nevada**

None

### **New Mexico**

Our Association sponsors the Annual Clerk of the Year award where elected and appointed officials, and even citizens can nominate Clerk's from their community. The person is selected by a Committee of Association

Officers after close review and discussion of the documentation submitted. The formal criteria includes: 1) the Nominee's contributions to their municipality which may or may not be directly related to their job duties and responsibilities; 2) Contributions to the New Mexico Municipal Clerk's & Finance Officers Association or any professional organization during the current year or any prior years; 3) Contributions to municipal government in New Mexico during the current year or any prior years; 4) Any additional considerations for judgment of exceptional achievement.

### **North Carolina**

The NCAMC instituted the Clerk of the Year Award last year. It is an opportunity for the elected officials, managers or other clerks to nominate a deserving clerk. As the Clerk of the Year Award is a confidential process, it would not lend itself to certification points as that would mean releasing the records.

### **Oregon**

OAMR has two awards – Recorder of the Year; and President's Award of Distinction. The criteria are:

#### **RECORDER OF THE YEAR AWARD GUIDELINES**

Please read the guidelines below and take the time to nominate yourself or any City Recorder to receive the Oregon Association of Municipal Recorders "Recorder of the Year" Award. You are encouraged to participate in this program, in order to acknowledge recorders and recognize their excellence and professional accomplishments.

#### **Guidelines:**

1. Any individual OAMR member, board member, City Manager, or Mayor may submit a confidential nomination to the President no later than Friday, August 5, 2011.
2. The President shall select a recipient for the Recorder of the Year award from the nominations submitted. There may be years in which there are no outstanding nominees. The decision of the President is final.
3. Recognition will be at the annual conference and will include presentation of a plaque and complimentary registration at the following year's annual OAMR conference. The registration will be non-transferable.
4. Criteria for selection are as follows:
  - a. Any OAMR member in good standing is eligible, with the exception of the President, First Vice President, and Second Vice President. Member in good standing means a fully paid member.
  - b. The nominee must have made an outstanding contribution or performed outstanding service to OAMR, to the profession of Municipal Recorder, or to an individual city during the association fiscal year. In general, it is not sufficient that a person performed his/her duties well. This award recognizes outstanding service and performance over and above the person's job description.
  - c. Areas of expertise may include but are not limited to the following:
    - Public Relations
    - Organization and Administration
    - Special Projects
    - Legislative Procedures



- Council Procedures
- Records Management
- Technology
- Emergency Preparedness
- Other: \_\_\_\_\_

PRESIDENT’S AWARD OF DISTINCTION  
AWARD GUIDELINES

As Municipal Recorders, we are at the center of municipal government and play an important role in city government, as well as in the structure of our communities as a whole. Often, however, we look “outside” ourselves for acknowledgement and recognition. We are asking you to “look within” yourselves and our organization. Look at what you and other Recorders have accomplished this year.

The President’s Award of Distinction is awarded to an OAMR member who has contributed greatly to a committee of OAMR or has performed exceptional work for OAMR. Nominations for this award are accepted only from OAMR members.

Guidelines:

1. Any individual member or board member may submit a confidential nomination to the President no later than Friday, August 5, 2011.
2. The President shall select a recipient for the “Award of Distinction” from the membership of OAMR. There may be years in which there are no outstanding nominees. The decision of the President is final.
3. Recognition will be at the annual conference and will include presentation of a plaque and complimentary registration at the following year’s annual OAMR conference. The registration will be non-transferable.
4. Criteria for selection are as follows:
  - a. Any OAMR member in good standing is eligible, with the exception of the President, First Vice President, and Second Vice President. Member in good standing means a fully paid member.
  - b. The nominee must have made an outstanding contribution or performed outstanding service to OAMR during the association fiscal year.
  - c. Areas of nomination may include but are not limited to the following categories:

- Leadership
  - OAMR Committee Work
  - Lifetime Achievement
  - OAMR Programs or Education Development
  - Other:
- for continuing education (my opinion only).

**Rhode Island**

CMC/MMC grant awards professional recognition

### **South Carolina**

MFOCTA awards a Professional of the Year award. The award criteria are modeled after IIMC's award criteria.

### **Tennessee**

We do not have any that I can recall.

### **Utah**

UMCA has a section in its quarterly newsletter called "Who's on the Move?" where a clerk's specific achievements are highlighted. One clerk was an instructor on the advantages of certified clerks to a municipality at recent league meeting. Another clerk worked closely with the federal government on securing and administering significant grant opportunities for her community.

Annually, UMCA chooses a 'Recorder of the Year' or 'Clerk of the Year.' Letters are sent to mayors and city managers soliciting the nomination of clerks and/or recorders. A committee formed from past recipients reviews the applications and chooses the individual to be acknowledged. The individual is acknowledged at the annual spring conference and in the quarterly newsletter.

### **Washington**

WMCA does not do this at all, except to recognize exceptional achievement in a Let's Celebrate or Kudos to column in the newsletter or in an eBlast. Certification, when achieved, is recognized; one former member who recently resigned her position as City Clerk was awarded the Person of the Year award in her town. Grandbabies, completion of marathons are both recognized if we know about them, but not in such a way as to get extra points for it. One of our clerks is actually the spokesperson for the City and emcees at local events in her City. She should be, but is not, recognized for her work.

### **Wyoming**

Clerk of the year is based on certain percentages ie 25% contributions to municipal relations, 25% on contributions to municipal government etc. Hard to narrow down specific examples, in a state where most municipalities are small, clerks do it all – meter reading, animal control, etc. so achievements do tend to be unique.

**9. How do you celebrate and recognize certification or other achievements by clerks? What are some ways you promote the profession or encourage educational growth and development during Municipal Clerks Week?**

**Alaska**

See response to Number 8 above.

**AMCTO Canada**

We have no specific recognition program for our clerk members. The Association is actively involved in Local Government Week but this recognizes the role of local government rather than the activities of professionals working within local government.

**Arizona**

The state association does not recognize other certifications/educational growth achieved by our membership.

**Arkansas**

Our association does not engage in specific activities to recognize Municipal Clerks Week. Recognition of certification and other achievements takes place at the annual Institute and during Municipal League conferences.

**BC Canada**

See recognition info above. We do not celebrate Municipal Clerk's Week.

**California**

When a clerk achieves CMC a letter from the CCAC President and Division Chair is sent to the clerk. When a clerk achieves MMC a member from the State Board attends the clerk's Council meeting and make a presentation on behalf of the State, recognizing the achievement.

Municipal clerk's week proclamation.

**Colorado**

In addition to the Award Committee recognition, the President of CMCA sends personal notes of congratulations to clerks, who have received their CMC or MMC designation. During Municipal Clerks Week the CMCA President may host a luncheon in her city. Clerks throughout Colorado are encouraged to gather at a luncheon or dinner to celebrate their profession. Many municipal Mayors and Councils proclaim Municipal Clerks Week.

**Connecticut**

We honor them by making an announcement via email to all clerks and recognize them at the next State Conference.

Right now little is done I believe, with the exception of the “Clerk of the Year” award, and I truly believe that is more a popularity contest.(I received a teacher of the year award, and that is how I felt about it.)

### **Idaho**

Certified clerks are recognized during our Annual Conference and give special recognition on their badges. The importance of being certified is emphasized at every opportunity during any time we have together.

### **Indiana**

Most communities do a resolution for Municipal Clerk’s week, presented at the regular council meeting. Press releases are also done when a person is recognized for outstanding achievement.

### **Kansas**

Letter of congratulations is sent from President of CCMFOA and Education Chair, and it is posted on the email list-serve of our association. If recognized, it is on an individual City or County basis.

Again this is on an individual City or County basis. One County formally presents a Proclamation to all City Clerks in their county. Various clerks attend to accept the proclamation and make comments regarding the Clerk’s job and their professional associations.

### **Kentucky**

Certification is recognized with a gift and recognition at our annual banquet. They are also included in our newsletter. The President and Education Chair mail a letter or card congratulating.

### **Massachusetts**

Clerks receiving both CMC and CMMC certification and recertification are recognized at all conferences and via the MTCA newsletter publication ‘The Public Recorder’ as well as in the New England Association of City and Town Clerks newsletter.

### **Michigan 1**

We could do more to promote Municipal Clerks week. The current strategic plan calls for increasing awareness of the Clerk’s profession and role.

### **Michigan 2**

We recognize certification in our quarterly newsletter.

### **Nebraska**

We honor all clerk's who have received their CMC and MMC during the past year at our you yearly Clerk's Institute and Academy evening banquet. He have tried over the years to hold some Municipal Clerk's Week events in Lincoln at the state capitol with the governor, but they were not that well attended except for the clerks in the immediate area. But if I remember right, we were in Lincoln and the Lincoln clerk did not even attend.

### **Nevada**

We will use the association website and annual meeting to note CMC's and MMC's.

### **New Mexico**

The Association tries to recognize achievements by Clerk's in the League monthly newsletter, The Municipal Reporter, and also arranges for the League to publish information and pictures of graduates from the annual Clerk's Institute and Academy Programs. We continually encourage all Clerks to pass and promote the Proclamation for Municipal Clerk's week.

### **North Carolina**

As soon as the IIMC sends notice that a clerk has attained CMC or MMC, the president sends a congratulatory letter and the president forwards the notice to the Publicity Committee for inclusion in the monthly Minute-by-Minute Newsletter.

Clerks are encouraged to celebrate Municipal Clerks Week, and the how is left up to each municipal clerk. The challenge is educating the elected officials that the clerk is a legislatively mandated position responsible for public records and open meetings. After that requirement, the clerks come under other duties. For some North Carolina municipalities, the clerk is the only person and part-time if the community is that small.

### **Oregon**

The OAMR President places a congratulatory note on the listserv.

Oregon does a woefully inadequate job of promoting the profession during Municipal Clerks Week.

### **Rhode Island**

Emails and newsletter and agenda acknowledgment. Proclamations/recognition for achievements.

### **South Carolina**

The MASC offers press releases for MCTI graduates to share their accomplishments with their local communities. The MASC recognizes MCTI graduates and those clerks who have been awarded the CMC and/MMC designations in Uptown, the Association's monthly publication, and at the spring MFOCTA academies.

### **Tennessee**

We show them in our newsletter.

### **Utah**

Clerks achieving CMC .or MMC status are recognized during their respective City Council meeting. Members of the UMCA Baard attend the meeting and make the presentation. A short synopsis is provided ta the legislative body and the requirements necessary to achieve the designation. The recipients are also recognized in the UMCA quarterly newsletter and again at our annual spring conference. Currently, UMCA does not actively promote Municipal Clerks Week.

### **Washington**

WMCA might mention Municipal Clerks Week in our newsletter. WMCA took our dog and pony show on the road last year to let cities know we are out here and what we do to raise money for scholarships. What we found was that many of Washington's cities had no idea we even existed. Our state association of cities AWC has always included the clerks in training and notices, but those same clerks have not felt welcome to attend. WMCA is working to empower clerks and is trying to change that.

### **Wyoming**

A clerk of the year is announced at the annual banquet, honorary memberships are presented to retired clerks or those no longer working in the profession, honorary memberships may also be given to others who have made significant contributions (example: retiring head of State Archives). Certification and achievements are recognized in the newsletter. Clerks are encouraged to attend the municipal league winter workshop and are recognized from the floor. Plans are in the works to meet for a photo opportunity with the governor who will issue a proclamation for Municipal Clerks Week.

**10. Once a clerk has received their MMC, how do they continue their education in your region? How to you encourage clerks to participate in all state, provincial, and local education offerings? How do you formally track or recognize these efforts? How does your association or municipality support these attempts (for example, through funding scholarships, paid leave, job advancement, etc.)?**

#### **Alaska**

Most, if not all, MMCs who are active clerks, are very active in continuing education. For instance, at NCI Academy (PDIV) in the Summer of 2011, there were several clerks who had attained their MMC and were in attendance for continuing professional education.

#### **AMCTO Canada**

AMCTO encourages all members to commit to lifelong learning, regardless of what designations or accreditations they may have.

#### **Arizona**

Clerks will generally continue to attend the Academy and Elections Training. To my knowledge we don't formally track/recognize those efforts.

#### **Arkansas**

Only a limited number of Arkansas clerks have received MMCs. Most of them are dedicated to the concept of lifelong learning, and continue to participate in educational programs as students, teachers and mentors. We do not formally track individual involvement in educational activities. But the association does have a robust scholarship program to support participation in conferences and Institute programs.

#### **BC Canada**

Our association provides a wide range of professional development programs that are open to all of our members (not just clerks). We do not track their ongoing professional development, but provide them with certificates of attendance which they can submit to organizations such as IIMC. Financial support as noted above.

#### **California**

Continued education at conferences/meetings is a must in this profession regardless of certification level, just as it is imperative in most every other profession to stay current to function effectively. CCAC encourages all educational offerings. CCAC offers educational scholarships to its members regardless of certification level, or educational background. Job advancement is directly correlated to professional knowledge in most organizations; those with a broader knowledge base move much more quickly within the organization.

We do not track MMC members who chose to continue their education.

### **Colorado**

Once a clerk has received their MMC designation, CMCA encourages clerks to continue their education by participating in the IIMC Conference, CML Conference, Masters Academy, Winter Academy and the CGFOA/CMCA Annual conference. CMCA supports participation by offering scholarships.

### **Connecticut**

Go to a regional educational opportunity. Attend specially designed classes for MMC members.

We work up descriptions of the events and send them out via email. We also promote them at County Meetings.

See number 9 above.

Varies town to town and we have some Association scholarship funds to offer.

### **Idaho**

Idaho does not have a lot of MMC's. The ones we do have are very active in our state organization and are used as speakers and trainers at our conferences.

### **Indiana**

Many of our MMC members are members of the education committee. They continue to attend classes but those classes are no longer applied because we are at the top of what we can receive. Those hours are tracked just like others that are working on their certifications. They do this on their own, no scholarship would be given to a person that has already received their MMC.

### **Kansas**

Advanced Academy, and through promotion of the Athenian Dialogues as the next education level. Developing leadership skills could lead to a position as City Administrator

Through email list-serv; direct emails to members; mail conference brochures to every city clerk's office; CCMFOA website; CCMFOA booth and roundtable for new city clerks (3 sessions) at the annual League of Kansas Municipalities conference; and through New Clerk packets which provide information on conferences.

??? (ASK GAYLE)

Scholarships are provided for all state conferences and IIMC conference, most clerks are paid while attending and over time many see job advancement. Many former clerks now serve as City Administrators or Managers.



## **Kentucky**

We established the Kentucky Master Municipal Clerk as an additional certification level. It requires a commitment of continued education. Most MMCs continue attending the annual academy and attend the annual spring conference. We encourage those receiving their certification to serve on committees and get involved in the state organization. We fund scholarships on the state level and some local regions offer scholarships in addition. Most municipalities provide paid leave to attend the training. A few provide pay increases with each certification level.

## **Massachusetts**

Clerks at the MMC level generally participate in summer Institute/Academy of the NEACTC. MTCA provides scholarships for attendance at the Institute and the Academy.

## **Michigan 1**

Without a state certification, there is not much incentive after receiving your MMC. We do not track the efforts. We do put in our newsletter a list of recent CMC and MMC.

## **Michigan 2**

Many of our clerks quit attending education sessions after achieving their MMC because they don't feel they can justify the expense to their Boards/Councils. This is one of the reasons we are wanting to establish a Michigan designation – to give these “seasoned” clerks other avenues of advanced certification to pursue.

## **Nebraska**

We have started offering a Certified Public Manager Program thru UNO that a clerk can take if they want to continue their education in this field. But it does cost the clerk themselves to take the course, unless they are fortunate enough to have a board that sees the importance of continuing education for their clerk. Most small community clerks cannot afford to do this. And it does involve some trips to Omaha and the rest is online classes and it is a monthly commitment for a period of time. We do try to honor anyone who has completed the Certified Public Manager Program at our annual banquet. At this time, there is no funding to help with this course. We get enough scholarship applications each year to deplete the funding we use for clerk's institute and academy registration.

## **Nevada**

Our state institute is associated with the University so they are able to track the sessions each clerk attends at those institutes.

## **New Mexico**

Once their MMC designation is attained, Clerk's in NM are strongly encouraged to continue their education by participating in the annual Association Spring Conference and Academy. Unsure how specific municipalities recognize their Clerk's certification achievement.

### **North Carolina**

The goal of the NCAMC is to provide educational and networking opportunities. This takes into consideration that laws are dynamic and that the clerk is usually the first one aware of these changes. As many of the education academies are sponsored through the School of Government, the SOG keeps a transcript for the clerk. The keeping of attendance at educational sessions outside of the School of Government is the responsibility of the clerk to track.

The Town of Clayton is very pro-active and supportive of the clerk. As clerk, it is shared what was gained at the sessions attended outside of the office. This helps to reinforce what was learned and it provides a general report to the Council.

### **Oregon**

Despite the fact that all clerks must commit to lifelong learning when they receive their MMC, there is no penalty for not doing so, and consequently, only about one-half of MMC's in Oregon participate in continuing education. There needs to be a requirement.

### **Rhode Island**

We recognize the efforts through acknowledging accomplishments and advancement of the profession. To a degree, scholarship money.

### **South Carolina**

MMCs in the state are encouraged to attend the MFOCTA spring academies for professional development. Transcripts are maintained for all participants who attend the MFOCTA academies and meetings.

### **Tennessee**

Most of them continue to come to the Academy, which is held in conjunction with our annual meeting. We do not track them. However, they can use the hours on their state re-certification.

### **Utah**

Our state has experienced reduced participation from MMCs upon receiving designation. Funding is difficult to secure. In addition, job duties often change and become more administrative making it more difficult to get away from the office. Last year UMCA encouraged participation of MMCs at Institute/Academy by offering MMC alumni day. Alumni day focused on a higher level of management training and because it is only one day the hope is the clerks are better able to leave their offices. It was moderately successful and we are going to continue the program this year.

### **Washington**

NO, except to maintain friendships, if they are allowed by their cities to go to training once the certification is achieved.

Reports in the newsletter; reminders that they are also included.

WMCA does not track these accomplishments nor provide rewards. Most cities do not, either.

### **Wyoming**

Attendance at all trainings is kept by the Education Chair. Clerks do not seem to stop attending when they achieve certification and elected officials encourage continuing education. In the past, much of the training attendance had to be out of state and the availability of classes in Wyoming has been well supported by municipalities.

**11. Do you believe that those who achieve their MMC and commit to lifelong learning should have some incentive from IIMC to continue to earn education points? What type of incentive would you support?**

**Alaska**

Absolutely. Good question. Perhaps an annual award for MMCs based on number of credits or hours. Set a basic standard that is a little less than what it takes to achieve MMC, but encourages continuation.

**AMCTO Canada**

Maintaining currency within the profession should be a critical part of any designation or accreditation, if it is to retain its value and credibility. Achieving a designation cannot be the end of the journey. Continued demonstration and documentation on how an individual has maintained competency through regular re-certification requirements should be a component of any program.

**Arizona**

Yes, I do believe there should be something beyond the MMC as far as certification.

**Arkansas**

If a clerk is not committed to the profession and to continuous learning by the time he or she earns MMC status, there is no reason to waste time incenting such. Involvement past the MMC in an environment of mostly elected clerks is often difficult, since it can coincide with retirement or the decision not to run for reelection.

**BC Canada**

Although we agree that there should be incentives to pursue life-long learning, we also believe that self-improvement is a personal thing and that the real motivation for continuing education must come from the individuals themselves.

**California**

We are uncertain an incentive is needed, but as described above, those who wish to function effectively in the profession, and serve their organizations well must continue their education as local/state/federal laws, policies, and the way we do things all change continually.

**Colorado**

I believe IIMC should support incentives for members to commit to lifelong learning. Perhaps a \$50.00 discount on the IIMC Conference registration for MMC's would be appropriate or a \$50.00 discount on their annual membership dues.

**Connecticut**

Yes, but I don't say you should take away their MMC designation if they don't.

Maybe something that would build on your MMC like levels. I've seen pins that have little bars added to them once certain levels are reached. Maybe the same idea would work. They would get something to add to their pin when so many classes had been attended or conferences were attended. The name badge is a good example. If you are just a plain delegate attending you get one ribbon strip on the bottom, if you are an officer you get another, if also a committee member you get another and so on.

### **Idaho**

I do believe that they should get some incentive but I do not know what that should be. I do know how difficult it is for a clerk in rural Idaho to achieve this status so some continued education should be required but not as much as it is to get your MMC.

### **Indiana**

I don't know. I have wondered why it wasn't required to have so many hours per year or every other year to maintain the MMC. That was the requirement for CMC. I don't know if I support that concept but have wondered why it wasn't in place.

### **Kansas**

Typically clerks who have reached MMC level are extremely committed to education and continue to seek learning opportunities throughout their careers. Some examples: volunteering to serve on Association Committees, IIMC Region Director, teaching at institute.

### **Kentucky**

Some type of discount to the annual conference would be nice.

### **Massachusetts**

Lifelong learning is achieved in many ways, not only in ways that fit into the MMC track. Opportunities should be provided to allow municipal clerks options – the generalist MMC route or specific areas of concentration – archives & records management, parliamentary procedures, public administration, etc.

### **Michigan 1**

I don't know unless there is some doctoral program after Masters. There is something to be said when you mastered your profession. We know even with a Masters or higher, continuing education is a must. Things change too much these days.

### **Michigan 2**

Yes, I believe MMC holders need incentive from IIMC to continue their education – they need quantifiable benefits to present to their Boards/Councils.

### **Nebraska**

Yes, so they will have a reason to continue coming to the conferences and institutes during the year. Otherwise, what is the use of attending unless it is for their own personal satisfaction. Most of the older clerks attend for their own personal satisfaction, but the newer clerks do not unless there is something in it for them. Many of the communities do not even get an increase in salaries as their clerk hits the mile marker of achieving their CMC and MMC. So a lot are wondering what is the use of obtaining their CMC and MMC other than for their personal satisfaction. Personally, all I got was a congratulations at a board meeting after I brought it up. My sewer and water employees get a raise after every certification that they receive. It is still a man's world out there.

### **Nevada**

As with any certification, a person who has achieved MMC should have to continue to receive CEU's through some type of training. The Clerk professional is continually changing and updating and the Clerks should be keeping up with that change.

### **New Mexico**

Yes, we believe all Clerk's who achieve their MMC should commit to lifelong learning. It would be great to have some sort of incentive from IIMC to continue to earn education points however at this time we do not have any ideas on type of incentive(s).

### **North Carolina**

My belief is those of us who achieve MMC serve as examples for those pursuing continuing education. Again, it falls back to the support the clerk receives from the elected officials on whether or not the education and training line remains in the budget.

Regrettably, I am aware of a municipality in which the clerk achieved MMC and the education budget was cut.

In my humble opinion, I would not recommend changing the current system without checking with the full membership. It has been a number of years since an IIMC representative has been to North Carolina to talk one-on-one about the benefits and criteria of the IIMC. What has been shared with me is that IIMC is not in touch with its members and the dues are all that is wanted. There have been so many IIMC changes since joining in 2003 that I do not foresee another change being well received.

### **Oregon**

I would support a continuing education requirement in which a clerk would be required to earn a minimum number of educational hours every two years, and make the profession more professional – something similar to what lawyers, doctors, accountants, and plumbers are required to do.

### **Rhode Island**

MMC "degrees" or advanced recognition.

### **South Carolina**

I personally believe that it is important to commit to lifelong learning after one receives the MMC designation. It may be appropriate to have MMCs document so many points/hours every few years. Service on state and national boards, serving as instructors or panelists for MCTI sessions and MFOCTA academies, and attending continuing education are examples of ways to demonstrate this commitment. Although I support this, I must share that I strongly disagreed with IIMC a few years ago on what classified as “advanced” topics for MMCs. There seemed to be few points awarded for technical training that was offered at state association meetings and academies. There is tremendous benefit for MMCs to attend these types of sessions as refresher courses. Oftentimes, due to changes in state laws or technology, the MMCs learn new information that needs to be applied for their municipalities.

### **Tennessee**

While I think those that continue would continue anyway because they recognize the value of continuing education, some incentive or recognition would be nice. It might also encourage others to continue to attend and learn. I don’t have a suggestion for the incentive, but it should be tied to levels of education attained so that it constantly reflects the continuation of the process.

### **Utah**

It would be beneficial if IIMC provided some sort of continuing education program for MMC. Recertification is probably too strong of a term for clerks to be receptive to but it is believed they might more readily accept a program similar in nature to CEUs where they are maintaining certification rather than recertifying.

### **Washington**

At milestone points, a letter to the employer. The Mayor or CM may not even be aware of the clerk’s continuing interest in life-long learning.

END NOTE from WMCA: There is a shared belief among many clerks that the above comments are generally applied to female clerks. Male clerks are treated much differently, and with more respect, especially by male City Managers and Mayors. While not all Mayors and City Managers are men any more, most still are and most city clerks are women. Expectations of the female clerk have not changed much, even with huge societal swings in attitudes toward women.

### **Wyoming**

Definitely. Just as other licenses require continuing education, clerks should have an opportunity to maintain their certification and get credit for that. Other municipal employees are licensed and need continuing education to keep that license.





# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



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

**From: Brenda K. Young, MMC  
Membership Committee Chair  
Bernice K. Dixon, CMC  
Vice-Chairman**

**Date: April 5, 2012**

**Subject: Membership Committee – Final Report**

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**Since May 08, 2011:**

The Membership Services Department worked so hard to assist our committee with our goals and tasks. We found it such a pleasure to work with the Staff to try and increase and retain IIMC Members. The Staff should be commended for the mass amount of mailings that were sent out to the non-member municipalities as part of the New Membership Drive.

**New 2012 Membership Drive** – We are very excited and delighted to report the up-to-date (04-03-2012) results from the Membership Services Department as follows:

**New Clerks** that have joined IIMC through the Membership Drive 2012 = **65**

**Recruit A Member** – July 1, 2011 to April 3, 2012 = **27 new members**

**Region Director Challenge** = **42 new members**

The Committee has enjoyed supplying articles for the IIMC News Digest highlighting our own “Inspirational Heroes”. We have found this task a real joy sharing these extraordinary stories with our members around the world. It seems that these articles would be of an interest to our members 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 was accomplished without any monies and we believe it will go a long way to promote membership in this great organization.

The one goal that we had some difficulty in identifying our level of success was #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, we do 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.

**It has been a pleasure to work with such dedicated individuals who know the importance of our IIMC membership in all of our regions. We are encouraged by the new member numbers and are looking forward to more growth in 2013.**

#### **Management's Recommendations**

We love the increase in the membership numbers, especially with the new membership campaign under way. We thank this committee's efforts throughout the year and they've been helpful not only in recruitment, but in submitting News Digest articles as well.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

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

**Date:** MARCH 19, 2012

**Subject:** Mentoring

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### CURRENT MENTORING COMMITTEE GOALS

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

In March, 2012 there were 83 Mentors (an increase of 18 from 2010) and Mentees (an increase of 12 from 2010 and a reduction of 6 since 2011). There has been a total increase of 30 mentees, which nearly meets the Committee's goal of one-third or 38 new members from last year. We experienced a slight decline from fall 2011 are due to retirements.

**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.**

We are currently filling the three-day schedule to operate the Welcome/Mentoring table. The table was a great success in Nashville. First timers and visitors at the table were sent a follow-up letter and brochure last August. This year along with an assortment of city pins we plan to hand out Mentoring Committee business cards.

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

Three articles surrounding mentoring relationships appeared in the News-Digest over this past year.

**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.**

At the Portland conference there will be a session entitled "Retirement – Taking Life to New Heights"

**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.

**IIMC CONFERENCE**

This upcoming conference will be the fifth year the Mentoring Committee has operated a “Welcome Table” where first time attendees are greeted and given an explanation of the conference program booklet especially pointing out the “First-Timers” session. New at this conference we have plans to also hand out Mentoring Committee business cards that will list out the committee members and their contact information for a quick reference. The committee has found that attending the table on Saturday, Sunday and Monday derives the best results.

**REGIONAL PROMOTION**

Mentor Committee members are 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**

Once again, we appreciate the diligence of this Committee’s work. IIMC and staff have worked with this Committee to meet all of their objectives from the News Digest articles to Conference (sessions, First timers and exhibit table).



**To:** Board of Directors  
**From:** Dan Karin, Records Management Committee Chair  
**Date:** April 9, 2012  
**Subject:** Records Management Committee Final Report

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## Background

The Records Management Committee established the following goals for 2011-2012:

1. Recommend records management educational sessions for the Annual Conference.
2. Prepare a minimum of two articles regarding records management for the News Digest.
3. Cooperatively with the Executive Director, monitor implementation of the grant for records management technical bulletins.
4. Continue work with 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 to develop the analysis and recommendations for the future.
5. Continue to work with the Research and Resource Committee to gather data about cities' most costly records management problems in order to utilize that information to educate City Managers and City Councils about the cost of poor records management.

## Discussion

The committee has achieved most of their goals

1. Recommend records management educational sessions for the Annual Conference.  
*Status: Completed.*
2. Prepare a minimum of two articles regarding records management for the News Digest.  
*Status: Completed.*
3. Cooperatively with the Executive Director, monitor implementation of the grant for records management technical bulletins.  
*Status: In Process. Each Bulletin requires 26 different reviews, and the project is very complex. We are making progress, but it has been slow due to a number of factors, discussed later in this report.*

4. Continue work with 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 to develop the analysis and recommendations for the future.

*Status: Completed to the Extent Possible*

5. Continue to work with the Research and Resource Committee to gather data about cities' most costly records management problems in order to utilize that information to educate City Managers and City Councils about the cost of poor records management.

*Status: Completed to the Extent Possible*

Detailed Discussion of Goal 3, IIMC's and NAGARA's updated Records Management Technical Bulletin series: Some of the bulletins will be arriving at IIMC for formatting within the next 10 days.

We now need to wrap up the reviews on our second group of three titles:

- Archival Programs for Local Governments
- Inactive Records Storage: Developing a Records Storage System
- Selection and Development of Local Government Records Storage Facilities

(Note: there is some overlap in the second and third titles. Original intent was that "Developing a Records Storage System" would include discussion of filing systems. Critical eyes would be helpful in ensuring that content of these two titles are not overly duplicative.)

We need 26 reviews of each publication. We have received about half of the reviews needed for the above three titles from municipal clerks that I have contacted in recent weeks. A few of you have also provided reviews on these titles already.

I would greatly appreciate it if current and past members of IIMC's Records Management Committee and the NAGARA Board could budget some time to provide reviews of these three titles over the next couple of weeks so that we can begin review for the third group of RM bulletins before the end of April.

I have had conversations with a number of you in recent weeks and wanted to provide a status report to all our authors as to where we are with the Municipal Clerks Education Foundation's NHPRC grant-funded project.

As you are probably aware, the 16 basic, records management technical bulletins should have been in print and online by December 1st. We obviously did not meet that deadline.

There were a number of factors which contributed to this, but the primary reason has been that we are not getting timely or sufficient responses from our reviewers. Under the cost-sharing terms of the grant, we need to obtain 26 reviews for each publication. That number was based on the number of people serving on the International Institute of Municipal Clerks' Records Management Committee and on the Board of Directors for the National Association of Government Archives and Records Administrators.

Unfortunately, we are not getting 100% participation from 100% of the current members of those two committees.

As a result, I have been culling email addresses from membership lists of state municipal clerks associations and sending out general calls for help. We have been getting some positive feedback from this initiative and are now having better results meeting our cost-sharing goal.

Our editor also had some setbacks at the end of last year, including a call up for jury duty, two surgeries, and a car accident.

With the reviewer bottleneck loosening up, and Julian re-energized and back to work, we are now able to push some titles into the publication phase.

These five titles have had 26 reviews, and Julian is doing one final edit on these titles. Once the authors have responded to Julian's final review, we will forward the bulletins to IIMC for formatting:

- Daily Management of Records and Information
- Email Management
- Establishing Records Retention
- Protecting Records
- Using and Storing Microfilm

Once Julian has completed work on those five titles, the next three titles that will be edited are as follows. (At this point, these three titles have not yet received 26 reviews, but they are the closest to achieving that goal. We hope to have sufficient reviews in to close out these titles by mid-April.)

- Archival Programs for Local Governments
- Developing a Records Storage System (Inactive Records Storage)
- Selection and Development of Records Storage Facilities

Next up are these three titles. (We hope to have all the reviews in for these titles by the end of April, early May):

- Starting a Records Management Program
- Funding Your Records Management Project
- Managing Electronic Records

And we will finish with these remaining titles. (We may not have all the reviews in for these titles until late May or early June.)

- Identifying and Locating Your Records
- Making Your Records Management Program Successful
- Preparing for E-Discovery
- Managing Records on Limited Resources

No one has yet been appointed to replace the author who withdrew from writing "Selecting and Using Document Imaging Systems."

I thank you all for your patience and understanding. The work done thus far is excellent, and a number of our municipal clerk reviewers have expressed excitement about the bulletins they have reviewed, specifically, and about the project in general.

## **Financial**

None requested for the next fiscal year, other than continuing to fund the IIMC / NAGARA Technical Bulletins.

## **Summary**

There has been a tremendous amount of work devoted to the IIMC / NAGARA Technical Bulletins, which will be of great benefit to IIMC and their members. The Committee would like to send their appreciation and gratitude to all those involved, especially the 26 reviewers of each bulletin.

## **Recommendation**

We recommend continued focus on completing the IIMC / NAGARA Technical Bulletins for the next fiscal year, which is a heavy work load for the Committee (Goal #3.)

In addition, we recommend the additional two goals for the next year:

1. Recommend records management educational sessions for the Annual Conference.
2. Prepare a minimum of two articles regarding records management for the News Digest.

## **Management's Recommendation:**

As stated, this committee is inundated with producing the final outcome of the NAGARA Technical Bulletins. It is not an easy task considering the number of publications and people working on them and some of the problems they've encountered. We await the rewrites so IIMC Headquarters can edit and design the publications that will be available to members. The Annual Conference has Records Management tracks and the News Digest published the articles that were submitted this year. We concur with the Committee's recommendations for 2012 and 2013.





**To: Board of Directors**

**From: Dawn G. Abrahamson, MMC Chair Research & Resource**

**Date: April 10, 2012**

**Subject: Research & Resource Committee Report**

---

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

**Discussion:** Research and Resource Committee met in May 2011 in Nashville, Tennessee in conjunction with the 65th Annual IIMC Conference. Throughout this year we have responded to nine Listserv Inquiries and one survey request for Region XI members which is an on-going project. 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. We received a variety of questions from controlling of citizens behavior at council meeting, job appraisals, liquor questions, employee evaluations, internet use on computers, records management for electronic records, organization of the city council and committees, examples of referendums, performance measures for the City Clerk's office, and paperless agendas.

**Financial:** None

**Summary:** The Research and Resource Committee spend its time with ListServ Inquiries and the Region XI survey.

**Recommendation:**

1. Continue to respond to the ListServ Inquiries and survey requests.
2. Begin the process of establishing an on-line Resource Center of ordinances, policies, and best practices
- 3.

**Management's Recommendation**

We appreciate the Committee's quick responses to member inquiries and establishing an On Line Resource Center is needed and should be this Committee's priority in the coming year.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Headquarters  
From: Millie Powell, Elections Committee Chair  
Date: April 5, 2012  
Subject: Elections Committee

---



## Background

The Elections Committee task was to vet and approve all voting materials that require a membership vote and any Amendments to the Constitution, ensuring they are in compliance with Board policy. The Committee was also charged with reviewing and revising the Elections Manual once staff had the opportunity to rewrite it.

## Summary

Since only one candidate submitted an application of intent for the office of Vice President, there was no need to hold an election, thus the candidate will succeed to the Board of Directors at the Annual Business Meeting in May 2012.

## Committee's Recommendation:

Staff rewrote and revised the Election Policy Manual that the Committee reviewed and approved. The Committee recommends that the Board approved and accepted the Manual.

## MANAGEMENT'S RECOMMENDATION

We appreciate the opportunity to have staff rewrite the long-overdue Elections Policy Manual and believe we now have a current and working Manual to guide and serve future Elections Committee.





# **ELECTIONS MANUAL**

**REVISED 2012**

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This Elections Manual discusses in detail the responsibilities of the President, Executive Director, IIMC Staff, Elections Committee and Election Officers with regard to the following areas:

- I. Election process of IIMC Vice President Candidates
- II. Election process of IIMC Regional Director Candidates
- III. Election process of vetting Amendments to the Constitution prior to distribution to members
- IV. Election process on-site at IIMC Annual Conferences
  - a. Vetting of proposed amendments filed to be posted, prior to the official opening of the Annual Conference
  - b. Region Director Election Ballot Counting
  - c. Announcement of Election results at the Annual Business Meeting
  - d. Annual Business Meeting - Votes for Amendments to the Constitution

NOTE: Because this committee appointment begins at the start of the Annual Conference and does not end until the end of the next Annual Conference, there is an overlap of the two committees and Chairs. The Outgoing Chair will handle the conference elections and review of process at the committee meeting. The Incoming Chair will review the new committee goals and Chair the meeting. This manual will specify which duties pertain to both the Incoming and Outgoing Chairs. Both committees will work together for duties assigned during Annual Conference.

## **SECTION I CAMPAIGNING GUIDELINES**

### **Campaigning Guidelines**

- A. Candidates are allowed unlimited e-mails to discuss their candidacy.
- B. IIMC staff will continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the Executive Director will submit the information to the Election Committee for their final recommendation.
- C. The Executive Committee members should neither endorse nor provide assistance to any candidate.

## **SECTION II ELECTION OF VICE PRESIDENT**

Upon receipt of nominating forms for Vice President, per the IIMC Constitution, the Executive Director shall determine that the candidate(s) have met all qualifications as set forth in the Constitution and Policies and shall notify the membership of the qualified nominees no later than 60 days prior to the commencement of the Annual Conference. Nominations received after the closing date will be returned unopened to the candidate.

In the event that only one qualified candidate files by the deadline, no election will be required and the candidate will be declared elected and announced at the Annual Conference.

In the event no qualified nominees are identified for Vice President by the deadline, the Board of Directors shall, at a regular or special meeting held at the Annual Conference, appoint a Vice President who shall serve until the next annual meeting of the membership at which time an election shall be held for President Elect and Vice President in the same manner as prescribed in Article IV. Section D.3 of the IIMC Constitution.

If there is more than one candidate filing for the Vice President vacancy, IIMC shall conduct an Election of Vice President via electronic or hard ballot to be conveyed to all Full Members, Additional Full Members and Honorary Members. The Executive Director shall submit the proposed ballot for review by the Chair of the Elections Committee.

The results of the electronic election will be collected in a sealed envelope no later than two weeks prior to the commencement of the Annual Conference and will be brought to the Annual Conference. The Outgoing Chair of the Elections Committee shall announce the results at the Annual Business Meeting. If hard ballots were used for the Vice President Election, then the ballots shall be returned to Headquarters no later than two weeks prior to the commencement of the Annual Conference. The votes will be counted following the same procedure as for the Region Director votes by mail. The Outgoing Chair of the Elections Committee will announce the results at the Annual Business Meeting.

In the event of a vacancy in the office of Vice President, the Board of Directors shall, within sixty (60) days of the vacancy, appoint for the remainder of the term a Full or Additional Full Member who has served at least two years as a Region Director and who is not from a Region represented by a current officer. Notwithstanding the above, if the vacancy shall be for a period of less than 120 days, the office shall remain vacant for the remainder of the term. At the next Annual Conference, an election shall be held for President Elect and Vice President as provided in Article XI.B.1- b. the IIMC Constitution.

Samples are provided on pages 5 – 6 of this Section.



## **SAMPLE (MAIL) Ballot and Envelopes for the Vice President Elections**

### **2008 IIMC VICE PRESIDENT BALLOT**

#### **Instructions**

How to Vote: All voting will be by ballot. Please choose one candidate and mark your vote below with an "X" in the box to the left of their name. **SIGN THE BACK OF THE ENCLOSED RETURN ENVELOPE, AFFIX A STAMP AND PUT IN MAIL.** Ballot must be received by Wednesday, April 30, 2008.

#### **CANDIDATE STATEMENTS**

**SHARON CASSLER, MMC**  
Clerk of Council  
Cambridge, Ohio

Hello fellow clerks, I'm Sharon Cassler, Clerk of Council, City of Cambridge, Ohio. I've served my local community 23 years and cherish the opportunity to serve the IIMC community as Vice President. I've been an active IIMC member since 1988 and have attended every annual conference since 1994. I've served on many IIMC committees; chairing education & personal growth, regional chapters task force, retired clerks task force, served as a member of conference policy, public relations, and currently serve as membership committee chair. I served as Region V Director from (2001-2003). I've served as an IIMC educational session speaker, most notably for "ethics in the workplace," and "promoting the office of municipal clerk." As a Municipal Clerk I'm passionate about professionally representing all Municipal Clerks - my colleagues! I'm committed to working diligently to make our Organization truly member driven. IIMC's mission is very simple - "Professionalism in Local Government through Education." It's my vision that through strong partnerships with our Institutes, MCEF, our Board of Directors and our State Associations, IIMC will continue to offer Municipal Clerks the highest quality of education and representation. Visit my website to learn more about me and my passion for IIMC - [www.sharoncassler.com](http://www.sharoncassler.com).

**RONNY FREDERICKX**  
City Secretary, Essen, Belgium  
IIMC Region XI Director  
[www.ronnyforvp.be.tt](http://www.ronnyforvp.be.tt)

Ronny Frederickx received a Master's Degree in Political Sciences – Public Management from Leuven University. In 1980, Mr. Frederickx became City Secretary of the city of Essen, Belgium. He has served as president of the Belgian and Flemish Association of City Secretaries (1997-2004). Mr. Frederickx's involvement in international relationships includes serving as a board member and past secretary-general of UDITE, the European association of city clerks/managers. He was the co-founder and board member of PRIMO EUROPE (Public Risk Management). Education is one of Mr. Frederickx's priorities. He is a teacher at the School of Public Administration and served as an advisor at the Public Management School of the University of Antwerp. He served as a member of the High Council of the Interior of the Flemish Parliament and is currently the vice-chair of the Court of Appeal of Local Elections. Mr. Frederickx is a member of IIMC for several years and served as chair of the International Relations Committee (2006-2007). He attended every IIMC conference since Mobile, made several presentations on international items and looks forward to using his background, experience, and education in serving all members of IIMC.

☐ **Sharon Cassler, MMC**  
Clerk of Council  
Cambridge, Ohio

☐ **Ronny Frederickx**  
City Secretary,  
Essen, Belgium

International Institute of Municipal Clerks  
8331 Utica Avenue, Suite 200  
Rancho Cucamonga, CA 91730  
(800) 251-1639

PRSRT STD  
U.S. POSTAGE  
**PAID**  
Permit No. 20  
La Mirada CA

**OFFICIAL BALLOTING MATERIAL**



**THIS ENVELOPE IS FOR  
RETURNING THE VOTED BALLOT.**

**INTERNATIONAL INSTITUTE OF  
MUNICIPAL CLERKS**

Affix  
Stamp  
Here

**OFFICIAL BALLOTING MATERIAL**

ELECTION OFFICIAL  
PO BOX 70025  
ANAHEIM CA 92806-0025



**SAMPLE**



**20XX ELECTION RESULTS  
IIMC VICE PRESIDENT**

- A. # ELIGIBLE VOTERS \_\_\_\_\_
- B. # BALLOTS RETURNED BY DEADLINE \_\_\_\_\_  
[\_\_\_\_% OF VOTING MEMBERS VOTING]
- C. # BALLOTS QUALIFIED \_\_\_\_\_
- D. # BALLOTS COUNTED \_\_\_\_\_
- E. RESULTS FOR REGION VICE PRESIDENT

| NAME  | # VOTES |
|-------|---------|
| _____ | _____   |
| _____ | _____   |
| _____ | _____   |

### **SECTION III ELECTION OF REGIONAL DIRECTORS**

Upon receipt of nominating forms for Regional Directors, per the IIMC Constitution, the Executive Director shall determine that the candidate(s) have met all qualifications as set forth in the Constitution and Policies and shall notify the membership of the qualified nominees no later than 60 days prior to the commencement of the Annual Conference. Nominations received after the closing date will be returned unopened to the candidate.

In the event that only one qualified candidate files to fill each vacancy by the deadline, no election will be required and the candidate(s) will be declared elected and announced at the Annual Conference.

In the event no qualified nominees for Region Director are identified by the deadline, the Board of Directors shall fill the vacancy in the same manner as prescribed in Article IV. Section D.4 of the IIMC Constitution.

If there is more than one qualified candidate filing for a vacancy in the Region, IIMC will conduct an election using a “hard ballot” that will be distributed via mail to all voting IIMC members in that region (Full Members, Additional Full Members and Honorary Members). The ballot shall conform as closely as possible to the design of the Sample Mail Ballot for Regional Director. Names shall be listed alphabetically by last name. The Executive Director shall submit the proposed ballot for review by the chair of the Elections Committee.

No later than sixty (60) days prior to the commencement of IIMC’s Annual Meeting, the Executive Director will notify all active voting members within each region of those candidates who qualify for the office of Regional Director. Each active voting member within the region will receive a cover letter explaining the details and procedures for the election (applicable dates, etc), a Ballot for that region, and a Ballot Return Envelope. Samples are provided on pages 9-14 of this Section.

All ballots must be returned in the Ballot Return Envelope to be counted. Ballot Return Envelopes must be postmarked on or before the deadline for the receipt of voted ballots. The deadline for the receipt of voted ballots will be twenty (20) days prior to the Opening Session of the Annual Conference. (This date will be different each year but will fall sometime at the end of April.) Ballots received after the deadline will not be opened or counted.

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

Voters will supply return postage to IIMC Headquarters. Upon receipt, IIMC will stamp each Ballot Return Envelope with the date received, secure the envelopes for safe-keeping and deliver

the unopened envelopes to the Elections Committee during the IIMC Annual Conference.

Prior to the Annual Conference, the IIMC President shall appoint at least three voting members from each region in which a mail election has been held to assist the Elections Committee in qualifying and counting ballots voted by mail. The Elections Committee will meet during the Annual Conference, prior to the Annual Business Meeting, to open, tally the votes, and process election returns. The counting process may take several hours and is not eligible for Education points.

### **Supplies and Counting Procedures for Mail Ballots**

IIMC will supply the following -- 12" Rulers, highlighters, pens, rubber bands, calculator, paper clips, electric letter opener and Membership List(s) sorted by Region.

Before counting ballots, the Elections Committee will verify that each ballot was received by the deadline, was cast by an eligible voting member of the region for which the election was conducted, and that only votes from an IIMC voting member were cast for each member municipality. Ballots will be counted and election returns processed according to procedures for elections held at IIMC Conference.

At the Annual Business Meeting, the Elections Committee Outgoing Chair will announce the results of the Vice President and/or Regional Directors elections. The announcement of the Results of the Mail Election must include the number of mailed ballots, the number of ballots returned by the deadline, the percentage of voting members in the Region voting, the number of ballots qualified and counted, and the number of votes each candidate received. See sample on page 14.

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

Samples are provided on pages 9 – 14 of this Section.

## SAMPLES -

### Letters, Ballot, Envelopes, Tally Sheets and Results for the Region Director Elections



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

*Professionalism in Local Government*

Month, Date, Year

TO: IIMC Region XXX Eligible Voting Members

RE: IIMC Board of Directors Election for Region XXX

Two members have submitted their candidacy and have been declared qualified for the Region XXX Director position on the IIMC Board of Directors. The three-year term of office for the Director begins Month, Date, Year and will run through Month, Date, Year.

According to IIMC Policy 17: Election Procedures – the election of Region XXX Director will be conducted by mail ballot. **To vote, a person must be a qualified voting member with membership dues paid through Month, Date, Year.**

Use the following steps to vote:

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

IIMC Headquarters will secure all ballots and turn them over, unopened, to the Elections Committee at the Annual Conference in May. The Committee will qualify, open and count the ballots prior to the Annual Business Meeting. The elected Region Director will be announced at the ABM and will be sworn in at that time.

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

Sincerely,

\_\_\_\_\_  
IIMC President

\_\_\_\_\_  
Executive Director

*8331 Utica Avenue, Suite 200, California 91730 • Phone (909) 944-4162 • Fax (909) 944-8545 • E-mail: [hq@iimc.com](mailto:hq@iimc.com)*



## 2011 REGION II CANDIDATES BIOGRAPHIES

Instructions – ballot enclosed

How to Vote: All voting will be by ballot. Please choose one candidate and mark your vote with an “X” in the box next to their name in the enclosed ballot. **SIGN THE BACK OF THE ENCLOSED RETURN ENVELOPE, AFFIX A STAMP AND PUT IN MAIL.** Ballot must be received in the ballot return envelope and postmarked by **Friday, April 15, 2011.**

**Vincent Buttiglieri, CMC**  
**Municipal Clerk**  
**Township of Ocean, New Jersey**

Vincent graduated from Seton Hall University with a Bachelor of Science in Accounting and a Bachelor of Arts in Psychology. Prior to entering the field of Municipal Government, he was employed as both an Auditor and a Cost and Budget Accountant for various entities.

Vincent served as a member of the South Plainfield Borough Council. It was during that time that he received his Registered Municipal Clerk Certification. Vincent was appointed as the Municipal Clerk and Administrator for the Borough of South Plainfield, where he remained until March 2008. At that time, he was appointed Municipal Clerk and Registrar of Vital Statistics for the Township of Ocean.

Vincent has been a member of IIMC since 2002. He received his Certified Municipal Clerk in 2004 and is currently working toward his Master Municipal Clerk designation. Vincent has attended five IIMC Conferences and currently serves on the IIMC Conference Planning Committee and has participated in the IIMC Panel – “What do our members say...”.

Vincent has also been active in his State and County Associations including serving as New Jersey State President in 2010 and as a member of the Election Committee, the Laws Pertaining to Municipal Clerks Committee, and the Conference Committees.

**Kimberley A. Rau, CMC**  
**Clerk to the City Council**  
**City of Laurel, Maryland**

Kimberley A. Rau was appointed Clerk to the Laurel City Council in January 1997, serving as Deputy Clerk since June, 1990. Ms. Rau started her career with the City in October 1983 as an Executive Assistant to the City Administrator. She joined the International Institute of Municipal Clerks in 1990, attaining her CMC in 1995 and expects to achieve her MMC Certification in early 2011. She is a member of the IIMC Mentoring Committee and served as a member of the IIMC Region II Ad Hoc Rotation Committee.

Ms. Rau has been an active member of the Maryland Municipal Clerks Association since 1990. She has served as MMCA's President, Vice President, Chair of the Nomination Committee, Chair of the Newsletter Committee and was selected as the 2009 Clerk of the Year.

As President of the MMCA, Ms. Rau served on the Board of Directors for the Maryland Municipal League (MML) for three terms and currently serves on the MML Legislative Committee. Since its inception in 2002, Ms. Rau has served as a member of “Team Laurel” representing the City Council during the 90-day General Assembly Session in Annapolis, Maryland.



IIMC MAIL BALLOT FOR REGIONAL DIRECTOR

**BALLOTS MUST BE RECEIVED IN THE BALLOT  
RETURN ENVELOPE AND POSTMARKED ON OR  
BEFORE FRIDAY, APRIL 15, 2011.**

---

**DIRECTOR -- REGION II  
THREE-YEAR TERM  
(VOTE FOR ONE)**

- ☐ Vincent Buttiglieri, CMC  
Municipal Clerk  
Township of Ocean, New Jersey
  
- ☐ Kimberley A. Rau, CMC  
Clerk to the City Council  
City of Laurel, Maryland



*International Institute  
of Municipal Clerks*

8331 Utica Avenue • Suite 200  
Rancho Cucamonga, CA 91730

**BALLOT ENCLOSED**

Address Label here

|  |                  |
|--|------------------|
| <div><div><div></div><div></div><div></div></div><div><i>International Institute of Municipal Clerks</i><br/><i>8331 Utica Avenue, Suite 200</i><br/><i>Rancho Cucamonga, CA 91730</i></div><div><b>BALLOT RETURN ENVELOPE</b></div></div>   | <div>Front</div> |
| <div><div><i>Please Print</i></div><div>Region _____</div><div>Name of Member _____</div><div>Municipality _____</div><div>State and Country _____</div><div>I certify that I am eligible to vote for this office and that I have personally marked the enclosed ballot.</div><div>Signature of Voter _____ Date _____</div></div> | <div>Back</div>  |





***International Institute of Municipal Clerks***  
*Professionalism in Local Government*

March 30, 2011

Douglas Last Name  
Municipal Clerk  
City of Somewhere in  
City Address  
City, State, Zip Code

Douglas,

The Election Committee will meet during the Annual Conference in Nashville on Wednesday afternoon to open, tally the votes, and process election returns for the Region II Director ballots voted by mail.

IIMC President Cassler has appointed you to assist the Elections Committee in qualifying and counting these ballots. The counting process takes 2 – 3 hours and will be held in the room below. **Please confirm your acceptance of this appointment via email by April 8, 2011.**

**Election Ballot Counting**

Wednesday- May 11, 2011, 1:00 pm - 4:00 pm

Opryland Hotel ~ Presidential Pre-Function B, Level 2

(Please note this is during conference sessions and no points will be awarded for participation.)

If you chose to attend the Election Committee Meeting at the conference, you are welcome. It will be held at the following time:

Committee Meeting ~ Election Committee

Tuesday, May 10, 2011 4:15 pm - 5:00 pm

Opryland Hotel ~ Jackson A&B, Level M

Sincerely,

A handwritten signature in black ink that reads "Chris Shalby". The signature is fluid and cursive.

Chris Shalby  
IIMC, Executive Director



**SECTION IV**  
**PROCEDURES FOR VOTING DURING THE ANNUAL BUSINESS**  
**MEETING ON PROPOSED CONSTITUTIONAL AMENDMENTS**

Proposed Amendments to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director and the President.

Proposed amendments filed in accordance with the provisions in Article XIII of the IIMC Constitution shall be submitted to the membership for consideration when filed under either of the following procedures:

1. A copy of proposed amendments, with the name of the author, who shall be a voting member, and a statement of the reason the proposed changes are being recommended is filed in sufficient time to be published in the News Digest not later than the month immediately preceding the month of the Annual Conference; or
2. A copy of any proposed amendments is filed in sufficient time to be posted in a prescribed place prior to the official opening of the Annual Conference. Amendments so filed shall include the proposed amendment, the existing language being changed (if any), an explanation of the urgency of the amendment, and a statement explaining the intent of the proposed amendment. The posting shall include the name of the author, who shall be a voting member, and the name of at least one other voting member who supports the change.

Amendments to the Constitution shall be presented to the membership at the Annual Business Meeting. Amendments presented shall require passage by two thirds of members present and shall be submitted to the membership for ratification as outlined in the following 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 on the proposed amendment. The amendment shall be considered ratified if two thirds of the ballots received by 5:00 p. m. PST on the 90th day following adjournment are in favor of the proposal. The effective date of the amendment shall be the 90th day unless otherwise specified.

Voting is always anticipated during the Annual Business Meeting at the May Annual Conference, therefore the following procedures will be in place for the conduct of the vote:

1. Prior to the conference, Regional Directors from each region will appoint (2, one each) voting members from that region to serve as Election Officers to assist the Elections Committee (who will also serve as Election Officers) in counting and tabulating the votes at the Annual Business Meeting.
2. IIMC Staff will record these appointments and provide this information, along with the layout of the tables for the Delegate Meeting, to the Outgoing and Incoming Chairs of the Elections Committee at the conference location.

3. IIMC Staff will transmit an email to each appointed Election Officer, including the following information:
  - Date, time and location of the Annual Business Meeting,
  - Designated table location for election officers
  - Name of Outgoing and Incoming Chairs of Elections Committee,
  - Date, time and location at the Conference for the Elections Committee's Meeting, which will include a review the voting procedures.
4. During the Elections Committee meeting, the Outgoing Chair will review voting procedures and assign responsibilities for the Annual Business Meeting. The 22 delegates, appointed by their Region Directors, will be Election Officers and shall attend this meeting. The following assignments will need to be made:
  - (2) Election Officers and the Incoming and Outgoing Chairs of the Election Committee to preside over the Vote Tabulating Table.
  - Assign tables to each of the Election Officers, using the seating diagram provided by IIMC staff. Each Election Officer may be assigned to count votes at several Delegate tables.
5. Prior to the Annual Business Meeting, Election Officers will sign in, review the instructions, and receive their assigned table numbers. Election Officers will wear special colored arm bands and badges provided by IIMC Staff. They will be seated together at reserved tables to facilitate communication during the voting.
6. IMC Staff will arrange for a Vote Tabulation Table and equip the table with the following:
  - Sign in Sheet for Elections Officers
  - Armbands
  - Laptop computer that includes an Excel spreadsheet with Master Tabulation Form - Sample on page 19
  - A calculator that provides a printout
  - 30 sharpened pencils
  - 26 Clipboards
  - Table Vote Tally Forms (quantity should exceed # of questions to be voted on, times the number of Delegate tables) – Sample on page 18
  - Master Tabulation Forms (paper version)- (quantity should exceed the # of questions to be voted on) - Sample on page 18
7. When the person presiding over the Annual Business Meeting calls a question, the Delegates vote by raising their hand. If there is no clear majority, the vote tabulation will take place as follows:
  - Elections Officers will count and record votes at their assigned Delegate tables – one table at a time, checking each person's badge for voting ribbon.
  - The votes will be recorded on individual Table Vote Tally Forms – one form for each table. Each form is to be completely filled out by the Election Officer.

- Elections Officers will turn in the completed forms at the Vote Tabulation Table.
  - Elections Officers will remain at the Vote Tabulating Table and will cast their vote, along with Incoming Chair.
  - (1) Election Officer at the table will record the votes for tables on the Master Tabulation Form (paper version).
  - The other Election Officer will calculate the numbers using calculator with print out.
  - After all Table Vote Tally Forms are recorded, the Incoming Chair of the Committee will ask the (2) Tabulating Election Officers and Outgoing Chair to vote and record the votes as the last table number.
  - The Outgoing Chair of the Committee will check the accuracy of all entries made to the paper version of Master Tabulation Form before tabulations begin.
  - The Incoming Chair will tabulate the results on the Master Tabulation Form on the laptop computer.
8. The Outgoing Chair of the Elections Committee signs the Master Tabulation Form (paper version) and relays the final vote tally on the Master Tabulation Form to the person presiding over the meeting, who will announce the results.
9. All votes, tabulations and tallies will be destroyed immediately after the Delegate meeting is adjourned. The Outgoing Chair of the Elections Committee is responsible for destruction of these records.

Samples are provided on pages 17 – 18 of this Section.

| SECTION III            |                 |
|------------------------|-----------------|
| TABLE VOTE TALLY       |                 |
| TABLE NUMBER: _____    |                 |
| Motion _____           | _____           |
| _____                  |                 |
| =====                  |                 |
| YES (Total Number)     | _____           |
| No (Total Number)      | _____           |
| Abstain (Total Number) | _____           |
| =====                  |                 |
|                        |                 |
| Election Officer:      | Signature _____ |
| Date:                  | _____           |

Table Vote Tally Form, used by  
Election Officers, one at each table

| IIMC DELEGATE MEETING<br>MASTER TABULATION FORM          |      |       |                  |
|--|------|-------|------------------|
| Question   |      |       |                  |
| Table Number   | Ayes | Nayes | Election Officer |
| 1  |      |       |                  |
| 2  |      |       |                  |
| 3  |      |       |                  |
| 4  |      |       |                  |
| 5  |      |       |                  |
| 6  |      |       |                  |
| 7  |      |       |                  |
| 8  |      |       |                  |
| 9  |      |       |                  |
| 10   |      |       |                  |
| 11   |      |       |                  |
| 12   |      |       |                  |
| 13   |      |       |                  |
| 14   |      |       |                  |
| 15   |      |       |                  |
| 23   |      |       |                  |
| 24   |      |       |                  |
| Election Officers  |      |       |                  |
| SUM  | 0    | 0     |                  |
|  |      |       |                  |
|  |      |       |                  |
| Chair of Elections Credentials<br>Committee (print name) |      |       |                  |
| Signed:  |      |       |                  |

Table Tally Form (paper version),  
used at Election table

| IIMC DELEGATE MEETING<br>EXCEL SPREADSHEET |      |       |
|--|------|-------|
| Table Number                               | Ayes | Nayes |
| 1  |      |       |
| 2  |      |       |
| 3  |      |       |
| 4  |      |       |
| 5  |      |       |
| 6  |      |       |
| 7  |      |       |
| 8  |      |       |
| 9  |      |       |
| 10   |      |       |
| 11   |      |       |
| 12   |      |       |
| Election Officers                          |      |       |
| SUM  |      |       |

Master Form, used at Election  
table, usually on Laptop to auto  
calculate

## **SECTION V**

### **PROCEDURES FOR VETTING ELECTION INFORMATION**

Prior to distribution to members, the Election Committee shall review the following materials to be distributed using the most current IIMC Constitution or Policies. It is the responsibility of the Outgoing Chair to confirm that the committee is using the most current documents. Any changes necessary shall be immediately brought to the attention of the Executive Director for correction.

Amendments to the Constitution

Election Ballots for Vice President and Region Directors

Election materials deemed improper, by the Executive Director.

Upon changes to the IIMC Constitution or Policies, the Executive Director will notify the Election Committee Chair. The Election Committee will then make a recommendation to update the Election Manual accordingly.

## **SECTION VI**

### **IIMC POLICY MANUAL**

#### **Chapter 2.20**

#### **ELECTIONS AND CAMPAIGNING**

Sections:

- 2.20.010 Purpose.
- 2.20.020 Scope.
- 2.20.030 Nominations.
- 2.20.040 Election – Region directors.
- 2.20.050 Election – Vice-president.
- 2.20.060 Campaigning guidelines.

#### **2.20.010 Purpose.**

To establish guidelines for holding elections to the Board of Directors and to regulate the campaigning for office. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### **2.20.020 Scope.**

All members. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### **2.20.030 Nominations.**

- A. A list of offices that are or will become vacant shall be published in the News Digest no later than January 31st and shall allow a period of not less than 30 days to receive nominations. Nominations received after the closing date will be returned unopened to the candidate.
- B. Candidates for office shall submit to IIMC on or before the closing date the following:
  - 1. A completed nomination form. (Available from headquarters or on the website.)
  - 2. A recent, high quality photograph. (Digital (electronic) pictures are acceptable. Polaroid pictures are not acceptable.)
  - 3. A 200-word statement of qualifications for office.
- C. Candidates agree and understand that the above information will be published as received in the News Digest. If the submitted statement exceeds 200 words, only the first 200 words will be published without editing by IIMC staff.
- D. Candidates for regional director are required to include a letter of endorsement from their city/municipality and the state/provincial or national associations within the region in which they are running. Candidates for vice-president are required to include a letter of endorsement from their city/municipality.
- E. All candidates for office must be members in good standing with IIMC.  
[May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### **Election – Region Directors.**

- A. In the event that only one qualified candidate files to fill each vacancy by the deadline, no election will be required and the candidate(s) will be declared elected and announced at the annual conference.



- B. In the event there is more than one candidate for a position, a mail balloting will be conducted within the region or regions as applicable.
- C. Ballots will be mailed to all full members and additional full members within the region where the election is required according to the latest membership information available at headquarters.
- D. Voted ballots must be received by mail at IIMC headquarters in the approved ballot return envelope provided no later than 20 days prior to the opening session of the annual conference. The ballot return envelope shall have clearly printed or typed thereon the member's region number and the name of the municipality where the member is employed together with the signature of the member. Faxed or e-mailed ballots are not acceptable and will be discarded. Ballots received after the deadline will not be opened. IIMC headquarters staff will stamp each envelope with the date received.
- E. The executive director shall take custody of and assure the security of the ballots received until such time as the unopened ballots are relinquished to the election credentials committee at the annual conference.
- F. During the annual conference, the IIMC president shall appoint at least three full or additional full members from each region in which an election has been held to assist the election committee in qualifying and counting ballots voted by mail. The election committee shall verify that each ballot was received by the deadline, was cast by an eligible member of the region for which the election was conducted and that only one vote was cast by each qualified member. Properly voted ballots will be opened by the election committee and counted and the results of the election shall be announced at an appropriate time during the annual conference.
- G. The announcement of results of the mail election shall include the number of ballots mailed, the number of ballots returned by the deadline, the percentage of members in the region voting, the number of ballots qualified and counted, and the number of votes each candidate received.  
[May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### **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 two weeks prior to the commencement of the annual conference. The results shall be announced during the annual business meeting. If only one qualified candidate files for vice-president, no election shall be conducted and the candidate shall be declared elected.

[May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

#### **20.060 Campaigning guidelines.**

- A. Candidates are allowed unlimited e-mails to discuss their candidacy.
  - B. IIMC staff will continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the executive director will submit the information to the election committee for their final recommendation.
  - C. The executive committee members should neither endorse nor provide assistance to any candidate.
- [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

### **Chapter 2.25**

#### **VACANCY OF VICE-PRESIDENT**

Sections:

2.25.010 Purpose.

2.25.020 Scope.

2.25.030 Policy.

### **2.25.010 Purpose.**

To establish guidelines for submission of nominations for consideration of appointment to the office of vice-president when vacancy occurs pursuant to Article IV, Section D3 of the IIMC Constitution. [October 27, 2006. Policy B-13].

### **2.25.020 Scope.**

Full members and additional full members who have served at least two years as a regional director and represent a region that is not represented by a current officer. [October 27, 2006. Policy B-13].

### **2.25.030 Policy.**

- A. The president shall notify the membership of the vacancy in the office of vice-president as soon as possible in order to begin the process of receiving nominations to fill the vacancy by the Board of Directors.
- B. In the announcement, the president shall provide the qualifications for the appointment, the format for the nominations, along with the deadline for submission of the nominations.
- C. Nominations will be received in the form of resumes of the interested members who meet the qualifications for such appointment. All resumes must be submitted to the president and Executive Director by the twentieth day after the official announcement of the vacancy.
- D. The president shall verify through IIMC records that the nominees fulfill the requirements to hold the position of vice-president. If an individual does not meet the requirements, their resume shall be returned along with a letter from the president explaining their disqualification.
- E. By the thirtieth day after the vacancy has been declared, the president shall provide to the board of directors a list of the nominees, along with the resumes.
- F. The board of directors shall consider the nominations in a meeting held per the provisions in the IIMC Constitution. The board of directors shall appoint one of the nominees to the vacancy by a majority vote of the board.
- G. The board of directors shall make the appointment within 60 days of the vacancy per the requirements of the IIMC Constitution, Article IV, Section D3.

The appointee will serve for the remainder of the one-year term.  
[October 27, 2006. Policy B-13]

## **Chapter 2.35**

### **2.35.090 Election Committee.**

- A. The election committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the election policy manual.
- B. The election committee must ensure that all proposed constitutional amendments are submitted for consideration to the IIMC membership in accordance with the procedures specified in Article XIII (B) of the IIMC Constitution, and shall advise the executive director and the president of the results.
- C. The election committee must ensure that all proposed constitutional amendments are presented to the membership for passage and ratification in accordance with the procedures specified in Article III(C) of the IIMC Constitution and shall advise the executive director and the president of the results.

Terms of the election committee shall commence at the end of the annual conference.

[May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September, 2002. Policy B-1].

**SECTION VII**  
**THE CONSTITUTION OF THE INTERNATIONAL  
INSTITUTE OF MUNICIPAL CLERKS**

**ARTICLE I**  
**NAME**

The name of this corporation shall be the International Institute of Municipal Clerks (IIMC).

**ARTICLE II**  
**MISSION AND PURPOSE**

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

**ARTICLE III**  
**MEMBERSHIP**

**A. Membership Classes:** The following membership classes are hereby established:

1. Full Member
2. Additional Full Member
3. Associate Member
4. Corporate Member
5. Honorary Member
6. Retired Member

**B. Definitions of Membership Classes:**

1. **Full Member:** Municipal Clerks, City Secretaries, Records, Legislative Administrators, Directors of Corporate, Business, or Administrative Services, and/or those with similar titles who serve Legislative Governmental Bodies in administrative capacities with management responsibilities and duties including four of the following:

- a. General management;
- b. Meeting administration;
- c. Financial management;
- d. Stewardship of by-laws, articles of incorporation, ordinances, resolutions and other legal instruments;
- e. Custody of the official seal and execution of official documents;
- f. Records management;
- g. Human resources;
- h. Elections administration.

There shall be only one Full Member from each Legislative Governmental Body.

2. **Additional Full Member: Individuals** meeting the Full Member criteria who serve a Legislative Governmental Body represented by a Full Member. There shall be no limit to the number of additional full members from a Legislative Governmental Body.

3. **Associate Member:** Individuals in transition between Legislative Governmental Body positions or persons employed by a Legislative Governmental Body who do not meet Full Member criteria.

4. **Corporate Member:** Corporations, associations or other business entities or individuals desiring to assist IIMC in the accomplishment of its Mission and Purpose.

5. **Honorary Member:**

- a) Past Presidents upon retirement or upon assumption of positions with Legislative Governmental Bodies other than Municipal Clerk. All nominations for Honorary Membership from this category shall be presented to the Board of Directors for consideration of Honorary Membership status. There shall be no limit to the number of Past Presidents awarded Honorary Memberships in a given year.
- b) Persons so designated by the Board of Directors who have made significant and exemplary contributions to IIMC and the profession. Only one Honorary Membership may be awarded from this category per year.

6. **Retired Member:** Individuals who were designated as Full, Additional Full or Associate Members prior to retirement.

**C. Classification of Members:** The ultimate determination of membership classifications shall rest with the Board of Directors.

**D. Membership Classification Changes:** Membership classifications shall change as the circumstances of individual members change. Members shall notify the Executive Director upon changes in job duties that render their current membership classification invalid. Thereupon, the membership classification of said member shall be changed to the appropriate classification. If the membership classification of an Officer is changed from Full or Additional Full Member rendering them ineligible to serve as an Officer, the office shall be declared vacant and filled in accordance with the provisions of this Constitution.

**E. Privileges of Membership:** Privileges for each classification of membership shall be as enumerated below and shall be reserved for members whose membership dues and fees are paid and current.

1. Full Members shall have the right to:

- a. vote;
- b. hold office;
- c. participate in all IIMC educational programs and Certified and Master Municipal Clerk programs;
- d. receive a membership certificate;
- e. receive the News Digest;
- f. access IIMC programs and services.

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

3. Associate Members shall have the right to:

- a. participate in all IIMC educational programs;
- b. receive a membership certificate;
- c. receive the News Digest.

4. Corporate Members shall have the same privileges as Associate Members.

5. Honorary Members shall have the right to:

- a. vote;
- b. participate in all IIMC educational programs;
- c. receive a membership certificate;
- d. receive the News Digest.

6. Retired Members shall have the same privileges as Associate Members.

#### **F. Regions:**

1. In the interest of fair representation, IIMC shall be divided into eleven geographic regions, representing as even a distribution of the membership as is possible.

2. The President shall appoint a Committee to review and maintain a fair and logical distribution of the members in the eleven IIMC regions. The Committee shall convene as a result of one of the following conditions:

- The President shall deem it necessary or desirable;
- The Board of Directors shall submit a request to the President;
- A state association shall adopt a resolution to request re-apportionment and submit it to the President through the Executive Director.

3. The Committee shall solicit comments from all state associations within the regions proposed to be affected and shall submit its report and recommendations to the Board of Directors within six months of the date of the President's directive. Re-apportionment will be approved by a vote of two-thirds of the full Board of Directors.

4. The boundaries of regions shall be established in such a manner that as nearly as is possible, constitute areas of contiguous geographic interests and provide a fair apportionment of the IIMC membership. No change in the IIMC regional boundaries shall disqualify any Officer or Director already serving.

### **ARTICLE IV OFFICERS AND REGION DIRECTORS**

**A. Officers.** The Officers of IIMC shall be President, President Elect, Vice President and Immediate Past President. Each year at the Annual Conference, the President Elect shall succeed to President, the Vice President shall succeed to President Elect and a Vice President shall be elected by the membership. Each shall serve a term of one year and shall be limited to serving one term of office, except in filling vacancies as authorized below. No two Officers shall be from the same Region.

**B. Region Directors.** There shall be two Region Directors elected from each IIMC region. Region Directors shall be elected for three-year terms and terms shall be staggered so that the terms of both Region Directors from a region shall not expire in the same year. No two Region

Directors shall be from the same Legislative Governmental Body Except in Region X and Region XI, Region Directors may not serve two successive full terms unless no other candidate puts their name forward for nomination.

**C. Oaths of Office.** Officers and Region Directors shall be qualified by taking the Oath of Office prescribed by IIMC prior to taking office.

**D. Vacancies.**

1. In the event of a vacancy in the Office of President, or President Elect, the next officer in line shall advance to the appropriate office. The advancing officer may remain in office for a subsequent one-year term.

2. In the event of a vacancy in the office of Immediate Past President, the position shall remain vacant until the next Annual Conference at which time the outgoing President shall assume the office of Immediate Past President.

3. In the event of a vacancy in the office of Vice President, the Board of Directors shall, within sixty (60) days of the vacancy, appoint for the remainder of the term a Full or Additional Full Member who has served at least two years as a Region Director and who is not from a Region represented by a current officer. Notwithstanding the above, if the vacancy shall be for a period of less than 120 days, the office shall remain vacant for the remainder of the term. At the next Annual Conference, an election shall be held for President Elect and Vice President as provided in Article XI.B.1) b of this constitution.

4. If a vacancy occurs in the office of Region Director, the Region shall elect a new Director to serve for the remainder of the term as described in Article XI. B. 1. If the vacancy is for a period of 120 days or less, the office remains vacant for the remainder of the term.

If the vacancy is more than 120 days but is one year or less, the Region Director elected to the vacancy is eligible for reelection and may serve a full three-year term.

If the vacancy is more than one year, the Region Director can only serve the remainder of the term and is not eligible to serve another full three-year term.

5. When a vacancy occurs in the office of Region Director, the President shall notify the Board of Directors and the Presidents of the Municipal Clerks Associations within the region in which the vacancy has occurred. The Municipal Clerks Associations shall recommend one or more qualified nominees for consideration. Nominations shall also be accepted from any member in the region.

**ARTICLE V**

**BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE**

**A. Structure.**

1. The Board of Directors shall consist of the Officers and Region Directors. Each board member is vested with the right to vote at meetings of the Board.

2. The Executive Committee shall consist of the President, President Elect, Vice President and Immediate Past President. The Executive Committee shall meet as scheduled by the President provided that a schedule of such meetings shall be provided to the Board of

Directors, and a written report of each meeting shall be provided to the members of the Board of Directors within five (5) business days following the meeting. The Executive Committee is not a decision-making body and all action items are to be submitted to the Board of Directors for ratification.

## **B. Meetings.**

1. **Definition: *Meeting*** in this Constitution shall mean an in person, face to face assemblage of members when referring to the Annual Business Meeting and the two required meetings of the Board of Directors. Special or emergency meetings may be held by any technologically available means or methods of communication. Every attempt shall be made to ensure that all members receive notice of all meetings and have an equal opportunity to participate.

2. **Regular Meetings:** The Board of Directors shall meet at least twice annually. One meeting shall take place in connection with the time of the Annual Conference and the other shall be held no later than seven months following the Annual Conference. The times and places of these meetings shall be set by the President.

### **3. Special or Emergency Meetings:**

a. **Special Meetings** may be called by the President or upon request of a majority of the members of the Executive Committee or of the Board of Directors. Special meetings may be at a specific location or may be conducted using available conferencing technologies. In either event, notice of the time, place and purpose of special meetings shall be given to all members of the Board of Directors at least 14 days in advance of the time the meeting is scheduled.

b. **Emergency Meetings** may be called by the President, a majority of the Executive Committee, or upon the request of a majority of Board Members. Emergency meetings may be held at a specific location or may be conducted using available conferencing technologies. In either event, notice of the time, place and purpose of emergency meetings shall be given to all members of the Board of Directors as far in advance of the meeting as possible, but not less than two (2) working days.

c. **Polling of the Board of Directors** is hereby authorized and is deemed to be a valid avenue for actions to be taken if inquiry or request for a decision (with the appropriate background information) is put to all Board Members by any means available via existing technology and said member's respond within the period of time specified. Results of such polling, including roll call ayes and nays, shall be reported to the entire Board of Directors upon final tabulation at which time the decision will become effective unless otherwise specified. Results of the poll shall be recorded into the minutes of the next meeting of the Board of Directors. A majority of Board Members must respond for action taken to be validated.

4. **Attendance:** Members of the Board of Directors shall be required to attend all regular meetings of the Board. When a Board Member is absent unexcused from two regular meetings during a term of office, the position shall be deemed vacated and shall be filled in the manner prescribed in this constitution. Pursuant to Article VI (Powers and Duties of Board of Directors) the Board shall have the ability to allow at least one excused absence from an IIMC Board meeting within the three year term (excuse must be submitted in writing

or by email, approved by the President and submitted to the Board for ratification at the meeting.) However, a Board member shall not relinquish their status during the last 12 months of their term if additional absence(s) occur due to an emergency and absence(s) are approved by the President and ratified by the Board.

5. **Quorum:** A majority of the members of the Executive Committee or of the Board of Directors shall constitute a quorum for the transaction of official business.

## **ARTICLE VI POWERS AND DUTIES OF BOARD OF DIRECTORS**

In addition to powers granted elsewhere in this Constitution, the Board of Directors shall have the following powers:

1. to act to further the Mission and purpose of IIMC;
2. to establish membership dues and other revenues;
3. to authorize expenditures;
4. to approve the annual budget;
5. to require an annual independent audit;
6. to select the annual convention site;
7. to enact policies and procedures and have them organized in a Policies and Procedures Manual;
8. to establish a job description and appoint or remove the Executive Director;
9. to perform any other duties required in connection with the administration of IIMC Policies and Procedures.

## **ARTICLE VII POWERS AND DUTIES OF OFFICERS**

**A. President.** The President shall have the following powers and duties:

1. to chair the Executive Committee and Board of Directors;
2. to appoint members of standing committees and designate the chairs;
3. to establish task forces and appoint the members and designate chairs;
4. to execute such other duties as are delegated by the Board of Directors, consistent with the provisions of this Constitution.

**B. President Elect and Vice President.** The President Elect and Vice President, in the order of their ranking, shall assist the President and shall succeed to the office of President upon vacancy of the office or in the case of the inability of the President to perform the duties of office.

**C. Immediate Past President.** The Immediate Past President shall act as advisor to the President regarding the Policies and Administration of IIMC and shall perform such other duties assigned by the President.

## **ARTICLE VIII EXECUTIVE DIRECTOR**



The Executive Director shall be the Secretary-Treasurer of the Corporation; shall report to the Board of Directors, shall be responsible for the day-to-day administrative and financial operation of IIMC; and shall be charged to carry out the policies established by the Board of Directors and Executive Committee.

The Executive Director shall be employed at will under the terms of an employment contract and shall be empowered to manage the staff, and resources of the corporation in accordance with established policies and the annual budget.

The Executive Director will hire the Director of Education, upon confirmation by the IIMC Board of Directors. The Director of Education will report to the Executive Director.

In the event of a temporary or permanent vacancy in the office of the Executive Director, the IIMC Board of Directors shall name an Interim Executive Director and shall determine the process to be followed to hire a new Executive Director.

## **ARTICLE IX ANNUAL DUES**

Annual dues for membership in IIMC shall be established by the Board of Directors and shall be due and payable on the effective date of membership and on the membership anniversary date each year thereafter. The anniversary date of each member shall be the last day of the quarter in which the member's initial membership becomes effective.

Dues for each class of membership shall be based on the dues for Full Member by applying the following percentages to the dues for Full Member:

- Full Member – 100%
- Additional Full Member – 66%
- Associate Member – 50%
- Corporate Member – 500%
- Honorary Member – 0%
- Retired Member – 25%

## **ARTICLE X ETHICAL STANDARDS**

### **A. Comprehensive Code of Ethics.**

#### **1. Statement of Intent and Principles of Conduct for Members of the International Institute of Municipal Clerks:**

The following Code of Ethics was adopted by the membership of IIMC on May 26, 2007.

IIMC members are required to carry out their duties on an impartial and objective basis so as to reinforce confidence in their integrity and their dedication to IIMC's best interests.

This Code of Ethics clarifies IIMC's expectations of its members, reaffirms its commitment to caring for the members' needs and provides a guide for a fair and consistent behavior by its

members.

It is critical to IIMC that its members be committed to the highest standards of ethical behavior. It is in this spirit that this Code of Ethics was adopted.

## **2. Conflict of Interest:**

For the purposes of this Code of Ethics “conflict of interest” is defined as any situation in which a member has a personal or financial interest that may affect the performance of their duties and/or adversely affect the reputation of IIMC, such as:

- a) engaging in any business or transaction or having financial or other personal interest which is incompatible with the discharge of member’s official duties;
- b) any activity that adversely interferes or conflicts with a member’s duties;
- c) the use of IIMC’s name, property or information in any form whatsoever in the pursuit of personal gain;
- d) any activity, representation or conduct outside of the course of a member’s official duties which could appear to be official acts of the IIMC Board or could appear to represent the policy of IIMC without the official sanction or approval of the Board; and
- e) the acquisition of goods, services or facilities in the name of IIMC from any entity/vendor without the consent of the organization.

## **3. Fraud and Breach of Trust:**

Members shall not engage in behavior that is fraudulent or that constitutes a breach of trust. Such behavior includes without limitation:

- a. using deceit to gain a personal advantage or benefit for oneself or others;
- b. illegally obtaining money, including the solicitation and/or acceptance of bribes;
- c. intentionally providing false or incomplete information;
- d. intentionally falsifying official records; and/or
- e. intentionally circumventing IIMC policy or procedures to gain personal advantage for oneself or others.

## **4. Code of Ethics Violations:**

References in this Code of Ethics to guidelines and policies reaffirm IIMC’s commitment to integrity, objectivity and professionalism. Maintaining confidence and trust in IIMC is primary. The high standards of this Code of Ethics are intended to insure that the public trust is not compromised in any manner.

Every member is expected to be aware of, shall act in compliance with, and shall disclose to the Ethical Standards Committee of IIMC any conflict of interest in respect to this Code of Ethics and its related policies.

Violations of this Code of Ethics and its related policies shall be dealt with in accordance with Article X, Section B of the IIMC Constitution.

**B. Standards of Behavior.** All new members, upon joining IIMC, or existing members, upon renewal of membership, shall affirm their commitment and willingness to abide by the Comprehensive Code of Ethics. Violations of the Code of Ethics may result in restricted membership rights such as losing the privilege to vote and the right to serve on Committees; or to participate in membership services for specific periods of time. Grievous violations may result in expulsion from the IIMC without the refund of dues.

### **C. Ethical Standards Committee (Composition, Term Length and Duties)**

An Ethical Standards Committee (ESC) is an Ad Hoc Committee appointed by the IIMC Board upon the receipt of a complaint against a member for a violation of the Comprehensive Code of Ethics. The primary function of the Committee is to do the necessary investigation and file a report with a recommendation with the IIMC Board.

The Board will appoint 3 members to serve on any such committee (when needed)

- No two members can be from the same Region;
- No members of the IIMC Board are eligible for appointment to an ESC during their term of office;
- Appointees are not eligible to be named to more than one ESC at any one time; and
- No member of the ESC can be from the same region as the person that is the subject of the alleged allegation.

Ad-hoc ESC Committees shall be constituted only for the duration of any investigative process for a specific case. Ad-hoc Committees will exist only for an as needed amount of time and in all cases shall be disbanded with the filing of a report or the expiration of two years, whatever comes first.

It is desirable that members appointed to an Ad Hoc ESC should maintain a thorough knowledge and understanding of the implications and nuances of the IIMC Comprehensive Code of Ethics.

- Allegations of unethical conduct against any IIMC member, including a member of an ESC shall be submitted to the President or Executive Director.
- If an allegation is against the President then the complaint shall be filed with the President Elect or the Executive Director.
- All complaints will be submitted to the Board of Directors forthwith.

An ESC is mandated to conduct thorough and timely investigations, including quasi-judicial hearing(s) with authority to summon witnesses and take sworn statements (if necessary). The Ethical Standards Committee shall summarize the findings and make a recommendation to the Board of Directors on the degree of censure, if any, to be applied against the person alleged in the complaint.

Any proceeding will cease upon the resignation of the member being investigated. In the case of allegations made against a member of the Board of Directors the Board member shall continue to serve as a Board Member during the period of investigation.

Board members under investigation by an ESC shall not participate and will excuse themselves from the Board in regards to recommendations received by the ESC.

Board members and other members of IIMC investigated by an ESC have the right to provide a defense (at their own expense) at a Board meeting before a decision is made. Action taken by the Board in regards to an ESC recommendation shall require a two-thirds majority and decisions of the Board are final.

**D.** Members of the Ethical Standards Committee can be removed by a two-thirds vote of the Board.

## **ARTICLE XI ANNUAL BUSINESS MEETING AND ELECTIONS**

**A. Annual Business Meeting:** There shall be an Annual Business Meeting of the membership held at a time and place established by the Board of Directors.

**B. Elections:** Elections for Officers and Region Directors shall follow the procedures outlined below. Any procedures not outlined in the Constitution shall be as provided for in a policy adopted by the Board of Directors.

### **1. Procedures:**

- a. Election of **Region Directors** shall be conducted by ballots to be conveyed to all Full Members, Additional Full Members and Honorary Members of the region for which the election is being conducted. Eligible voting members may only vote in the election of Region Directors for their respective regions. If only one candidate files for Region Director, no election shall be conducted and the candidate shall be declared elected.
- b. Election of **Vice President** shall be conducted by ballots to be conveyed to all Full Members, Additional Full Members and Honorary Members. Such ballots shall be returned not later than two weeks prior to the commencement of the Annual Conference. The results shall be announced during the Annual Business Meeting.

### **2. Nominations:**

- a. Not less than nine (9) months prior to the commencement of the Annual Conference, the Executive Director shall give notice of Region Director positions to be filled and shall announce the deadline for receipt of nominations for Region Director and Vice President.
- b. Not less than 120 days prior to the commencement of the Annual Conference each person-seeking office shall file a nomination form with the Executive Director.
- c. Not later than 60 days prior to the commencement of the Annual Conference, the Executive Director shall give notice to the membership of the qualified nominees.
- d. Following the filing deadline no further nominations shall be accepted. In the event no qualified nominees for Region Director are identified by the deadline established above, the Board of Directors shall fill the vacancy in the same manner as prescribed in Article IV. Section D.4 of this Constitution.
- e. In the event no qualified nominees are identified for Vice President by the deadline established above, the Board of Directors shall, at a regular or special meeting held at the Annual Conference, appoint a Vice President who shall serve until the next annual meeting of the membership at which time an election shall be held for President Elect and Vice President in the same manner as prescribed in Article IV. Section D.3 of this Constitution.

### **3. Qualifications of Candidates:**

- a. **Region Directors:** Candidates for Region Director shall meet the following qualifications:
  - served at least three (3) years as a Municipal Clerk or other office as defined in Article III;

- been a member of IIMC for at least three (3) years;
- attended at least three (3) Annual Conferences for candidates from Regions I through IX and two (2) Annual Conferences for candidates from Regions X and XI, which attendance may include the conference at which the candidate's term would begin;
- be a Full or Additional Full Member, and if elected, remain a Full or Additional Full Member during the term of office;
- provide written endorsement of candidacy from the Legislative Governmental Body they represent.

b. **President Elect and Vice President:** Candidates for President Elect and Vice President shall meet the same qualifications as required of candidates for Region Director, and, in addition shall have also served on the IIMC Board of Directors for three (3) years prior by the time of election.

## **ARTICLE XII FISCAL POLICY, MEETING PROCEDURES AND ASSET DISTRIBUTION**

### **A. Fiscal Policies:**

1. The fiscal year of IIMC shall begin on January 1 and end on December 31 each year.
2. The Executive Director, in concert with the Budget Committee, shall annually present to the Board of Directors a budget in which proposed expenditures are not exceeded by anticipated revenues.
3. There shall be established a non-lapsing reserve fund equal to 5% of the annual operating budget, the purpose of which is funding of budget deficits and the deposit of budget surpluses. Un-appropriated revenues shall flow into this fund. Budgeted expenditures may be made from this fund when anticipated revenues do not occur. The Board of Directors shall annually review the balance of this fund for adequacy.

**B. Parliamentary Law:** The current edition of Robert's Rules of Order Newly Revised shall apply whenever parliamentary rules or procedures shall be involved in carrying out the affairs of IIMC.

**C. Dissolution:** In the event of dissolution of IIMC, the assets shall be dedicated or transferred only in accordance with the purposes of the organization.

## **ARTICLE XIII AMENDMENTS TO THE CONSTITUTION**

**A. Proposed Amendments** to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director and the President.

**B.** Proposed amendments filed in accordance with the provisions in Section A above shall be submitted to the membership for consideration when filed under either of the following procedures:

1. A copy of proposed amendments, with the name of the author, who shall be a voting member, and a statement of the reason the proposed changes are being recommended is filed in sufficient time to be published in the News Digest not later than the month immediately preceding the month of the Annual Conference; or
2. A copy of any proposed amendments is filed in sufficient time to be posted in a prescribed place prior to the official opening of the Annual Conference. Amendments so filed shall include the proposed amendment, the existing language being changed (if any), an explanation of the urgency of the amendment, and a statement explaining the intent of the proposed amendment. The posting shall include the name of the author, who shall be a voting member, and the name of at least one other voting member who supports the change.

**C.** Amendments to the Constitution shall be presented to the membership at the Annual Business Meeting. Amendments presented shall require passage by two thirds of members present and shall be submitted to the membership for ratification as outlined in the following 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 on the proposed amendment. The amendment shall be considered ratified if two thirds of the ballots received by 5:00 p. m. PST on the 90<sup>th</sup> day following adjournment are in favor of the proposal. The effective date of the amendment shall be the 90<sup>th</sup> day unless otherwise specified. Amendments that do not receive an affirmative vote of two-thirds of the ballots returned shall not be adopted.

#### **ARTICLE XIV AMENDMENT TO ARTICLES OF INCORPORATION**

Whenever an amendment to this Constitution is adopted that is in conflict with the Articles of Incorporation of the organization, said amendment shall not become effective until the Articles of Incorporation have been amended to conform to the amendment.

The membership of the organization hereby authorizes amendment of the Articles of Incorporation to conform to any amendment to the Constitution duly adopted.

Adopted May 22, 1953 and amended through May 12, 2011.



**To:** IIMC Board of Directors

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

**Date:** April 6, 2012

**Subject:** International Relations Committee Final Report for 2012

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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 X 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 was linked to IIMC's Facebook page. Participants not only learned about the government and visiting Country, they were granted the following educational points for the tour: 7.75 CMC points or 7.75 MMC Advanced Education points with completion of an assessment. A conference course has been added to the Portland Conference made up of participants in the 2011 South Africa Study Tour.

### 2013 – Scotland

Members of SOLAR provided us with provisional tour schedule and dates. (See attachment)

**Goal Two (2)** President Nicol revised this goal as follows: Explore factors contributing to low participation in the Exchange Program and alternatives for remedy. **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 sub-committee members looked at revamping the program. 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.

John Lynch from Surrey, UK and Donna Deuster from Racine, WI were selected as participants for 2011/2012. John will be flying to Racine immediately after this conference.

IIMC has not received any applications for the 2012/2013 Exchange Program to date. However 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.

The following activities listed under this goal and steps taken (or to be taken) are outlined below:

1. Complete review of brochure and applications – Complete – next term we will review the evaluation process and forms to simplify.
2. Review how the program is promoted on the web site – Web site has been updated and enhanced, also has been included in several E-Briefs – – Complete, but will need ongoing updates as the program changes and new participants are engaged.
3. Consider obtaining testimonials, even video to post – Testimonials and pictures posted (no video taken, IIMC does have the Media Center now, so we are hoping to have one soon –) – Complete
4. Ensure past participants are on a panel at the conference – Tami Kelly is following up with the conference program committee to ensure there is a panel session on the Study Tour/International Exchange. We review the proposed schedule for the Study Abroad program review. The past participants for the Exchange program can join in too, on Tuesday, May 22<sup>nd</sup> from 4:30 p.m. – 5:30 p.m. It will be in the Convention Center in Room A107 on Level 1.
5. A table for interested individuals to network at Tuesday’s lunch at IIMC conference has been arranged and Tony Russell will be the host.
  - a. The idea is to advertise in the conference program, and maybe make an announcement during a ‘housekeeping’ talk with the whole conference (Chris), that there will be one or two reserved tables at the Tuesday lunch where individuals who are interested in the International exchange program could network and get some specific information on the program.
  - b. We could somehow identify the tables (e.g. location – “In the farthest north corner” OR another obvious location, or have a greeter at the door with a sign to direct interested individuals to the table. People would get their lunch, then proceed to the table (or stake a place at the table then proceed to get their food)



- c. This should not add any additional cost as it is incorporated into an existing lunch, it will just take a little additional effort, and we are willing to put in that effort.

Although not in the plan, we did ask staff to provide the names and contact info of those individuals who had shown an interest in the exchange program but never pursued it. Reasons ranged from too many applicants (2008), not enough time as a member of IIMC, changed jobs and several just never followed up.

**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:**

1. Thom Peeters, CMC from Meyerton, South Africa will provide an Education Session on Thursday titled ~ Resolving Disputes Expeditiously in Pursuit of Service Excellence.
2. A special Off-Site Education Session is scheduled exclusively for Region X and XI in Portland. These delegates will go on a Pedestrian Tour with three expert presenters on transit, place-making, and design. They will receive the same points as the other afternoon sessions.

**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:** At the Mid-year meeting it was decided to continue the funding of regional grants scholarships for the Portland Conference. 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 also help greatly, after stepping up these efforts two scholarships were issued for participants for Region X and Region XI for the Portland Conference. The following received grants for the 2012 conference in Portland.

#### **Region 10**

|                |                    |
|----------------|--------------------|
| Carolyn Deakin | Port Coquitlam, BC |
| Karla Graham   | Chilliwack, BC     |

#### **Region 11**

|                  |                            |
|------------------|----------------------------|
| Hanlie Linde     | Stellenbosch, South Africa |
| Tom Peeters, CMC | Meyerton, South Africa     |

**Goal Five (5)** Create and/or identify content for the "Global Exchange" component of the IIMC website. **Nick Randle and Denise Cox:** The web page has posted information on the Region XI meeting, the study abroad, and the exchange program. It is difficult for IIMC Staff to search out information, so there is a need for committee members as well as international members to provide information of global significance.

**Goal Six (6)** Prepare a plan and recommendations for a study tour of the United States. **Monica Simmons and Dyanne Reese** A request of the Budget Committee and IIMC Board 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 vote, although the board felt it was a project that needed to be explored. The 2012-2013 International Committee can still review this as a future goal.

Committee received and discussed minutes and outcomes from the Region XI Meeting held in Rotterdam, Netherlands City Hall hosted by Jaap Paans City Clerk, January 19-20, 2012. The committee discussed and reviewed recommendation of a proposed MOU for a UK Federation; and a request to survey the international members. The Research Committee approved it for distribution in March. The International Relations committee makes no recommendation without the participation of the Region XI directors and receiving the results from the survey. Concerns were expressed as to how this affects the entire membership countries in Region XI and IIMC.

**Goal Seven (7)** At our March 6, committee teleconference we discussed a request made by President Nicol to have the International Relations Committee discuss and make a recommendation on the possibility of holding an IIMC annual conference in eastern Canada. Executive Director Shalby made a presentation to the Committee explaining the need to depart from the typical RFP process, should this option be pursued and this may be an affordable opportunity for European members and the remainder of Region XI to attend an annual conference. Region XI is moving forward, as you know, with holding a Region XI conference and recent membership growth in Israel and the U.K. is promising. We'd like to build on that momentum. An eastern Canadian conference may appeal to North American members that would not be permitted to travel overseas for an annual conference and also potentially attract Region XI delegates. The committee unanimously decided to recommend to the IIMC board that they support the exploration of hosting the 2017 IIMC Annual Conference in Canada to include Ontario and British Columbia, by suspending the RFP process and the criteria of the location having a host clerk.

## **Financial**

- (1) The IIMC Board of Directors funded the 2012-12 Exchange Program in the amount of \$3,000.
- (2) Financial Support to the Study Tour and continue to provide grant funding for IIMC Conferences.

The Committee addressed all its goals. We held three successful teleconferences, on July 19, 2011 and September 20, 2011 and March 6, 2012 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 hosted its first region meeting in Reading, UK on October 12, 2011 and a second meeting in Rotterdam, Netherlands on January 20. In attendance at the first meeting were President Nicol and Executive Director Chris Shalby. From those meeting, our international members are working to unify this region, by growing in participation and communication under the leadership of IIMC. 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. At the Mid-year board meeting the International Committee presented to the board a philosophy statement regarding international member certification program. The IIMC board forwarded this to the Program Review and Certification Committee and we are awaiting their recommendation.

Recommendation:

Continue to enhance, support, and promote the Exchange Program, Study Tour and Regional Scholarships in Region X and XI.

The International Relations Committee unanimously recommended that the IIMC Board of Directors support the exploration of hosting the 2017 IIMC Annual Conference in Canada to include Ontario and British Columbia, by suspending the RFP process and the criteria of the location having a host clerk.

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

### **Management's Recommendations – ACTION REQUIRED**

The 2012 Exchange Program now has two participants. IIMC provides \$1,500 (\$3,000 total) for each participant to defray costs. If the Board approves this committee recommendation to extend the program another year, we will include the \$3,000 in the 2013 budget. This program is promoted on our web site and through our weekly general E-briefings.

#### **2017 Conference in Canada**

If the Board approves, Management will search out possible locations for a 2017 Annual Conference in Canada and provide a report to the Board by the mid-year meeting. We will suspend the traditional aspects of the RFP process (host clerk, association support, etc.) regarding this search since international based conferences operate differently from US based ones.

### **Management's Comments**

The 2011 Study Abroad program to South Africa was a huge success in terms of education program and points, social media and a \$7,500 education grant funded by MCEF. We began promoting the 2013 Study Abroad program to Scotland in our weekly E-briefings and on-line News Digest (full-page advertisement) in March. We will continue with the marketing of this program and add all new information as it received. Funding for the 2013 Program began in 2012 with the Board approving the creation of a reserve fund of \$15,000 (\$7,500 in 2012 and \$7,500 in 2013) using MCEF Policy 8 monies.

### **Study Abroad Exchange Program Sessions**

IIMC staff has provided the participants with a room and time at the Portland Conference. Those are listed in the conference daily program. We will also provide a table for interested individuals to network at Tuesday's lunch and we will make that announcement at the morning General Sessions.

### **Global Relevance/Off Site Education Session**

Thom Peeters, CMC from Meyerton, South Africa will provide an Education Session on Thursday titled ~ *Resolving Disputes Expeditiously in Pursuit of Service Excellence*. A special Off-Site Education Session is scheduled exclusively for Regions X and XI to embark on a Pedestrian Tour with three expert presenters on transit, place-making and design. They will receive the same points as the other afternoon sessions.

### **MCEF Conference Regional Grants**

The Grants produced two members each from Regions X and XI. All participants will be present in Portland.

### **Global Network**

The web page has posted information on the Region XI meeting, the study abroad, and the exchange program. IIMC Staff can help greatly in improving communication provided it submitted to us.

### **US Study Program**

A good idea but needs a comprehensive plan.

INTERNATIONAL RELATIONS COMMITTEE FINAL REPORT  
ATTACHMENT

**IIMC STUDY TOUR 2013**  
**PROVISIONAL ITINERARY**

This is a first draft of how an itinerary might look for your trip to Scotland. Until the local government elections in May 2012, Council calendars will not be finalized. It will be necessary to keep the itinerary flexible till then when we can establish what is the most convenient Council or Committee meeting. However, such a meeting could be fitted in on Tuesday, Wednesday or Thursday as necessary.

The loose concept is one of three loops – starting from Edinburgh, to the Borders and back to Edinburgh; to Fife and Dundee and on to Stirling area; then to Glasgow for the Seminar, via the Trossachs and Dumbarton. It's probably not possible to spread it much wider geographically for reasons of time and distance, and is designed as far as possible so that delegates are not shifting hotel every day.

The provisional programme is on the basis of an arrival at Edinburgh Airport on the Saturday morning, and it is a fairly easy and relatively short trip to get back to Edinburgh from the Glasgow area if the tour winds up there on the Friday night/Saturday after the SOLAR Seminar.

9/28/13 Saturday -

Arrive am Edinburgh Airport – met by SOLAR reps

Suggest Sat & Sun sightseeing in the Borders as Parliament, Council offices, etc shut.

Possible itinerary –

Head to Borders via Rosslyn Chapel

Possibly visit Abbotsford, home of Sir Walter Scott, author of the Waverley Novels

Overnight maybe in Melrose, Dryburgh or Kelso – (we would try to persuade the Council to lay on a drinks reception)

9/30/13 - Sunday

Leave hotel am

Visit Smailholm Tower (ancient Border Keep) or Floors Castle (stately home) then Jedburgh Abbey

Possibly up to Carter Bar (Scotland/England border) to see the view (very weather dependent!)

Visit Scottish Borders Art Glass Workshop, Hawick (they have produced many of our SOLAR gifts and would do a glassmaking display)

Through Selkirk and Galashiels to Edinburgh

Hotel in or near Edinburgh (2 nights)

As an education element on Sunday evening, maybe a presentation by a SOLAR member on an “Overview of How Scotland is Governed” to set the scene for the week.

10/1/13 - Monday

Scottish Parliament visit and talk. Free to sightsee for the rest of the day, optional visit to Royal Yacht Britannia.

Evening talk – “Where “Clerks” fit in the Scottish system and their multifarious responsibilities”

10/2/13 - Tuesday

Leave hotel am

Visit to General Register Office for Scotland, Register House (Registrar General or Depute might do a talk on Registration and Records - alternatives might be City Council or offices of Convention of Scottish Local Authorities)

Over Forth Road Bridge to Fife

Visit Fife Council Offices, Glenrothes – possible talk on “Evolution of the New Town”

On to St Andrews + leisure time

Hotel in NE Fife

10/3/13 - Wednesday

Leave hotel am

Over Tay Road Bridge to Dundee – visit Discovery Quay

Talk by Dundee City Council on Family History/Genealogical Tourism work

To Stirling – Wallace Monument, Castle options

To hotel, Stirling area

Late pm/evening talk, possibly on “Scotland’s Election Systems”

10/4/13 - Thursday

Leave hotel am

From Stirling area there is the possibility of a very scenic tour through the Trossachs to Loch Lomond and Dumbarton, the President’s area

Education session on relevant topic – eg “Administration of Loch Lomond National Park”

To hotel in Glasgow area (2 nights)

10/5/13 - Friday

Glasgow City Chambers for tour and SOLAR Seminar

Exchange of views and “How was it for you?” session

Farewell Dinner with SOLAR members

Return to hotel

10/6/13 - Saturday

Leave Hotel

Assuming flight is am, to airport, though shopping/sightseeing could be arranged if flight was later in the day.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** IIMC Board of Directors

**From:** Policy Review Committee  
Bernie White, Chair

**Date:** April 6, 2012

**Subject:** Year End report

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## Background

The Policy Review Committee (PRC) is mandated to provide guidance to ensure consistent, accurate and fair application of the IIMC Policies. The PRC is called upon periodically in each year to provide comments, advice, interpretations and clarifications on existing policies. It is also the Committee the Board relies on to guide new policies through or to make revisions to existing policies and the IIMC Constitution.

In 2011/12 the PRC was assigned seven (7) formal objectives leaving the annual conference in Nashville, TN.

1. Review current Policy manual and recommend revisions to ensure policies reflect 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 policies have been codified
6. Provide policy articles of interest for inclusion in the News digest
7. Submit a recommendation for a policy providing for the removal of inactive members at mid-year

In addition to these 7 formal objectives the Board made a number of referrals during the year.

- A request to offer wording to clarify policy 2.20.060 relating to Campaigning Guidelines
- A request to make a comment on the how electronic votes impact on our traditional use of paper ballots
- A request to make a comment on a proposal to offer certifications for associate members
- A request to compose a Conference “harassment policy” or as was finally submitted a Code of Conduct statement relating to conference delegates

The 2011/12 PRC Committee had great regional membership with eight (8) active members in total spread geographically across North America. It is a goal to include a Region XI member(s) on this committee in future, however with the challenges of time zones and how they impact teleconferences we rely on the international members of the Board to bring forward issues of interest from our Region XI members. The committee members this year made the necessary

commitment to carry out the assignments in a timely manner. The assistance of Executive Director Chris Shalby and all members of IIMC staff when called upon was integral to the work of the Committee.

## **Discussion**

We were particularly fortunate to have several members with current or past Board service which allowed us to have historical perspective and continuity on issues such as the recommendation made on Reserve Funds for IIMC. Those experienced members (I won't say old) coupled with the energy and vision of some of our other "younger" committee members provided an excellent balance for our discussions.

In total there were 6 teleconferences and an abundance of email exchanges that culminated into a busy mid-year report. Committee members were pleased to note that our suggestions were accepted by at mid-year.

As in past years we divided the work amongst 3 sub committees and were able to complete all but one of the objectives (#7). That assignment will be forwarded on to next year.

A number of new Policies have been forwarded to the Board. Those recommended policies have either been accepted or will be on the agenda for endorsement at the Board meeting in Portland in May. Some of the new Policies include:

- First Timers Session (Chair Duties)
- Code of Conduct Policy (relating to conference delegates)
- EC Travel Guidelines and Criteria
- Clarification for existing wording on Campaigning Guidelines in existing policy 2.20.060

The committee had an article published in the News Digest outlining the history and evolution of the Policy Review Committee. The article was well received and guarantees some perspective of how the committee came to be and the importance this relatively new committee has taken on and the priority the Board has assigned to it for future years.

## **Financial**

The Committee did not require additional funding for its work in 2011/12

## **Constitutional Amendment for Article XIII**

The committee discussed at length a proposal to amend Article XIII of the IIMC Constitution relating to the amendment process we use for all constitutional amendments.

The major crux of the proposed amendment was to make all amendments that come forward (via current notice procedures) to get to the full membership for consideration, not just those amendments that get approved at an AGM. It is felt that the full membership should have the ability to consider all amendments.



Several Committee members in particular Sharon Cassler, Jamie Palmer, Randi Johl and Kristie Smithers put forward creative and progressive draft wording for the amendment.

A recent Board of Directors teleconference discussed the draft in more depth and a decision has been made to postpone bringing the amendment forward to the AGM in Portland. It was the consensus of the Board and in consultation with members of the PRC it was decided that we could perfect the wording even further and broaden the scope of the amendment to include a whole new section on “notice provisions “ to ensure that amendments presented for consideration are done in a more methodical and timely manner than is outlined in the current wording of Article XIII. This matter will be referred back to next year’s committee.

As of this date there are no other amendments being proposed in Portland and the referral back to PRC will provide the 2012/13 committee the required time to do a complete overall of Article XIII to reflect the input received during the current year.

### **Recommendation(s)**

As noted the assigned objectives except for #7 have been completed and the development of a policy for evaluation of the work of committee members at the mid- year mark annually will be a project forwarded to the new committee.

We finished the year with new policies for :

- First Timers Session
- EC Travel Guidelines
- Code of Conduct (relating to conference delegates)

We were pleased to note that our suggestion to establish a Task Force to fully explore the proposal to offer certification to Associate Members was implemented.

The recommendation we put forward on the reasonableness to utilize electronic voting instead of paper ballots was accepted by the Board. There will be some required wording changes that next year’s committee will probably want to address to make sure that our current practices are in line with the policies and Constitution

### **Conclusion**

Personally it has been a pleasure for me to work with Vice Chair Shari Moore and the other members of this committee and the Board . I would hope that the Board continues to see the value of its Policy Review Committee as it has produced some good work for IIMC in its short history and continues to assist the Board and IIMC Staff to review the governing documents of the organization and make suggestions as we move forward

### **Management’s Recommendation**

1) Annual Conference First Timer Session was approved as policy in November 2011, designating the Immediate Past President as facilitator. We will implement this new policy at the 2012 Conference.

2) Campaign guidelines for EC – attached -- We agree with the Committee’s recommendation regarding Campaign Guidelines, but need further clarification regarding the sentence: “... does not prohibit an individual member of the EC from assisting a candidate in a non-public manner.”

3) Code of Conduct at Conference -- The Code of Conduct policy was approved during the March 5, 2012 Board teleconference and is now printed in the Conference daily program.

4) EC Travel Guidelines and Criteria – approved as policy during the March 5, 2012 Board teleconference.

We await the verbiage for the electronic balloting so we can include it in the Constitution.

The Constitutional Amendment for Article XIII has been returned to the Policy Committee to clarify and expound on the wording.

### **Management’s Requests – BOARD ACTION REQUIRED:**

Management has come across a couple of areas of concern that we believe require creating new policies. They are:

1) Who can or cannot request IIMC membership surveys. The Committee Handbook states that the Board, Committees and staff can request surveys. However, there is no policy regarding this. We’ve come across several requests this year to conduct membership surveys: 1) an individual in South Africa working on his dissertation and; 2) Region XI regarding a European Federation.

- Third party issues -- Policy on any IIMC member or external party asking for proprietary information regarding another IIMC member. Currently, we are guided by non profit governance, but we need a clear policy that defines who and what is a third party, what can or cannot be provided to third parties, etc.

**2.20.060 Campaigning guidelines.**

A. Candidates are allowed unlimited e-mails to campaign or discuss their candidacy.

B. IIMC staff will ~~continue to~~ review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the executive director will submit the information to the election committee for their final recommendation.

C. The executive committee shall not publically ~~members should neither~~ endorse nor provide assistance to a candidate with the use of IIMC funds, whether real or in-kind. This subsection does not prohibit an individual member of the executive committee from assisting a candidate in a non-public manner to any candidate.



**To:** IIMC Board of Directors

**From:** Kathryn Young – Chair/Denise Chisum – Vice Chair  
Program Review and Certification Committee

**Date:** April 2, 2012

**Subject:** Program Review and Certification Committee Annual Report  
May IIMC Board of Directors Meeting in Portland, OR

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The following goals were established for the Program Review and Certification Committee (hereinafter referred to as the PR/C or Committee) for 2011 – 2012. The PR/C is pleased to submit the following year-end report as to the progress made on each goal. In addition to the goals the PR/C was asked to review and make recommendations to the Board of Directors regarding a special report submitted by the Institute Directors and a special Task Force Associate Member Survey (copies of these reports and recommendations are included).

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

The Committee was presented with a new institute proposal submitted by the Dutch Association of Clerks (Verenging van Griffiers – VvG). The PR/C Committee made the following findings and recommendations to IIMC Staff:

#### **FINDINGS:**

- A. The Institute proposal meets the requirements established in the IIMC Institute Guidelines in terms of structure, mission, purpose and goals as identified through its partnership with an established university (ISBW) and a long standing association with the Dutch Local Academy for Public Administration. These long standing relationships imply that the Dutch Clerks Association will be working with established and familiar principals.
- B. The Institute will offer “Top and Basic” levels of education which complement IIMC’s corresponding CMC and MMC education levels and certification designations. The number of hours/points related to each module and overall program content far exceed the number of hours/points required by IIMC for intra-continental CMC/MMC certification.
- C. The proposal identifies an Institute Director that will be responsible for implementing, monitoring and providing oversight of all educational aspects, to include assessing the qualifications of instructors, of the Institute.
- D. The educational courses are relevant to the Clerk profession at both the “Top and Basic” levels and offers courses related directly toward the Clerk’s actual job responsibilities versus general management courses.
- E. The Assessment Method identified in the proposal is very unique in that each participant will write an article on issues presented in the courses that will be incorporated into the form of a book. The IIMC Education Department plans to develop these articles into a “Best Practices” manual for all member Clerks to utilize and reference. The PR/C Committee was very impressed with this method of assessment.

### **RECOMMENDATIONS:**

The Program Review and Certification Committee unanimously recommend **APPROVAL** of the Institute proposal submitted by the Dutch Association of Clerks in partnership with the Dutch Local Academy for Public Administration and the ISBW University in the Netherlands.

The PR/C will rely on the IIMC Education Department to work with the Institute Director and Dutch Association of Clerks to acquire the applicable filing fee and university agreement of sponsorship documentation.

**Management's Comment:** The Dutch Institute for Municipal Clerks (DIMC) was approved by the Education Department on February 29, 2012.

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

With the absence of an Education Director, IIMC staff did a great job of approving educational courses and programs with minimal input or feedback required from the PR/C. Through Education E-briefs, the Education Department provided weekly updates of newly approved educational courses and programs, certification requirements, and scholarship opportunities to the membership.

**Management's Comment:** The Education Department did not receive any ideas and feedback for new educational programs from this committee. After the 2012 Conference, we plan to review topics for webinars.

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

The PR/C waited until the Director of Education was hired before proceeding with this program. This goal is ongoing and is recommended to be on next year's list of goals.

**Management's Comment:** The Education Department will provide all background information on this program to our Director of Education.

### **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. This goal is ongoing.

**Management's Comment:** The Education Department did not receive any type of quarterly feedback from this committee. The current education processes are running smoothly and the

members seem happy. The Department is open to any feedback from the PRC Committee and/or membership.

**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”.**

The PR/C is working with staff that will write up criterion they feel will fit and forward to the PR/C for review and recommendation, should there be a need. The PR/C will continue communicating with staff, and this goal is ongoing.

**Management’s Comment:** The Education Department did not receive information or inquiries regarding this goal from the PRC Committee. The Department awaits feedback from the PRC Committee and/or membership.

Below is the complete Institute Director’s report. Encapsulated within the report is a summary of the comments submitted by PR/C committee members; these comments are highlighted for ease of reading and reference; also included is the action taken by the Board of Director’s at its November 2011 Mid-Year Meeting.

**August 1, 2011**

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

**Management’s Comment:** The Education Department sent the Board’s recommendation for Staff to work with the Institute Directors on the areas outlined in their report. In January, we sent the Board’s recommendations to the Institute Directors and asked for their input and clarification on specific areas by March 1<sup>st</sup>. We received two replies from a total 6 Institute Directors out of the 45 approved Institutes (5 collective responses and 1 individual response). Please see the Education Department report for the replies that were received. We did not receive enough of a response to generate an action item for this report. We plan to discuss the report during the Colloquium and hope to receive more information from the Institute Directors to provide to you at the Mid-Year Board Meeting.

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 Director’s (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.

**BOARD ACTION:** *To amend the Institute Guidelines as follows: 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 directly relevant to the municipal clerk profession as determined by the Institute Director and in compliance with the education guidelines.*

*Direct staff to communicate with Institute Directors to:*

- (1) Advise that all courses are reviewed for conformance with current Education Guidelines; and*
- (2) Encourage Institute Directors to compile and submit a listing of course categories. This listing would be used to expand the examples contained in the Education Guidelines and will provide further clarification on any course content that falls within the Education Guidelines.*

## **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.

**BOARD ACTION:** *Directed staff to go back to Institute Directors for examples and/or suggestions on the alternatives and to report back to the Board no later than the May 2012 Portland meeting.*

## **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.

**BOARD ACTION:** *Directed IIMC staff to work with Institute Directors to explore this issue more and to report back to the Board in Portland.*

### **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.

**BOARD ACTION:** *Staff and the Board concurred with Institute Director requests to meet with staff and the Program Review and Certification Committee at the annual conference and that host Institute Directors participate in the Colloquium agenda and facilitator selection. No formal action was required or taken.*

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.

## **PROGRAM REVIEW AND CERTIFICATION COMMITTEE REPORT OF RESPONSES TO SURVEY QUESTIONS April 2, 2012**

At the direction of the IIMC Board of Director's, the Program Review and Certification (PRC) Committee Members were asked to provide input on two survey questions submitted by a special Task Force specifically addressing privileges as they pertain to Associate Members.

The PRC consist of 19 members of whom 3 members are Board Liaisons, 3 IIMC Staff, and 3 Institute Directors – of this group no responses were received (I believe it is due to the positions they hold and could potentially be construed as being a conflict of interest and/or were not eligible to vote on the survey questions); of the remaining 10 members 7 responses were received. A summary of these responses and comments are submitted below.

Currently, IIMC defines associate members as “Individuals in transition between Legislative Governmental Body positions or persons employed by a Legislative Governmental Body who do not meet the Full Member criteria.” This category of membership cannot currently apply for certification(s). With this definition and information in mind:

**Q 1.** Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies or persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC? Yes or No?

**PRC RESPONSES: YES = 1 NO = 6**

### **Comments:**

**No constitutional amendment put forth to allow this. If they do not meet the Full Member criteria, how are they going to get their educational and experience points? In the past there have been Clerks either promoted to City Administrator or had the title “Deputy City Clerk” removed from their job description who were pursuing certification by could not continue due to the change in their job descriptions. In another situation a county employee whose job description was very close to that of a City Clerk, but were not specifically related, was not able to pursue certification.**

**Q 2.** Should an associate member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to associate member? Yes or No?

**PRC RESPONSES: YES = 3 NO = 4**

**Comments:**

**They should be allowed to finish if they are already in the program while a Full or Additional Full Member.**

**The education and educational guidelines provided by IIMC are focused on Municipal Clerks. Other organizations have their own certification, so anyone with a job change would be more interested in pursuing certification relative to the new position. Bottom line: Associate Members should not be able to pursue certification.**

**Q3.** What is your current IIMC membership classification?

**Full = 6**

Additional Full

Associate

Honorary

**Retired = 1**



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 10, 2012

**Subject:** 2012 Annual Report, Public Relations & Marketing Committee

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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  
Susan Phillips, Greenwood Village, CO – Region VIII, Vice-Chair (Replaced Stephanie mid-year)  
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, Retired  
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

#### ***Active Participants:***

Roxanne Schneider, Board Liaison, Dysart, IA – Region VI  
Chris Shalby, Staff Liaison, IIMC  
David Bryant, Lenexa, KS – Region VII  
Shelly Doty, Cleburne, TX – Region IV  
Laura Latham, Blackpool, Lancashire, England – Region XI  
Anthony Mejia, San Clemente, CA – Region IX  
Shaunna Lee-Rice, Maple Valley, WA – Region IX  
Diane Zucco, Plano, TX – Region IV  
Aimee Nemer, Murphy TX - Region IV, Chair  
Stephanie Kalasz, Moscow, ID – Region VIII, Vice-Chair

***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.

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

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

***Status:*** Updated plan is complete and submitted with this report; however, the Committee recommends that this objective be removed from the Public Relations and Marketing Committee. After speaking with IIMC staff, we have concluded that the marketing plan has been incorporated into the strategic plan approved by the board.

**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 final 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 two articles for the series entitled “What do Our Members Say” for publication in the News Digest. Committee is currently developing the third article and establishing panel of participants from the membership. At least one general article of interest has been submitted for use in the News Digest. Subcommittee needs to work to establish contact/publication list for reciprocal articles within other organizations.

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

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

***Status:*** PRM Committee received one nomination for the Program Excellence in Governance Award and recommended approval of this award.

Regarding the objective, the following recommendations were submitted by Laura Latham and Anthony Mejia:

- Ascertain level of knowledge regarding Good Governance Award from IIMC Members via brief survey
- Review publicity for Award undertaken in previous years
- Consider purpose of the Award and link to wider IIMC promotional opportunities
- Devise timetable of potential marketing activity to be developed into a full marketing plan
- Contact previous winners to discuss winning application / publicity from winning the award etc to share across IIMC
- Develop system for monitoring success of the marketing plan in the short/medium term



- Request that the Regional Directors include articles in each regional newsletter to encourage nominations and to highlight the importance of the award
- In the region of the awardee, that the Regional Newsletter include an article highlighting the project and participants
- Present the award during the IIMC Annual Conference and provide free registration to a delegate to receive the award
- Regional Directors encourage State Associations to recognize awardees at its State Conference
- Regional Directors communicate with State Associations to include articles in its newsletters advertising the nomination period
- If local divisions exist in a given state, that Regional Director and/or State Association Presidents encourage local divisions to announce the nomination period at membership meetings or in its local newsletters (if it exists)
- Utilize the IIMC e-mail blast and Facebook to announce the nomination period and winner. IIMC should encourage winners to “friend” IIMC to ensure the online relationship exists (provided that the winner has a Facebook account)
- Don’t use the term “Good Governance” in any article or description of the award. This is the Program Excellence in Governance Award and I think the prestige of “excellence” is diminished with the term “good”.
- Develop additional ways of displaying the award, such as a lapel pin to be worn at city clerk functions and conferences. It ensures that the awardee is recognized and can share his/her story about the pin/award
- Ensure that local newspapers in the jurisdiction of the awardee are sent a press release prepared by IIMC.

### **Financial**

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

### **Summary**

- Updated Five-Year Marketing Plan has been submitted, but PRM recommends removing this objective as the marketing plan has been incorporated into the Strategic Plan. **(Objective 1)**
- Committee will await board feedback for Crisis Communication Plan **(Objective 2)**
- Committee will continue submitting articles for Digest and develop a contact/publication list **(Objective 3)**
- Committee will await further direction on implementing recommendations for the Program Excellence in Governance Award. **(Objective 4)**

### **Recommendation**

The PRM Committee recommends the board review and provide feedback on the Crisis Communication Plan, Five-Year Marketing Plan, and marketing recommendations for the Program Excellence in Governance Award. The committee recommends continued publication of the series of articles, “What do Our Members Say?” and other articles of interest. The committee recommends removing Objective 1 –Updating the Five-Year Marketing Plan.

### **Attachments**

- 1) Final Draft Crisis Communication Plan
- 2) 2<sup>nd</sup> Article for News Digest Series –“What do Our Members Say?”
- 3) Updated Marketing Plan

## **Management's Recommendations:**

- Review and update the Five-year Marketing Plan

We agree with the Committee to remove the goal of updating the 5-year Marketing Plan. The majority of the plan is now part of staff's on-going responsibilities and distributed throughout the Strategic Plan's KRAs. A future objective for this committee would be to create a "national awareness" campaign regarding IIMC as an Organization. This would entail a budget and a plan on how to market the entire Organization.

- Develop a Crisis Communication Plan

We appreciate all the work that this committee did in comprising a Crisis Communication plan. However, Management still believes the plan, although comprehensive, is too consuming. We would still like to see a condensed, simpler version of what the committee submitted. If the Board agrees, then perhaps staff with the Policy Review Committee could work together on a variation of the current plan. As of now, this would suffice as policy with some fine tuning.

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

We appreciate the articles and publish them as they come into headquarters. The Committee needs to work to establish contact/publication list for reciprocal articles within other organizations.

- Develop marketing plan for Good Governance Award

Although we've had successful candidates submit for this Award, we agree with the committee's recommendation and objectives that this Award needs more publicity to showcase IIMC members.

## **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.

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Crisis Communication Plan -Draft

- 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:

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- 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.

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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.

# We asked our members...

*A Change Agent champions a change and through their understanding of the reasons behind its implementation, can communicate its possibilities and benefits to others. Have you experienced the excitement of being a Change Agent for your city?*

*What change(s) have you experienced? How did you manage and plan implementation and more importantly how did you show support for the change(s)?*

## and this is what you said...



**Who:** Katherine (Kay) M. Suiter, MMC, City Clerk  
**About:** 14 years as a City Clerk  
**From:** City of Ketchikan, Alaska, Region IX  
**About:** Population - 14,000  
Known as "First City" for those cruising the Inside Passage of Alaska and known for many years as the Salmon Capital of the World. Tourism Industry is also a contributor. Home Rule Government

"For many years, the City of Ketchikan has experienced much frustration at receiving project bids in a timely manner due to the difficulty of shipping (even through UPS, FedEx, etc.) on time. Many bids arrived too late for the bid opening and the City was forced to refuse many competitive bids as a result. Several years ago, I began working with the IT Department as well as departments who regularly put out contracts for bid, to alleviate this issue. Our IT Department was able to locate a vendor that worked with us to create an online bidding process. Contracting departments were queried as to what they would like to see, and their suggestions were incorporated into the process. Prior to going live, a demonstration was conducted so all departments could see how the new system was proposed to work. Additional comments were offered and incorporated to make the end product work the best it possibly could for our situation.

A potential contractor is now able to register on the City's website, be notified of available bids in their area of expertise, download the bid specifications and documents, and upload the bids electronically. The Clerk's Office is not able to access the bids until the time and date of the bid opening has passed, thus maintaining the confidentiality of the bid. Bid clearinghouse businesses are able to access a planholders list on the City's website, a document that is requested many times during the course of a bid. This process has made many happy campers out of City of Ketchikan bidders by saving them money and time during the bidding process." —Katherine M. Suiter

**Who:** Pamela Smith, MMC, City Clerk  
**About:** 28 years as a City Clerk  
**From:** City of Sanibel, Florida, Region III  
**About:** Population – 6,634  
Known for its shelling and strong legislation protecting the environment, wildlife, natural habitat, water quality, flora and fauna. Two-thirds of the island houses the 2<sup>nd</sup> most highest visited refuge in the US; the JN "Ding" Darling Federal Wildlife Refuge  
City Manager/Council Government



"Yes. In June of this year the City Clerks office and IT Department worked together to go paperless for all City Council agendas using the iPad. This required learning to work the iPad, answer questions and help City Council facilitate the iPad, and teaching other Department Directors. Also, learning the process using bookmarks and iAnnotate to make the City Council agenda packets more functional using the iPad. Recently, as last week, before the Thanksgiving holidays, I had a 958 pages document to get out via the iPad. The largest yet. Every time I put out an agenda packet via the iPad, I learn something new and who says, old dogs can't learn new tricks!" — Pamela Smith

**Who:** Lee Woodward, City Secretary

**About:** 2 years as a City Secretary

**From:** City of Huntsville, Texas, Region IV

**About:** Population – 38,548. Home Rule form of government. Headquarters of the Texas Department of Criminal Justice (the only state agency based outside of the capital of Austin); 176 years old, home of Sam Houston State University and the largest statue of an American Hero, Sam Houston (67' tall on a 10' base)

"I have only been able to implement small changes, due to my newness at the position, but the same principles apply. We have gone to not charging for Public Information (which is still not universally accepted) but I hope that I have been able to show the reasons I believe it is appropriate. We are also at the beginning of digitization, and have argued for preservation of Council audio and video. Thorough planning and discussion with those whose views and uses may differ are very helpful in preparing options for consideration.

Regardless of topic, it is important to remove emotion and deal with facts and potentials in a productive manner. If you don't support a change, it is equally important to be able to explain why. Whatever the result, you must be ready to implement as appropriate and be a productive employee. That doesn't mean you can't prepare for a reversal or the next debate, but that you do the best job you can with what has been decided in the meantime. Professionalism, irrespective of which "side" you supported, is primary." *-Lee Woodward*



**Who:** Andries Knevel, Managing Consultant for Local Governments

**About:** 5 years as a clerk plus 11 years as a City Manager

Teacher "special administrative legislation" in a vocational academy for municipal employees; city councilor; city manager; consultant, president of supervisory school board; board member of a museum, trustee on integrity, social case worker and executive manager social welfare services.

From: The Netherlands, Region XI

I worked for municipalities since 1970. And: Yes, I'm a Change Agent. Between 1978 and 1991 I was the executive manager of the social welfare department of a new town in land reclaimed from the sea, in the middle of The Netherlands. The city started at zero and when I left it had a population of just over 80,000. We built 3600 houses a year, so the growth was approximately 9,000 inhabitants each year. In the beginning my office started with four people; when I left there with more than 100 employees. The organization was actually changing all the time, adjusting to the growth of the city, the number of people that needed a social benefit, new legislation and all the major changes in the field of computers.

Between 1991 and 2002 I worked as a city manager in a city that could be characterized as "traditional." The focus was mainly on maintenance and less on development, but the Council and the Board of Mayor and Aldermen had ambitions in the field of city planning and local economy. I led the necessary changes in the field of organization, staffing, controlling, information technology, etc., including the realization of a beautiful new city hall.

Since 2002 I have been a consultant and interim manager for local governments.

A. Between 2003 and 2005 I was the quartermaster for the clerk's office in one of the Dutch municipalities. At that time the profession of the clerk was introduced by a new Municipality Act that was enacted in 2002. The aim of this law was to unbundle the duties and responsibilities of the Council on one hand and of the Board of Mayor and Aldermen on the other.

B. In 2005 and 2006 I was assigned by the Association of Dutch Municipalities. My job was to assist the municipalities and the City Councils with the renewal of local government. The new Municipality Act not only changed the relations between the Councils and Boards, but had also an impact on the relations between citizens and elected officials.

C. In 2007 I worked for the Ministry of the Interior on a commission to encourage municipalities to introduce a digital counter for their customer service centers. That included the introduction of so-called basic administrations: an information network based on the principle that information (about persons, addresses, companies, etc.) for public administrations is recorded only once and used multiple times. I studied the culture of the organizations with the aim to determine which change strategy could be expected to be the most effective.

D. Between 2007 and the end of 2009 I was the coordinating city clerk for the councils of four small municipalities who decided to amalgamate in 2010 and establish a new municipality with 45,000 inhabitants.

At this moment I'm a pensioner, but working 2 days a week on a new assignment for a cooperation between a province and 18 municipalities, in the field of integrity.

I think the summary above makes clear that I've been managing changes nearly all the time in my professional life. One with better results than others! But what I learned is that you can't change without the support of the people involved. No matter how good your plan is, if the changes are not supported by the people who have to perform, the change manager remains to be the 'locomotive that lost contact with the other carriages of the train.' It is really important that all stakeholders are aware of the need for change and that they get a realistic perspective for the future. Both, employees and decision makers, must have faith in the improvements that will occur. Not least because improvements are not infrequently accompanied by deterioration for individuals. Much attention is therefore needed to the disadvantages of the plan and the (sometimes justified or at least understandable) resistance to the intended changes." *- Andries Knevel*



**Who:** Terry Andrews, MMC, City Clerk  
**About:** 14 years as a City Clerk  
**From:** City of Loveland, Colorado, Region VIII  
**About:** Population – 65,000 – Home Rule Government

“Yes,

The City of Loveland adopted the State retention guide in 2000. In 2007 The City Clerks office took on the process of creating a Document Management Policy and procedure manuals for all Departments in the City. We have document procedure manuals for all departments, which are reviewed annually and updated as needed. We have saved \$ by consolidating shredding. We held document shredding parties annually for 3 years, while we got up to date on the retention schedule. All procedure manuals, while some processes are unique, follow the Policy standards. We created a “safe harbor” by requiring departments to destroy documents routinely to ensure there was no appearance of arbitrary or capricious destruction of official records. In 2011 we were able to fill requests quicker and continue to monitor the process for innovative and efficient opportunities.

The City Clerk’s Office established a schedule and solicited a champion from the City Manager’s office. The management team identified members from each of their departments. We had 66 stakeholders involved in the process, which reached all levels of management. We identified timelines, gave progress reports, initiated brainstorming sessions, and determined which items were for the policy level and which could be incorporated into individual manuals. This endeavor had an organizational wide impact and changed how we do business in the City of Loveland.” *-Terry Andrews*





# **INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

## **FIVE YEAR MARKETING PLAN**

**2012 - 2017**

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## **1.0 Executive Summary**

Founded in 1947, the International Institute of Municipal Clerks (IIMC) is the leading professional nonprofit association of municipal clerks and officials from cities and towns around the world. As of 2011, IIMC has approximately 9,500 members, mostly from the United States and Canadian municipalities and in about 15 other countries.

IIMC sponsors continuing education programs at its annual conference and through 46 university-based Institute programs. IIMC also offers professional certification and networking opportunities among its membership. IIMC provides research and information communicating through its monthly on-line News Digest, Web Site, Resource Center, E-Briefings (both educational and general), Facebook and other social media.

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

The Municipal Clerks Educational Foundation (MCEF) is the fundraising arm of IIMC. MCEF is a 501C3 and it provides funds for educational programs and member scholarships among its many contributions. IIMC and MCEF have a cooperative and supportive partnership.

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

### **1.1 Mission Statement**

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

## **2.0 Situation Analysis**

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

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

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

## **2.1 Market Summary**

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

### **2.1.1 Market Demographics**

**Geographics** – IIMC serves approximately 9,500 plus members in municipalities of 250 people to more than 10 million people in United States, Canada, United Kingdom, Europe, South Africa, Australia, and Asia.

**Demographics** – Membership consists of male and female members with approximately 80% to 85% of the membership being female. As of December 31, 2011, 43% had earned their Certified Municipal Clerk designation; and 7% had earned their prestigious Master Municipal Clerk designation.

**Market Behaviors** – IIMC continues to enjoy support by its members for the educational sessions offered at the annual conference or through long distance learning available on the association website, IIMC's on-line programs such as Ed2Go and a few of its Institutes that offer on-line education programs. This is evident by the number of attendees at Institutes, Academies and the Annual Conference each year.

### **2.1.2 Market Needs**

IIMC provides educational sessions and support to all of its members for the purpose of obtaining certification through the Organization. IIMC also provides access to its many services through its website and Facebook and by offering on-line distance learning opportunities for municipal clerks unable to attend Institutes or IIMC Annual Conferences.

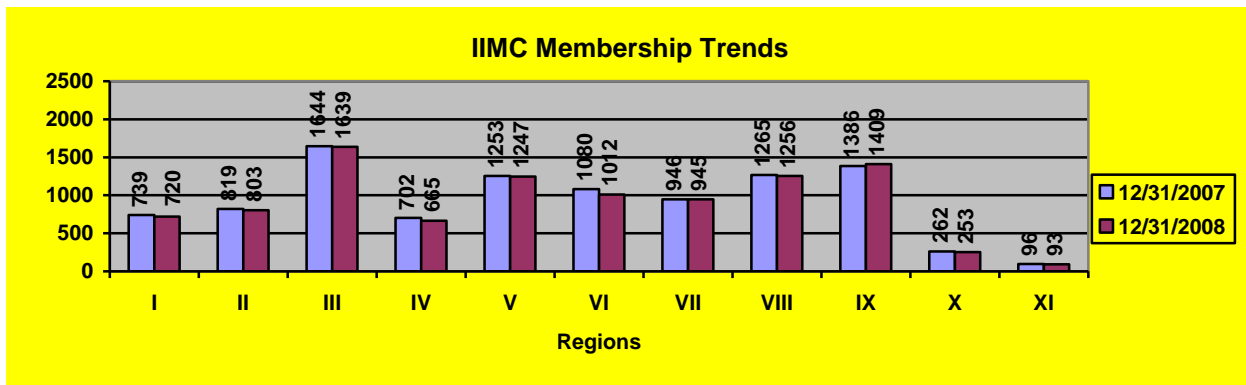
### **2.1.3 Market Trends**

The market trend since 2002 has shown membership holding steady at approximately 10,100 municipal clerks and associates. However, beginning in 2008 and continuing in 2011, IIMC has seen a decline in membership numbers due primarily to a lagging economy. There is an increased demand for more services to members via the Internet to reach members who have no access to educational programs. There is also a need to increase the awareness of IIMC with state/provincial/national associations and help build and maintain working relationships with fellow municipal organizations such as ICMA\*, ARMA\*, NAGARA\*, CoSA\* and NLC\*. IIMC's brand

needs to be marketed in these areas since IIMC members and potential members frequent these conferences.

#### 2.1.4 Market Growth

There is a significant market need for IIMC to promote its products and services to all municipalities around the world. The Board approved Strategic Plan stipulates that through December 31, 2014, IIMC will maintain a membership base of at least 9,000 members, while through December 31, 2018, IIMC will add to its total membership base 5% through new members. IIMC currently has signed affiliations with the Society of Local Council Clerks (SLCC) and the Association of Democratic Services Officers (ADSO) both in the UK; the VVG in the Netherlands, as well as other partnerships in Western Europe, Israel, and South Africa. These partnerships will expand IIMC's membership base and provide benefits to those municipal clerks in these regions. IIMC is also reviewing education programs that will be more equitable for our members in this region.



## 2.2 SWOT Analysis

### 2.2.1 Strengths

The following outlines key strengths of the organization:

- The membership
- IIMC professional staff
- Communications with state/provincial/national associations
- IIMC website
- Monthly On-line News Digest to all members
- Educational sessions at institutes, academies and regional/annual conferences
- Message board for members to utilize
- Networking opportunities
- Facebook
- Twitter

### **2.2.2 Weaknesses**

- Retaining/increasing membership
- Difficulty in meeting the educational needs of diverse international members
- Lack of available resources for IIMC staff to perform marketing duties

### **2.2.3 Opportunities**

- Continue to broaden the use of the Internet and website to reach municipal clerks in smaller communities and international communities. Increasing the opportunities on the internet needs to become a top priority, with smaller staffs and budgets it is increasingly difficult to attend seminars. As important as face-to-face interaction is, it is believed that more members will be meeting educational needs over the Internet due to technology, economy, and convenience.
- Update current publications to reflect the ever changing world of municipal clerks
- Increased communication with state/provincial/national organizations
- Provide educational sessions/institutes to meet the needs of International members
- Increase educational partnerships with state/ provincial/ international associations

### **2.2.4 Threats**

- Negative change in the economic climate could reduce the number of members applying or renewing their memberships
- Inability to reach municipal clerks in smaller municipalities

## **2.3 Services Offered**

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

## **2.4 Keys to Success**

- Adhere to performance objective in Board approved Strategic Plan to maintain a membership base of at least 9000 members through December 31, 2014, emphasizing the value in retaining existing members
- Adhere to performance objective to increase membership base by 5% by December 31, 2018
- Research and develop educational programs that meet the needs of today's clerks around the globe
- Consider expanding the recognition of IIMC to other affiliates while maintaining cooperative partnerships with IIMC Institutes



- Increase communication to members by encouraging all Region Directors to communicate directly and consistently to their respective membership in the form of a letter or newsletter
- Promote value of IIMC professional designations

## **2.5 Focus Areas**

IIMC has significant strengths and has identified areas to improve, as well as defined a Strategic Plan. IIMC has many opportunities to experience growth in the next five years while continuing to improve the solid financial position. Continued focus to capture those non-member municipal clerks via advertising, publications, mailings and the website is important. IIMC has the ability to continually offer exceptional educational sessions to the membership.

### **Focus Areas:**

- Continue to offer programs that benefit all municipal clerks
- Continue to communicate to public officials the value of IIMC membership, designations and how membership will be a benefit to the community
- Increase communication by Region Directors to the membership
- Retention of current members and attracting new members

## **3.0 IIMC 5 Year Marketing Plan Action Steps**

### **Year 1 (2012-2013)**

- Review current Five Year Marketing Plan and revise with current and accurate statistics, focus on positives, and align with board approved Strategic Plan
- Focus on maintaining current membership and increasing towards goal of 5% by 2018
- Implement membership campaign pending Board approval
- Continued promotion/marketing of Municipal Clerks Week in May
- Continue to update power point presentation as a marketing tool to be used at conferences, institutes and seminars every other year (with Membership Committee)
- Continue “Region of the Month” Program to highlight region and recruit new members (with Membership Committee)
- Promote/market IIMC’s ideals to other professional organizations (ICMA, NLC, ARMA etc.)-develop clerk articles for each associations’ publications
- Review current and past marketing strategies
- Assist other IIMC Committees to achieve their goals and objectives

### **Year 2 (2013-2014)**

- Increase membership by 1% in all regions
- Review current and past marketing activities; update the *revised* 5 year Marketing Plan

- Research an increase in the membership fee schedule
- Review website development and upgrade if necessary

### **Year 3 (2014-2015)**

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

### **Year 4 (2015-2016)**

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

### **Year 5 (2016-2017)**

- Increase membership by 1% in all regions
- Review of website to see if it meets needs of membership
- Revamp of marketing materials
- Review and update 5 year Marketing Plan

### **\*Acronyms:**

ICMA – International City/County Managers Association

NAGARA – National Association of Government Archives and Records Administrators

ARMA – Association of Record Managers and Administrators

CoSA – Council of State Archivists

NLC – National League of Cities

### **Acknowledgements**

Chris Shalby, IIMC Executive Director

2009 Public Relations and Marketing Committee

2011 Public Relations and Marketing Committee

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**TO:** Board of Directors

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

**DATE:** May 19, 2012

**SUBJECT:** Annual 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), Stephanie Kalasz (Board Liaison) and Chris Shalby (Staff Liaison).

### **DISCUSSION**

Since its inception one year ago, the Committee has met via conference call three times and discussed a variety of topics, including but not limited to, the following:

- The need for a standing 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
- Broader application issues including elections, FOIA, legal notices, open meetings laws, electronic records retention and requests, and unfunded mandates

In addition, the Committee created a guiding principles document (attached) which sets forth the (1) Value of Creating a Legislative Standing Committee, (2) Scope of Work for the Committee, (3) Policy Statement for the Committee, and (4) List of Common Issues/Topics Areas.

Currently, the Committee is in the process of conducting an inventory of legislation-related processes in the different regions and states. This information is being gathered through regional assessments as background to help the Committee better understand and develop a frame of reference for its ongoing work. The Committee is also in the process of developing a legislative reference sheet for its members with the relevant information (i.e., contact information for state and regional legislative resources, etc.).

## **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, the Ad Hoc Legislative Committee has been busy over the last year 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**

Based on the above, the Ad Hoc Legislative Committee respectfully requests standing committee status and retention of the current Committee membership to ensure consistency in its early stages of development.

## **MANAGEMENT'S RECOMMENDATION**

Having been on several teleconferences this past year with this Committee, this is an engaged and dedicated group of members who are connecting with their own states on legislation, and believe they have value to offer IIMC members. We agree and support their recommendation that this become a standing committee and retaining its current members to continue improving on the momentum they've built to date. The ensuing guiding principles creates a good argument for what the committee is proposing.

## **IIMC LEGISLATIVE COMMITTEE – GUIDING PRINCIPLES**

### **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 Board of Directors

**From:** Mary Lynne Stratta, Chair  
Associate Member Task Force

**Date:** April 5, 2011

**Subject:** Associate Member Task Force and Recommendations

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## Background:

IIMC President Colleen Nicol appointed a Task Force to study the issue of whether or not IIMC associate members should be allowed to obtain the CMC and MMC designations from IIMC. Currently, associate members are not permitted to obtain certification from IIMC. Active members of the Task Force were as follows:

Sandra Watkins, City Secretary, Deer Park, Texas  
Nancy Vincent, City Clerk, Thornton, Colorado  
Nick Randle, CEO, SLCC, U.K.  
Tony Russell, Corporate Services/Authority Clerk, San Diego County Regional Airport Authority  
Susie Corbitt, City Clerk/Collector, Polo, Illinois  
Lori McWilliams, Village Clerk, Tequesta, Florida  
Stephanie Kelly, City Clerk, Charlotte, North Carolina  
Mary Lynne Stratta, City Secretary, Bryan, Texas

## Discussion

The Task Force began its work by having healthy discussions about the current certification process for members and the various categories of IIMC membership in general. Below is an excerpt from the IIMC Constitution that sets out the various membership classifications:

### **ARTICLE III MEMBERSHIP**

**A. Membership Classes:** The following membership classes are hereby established:

1. Full Member
2. Additional Full Member
3. Associate Member
4. Corporate Member
5. Honorary Member
6. Retired Member

### **B. Definitions of Membership Classes**

1. **Full Member:** Municipal Clerks, City Secretaries, Records, Legislative Administrators, Directors of Corporate, Business, or Administrative Services, and/or those with similar

titles who serve Legislative Governmental Bodies in administrative capacities with management responsibilities and duties including four of the following:

- a. General management;
- b. Meeting administration;
- c. Financial management;
- d. Stewardship of by-laws, articles of incorporation, ordinances, resolutions and other legal instruments;
- e. Custody of the official seal and execution of official documents;
- f. Records management;
- g. Human resources;
- h. Elections administration.

There shall be only one Full Member from each Legislative Governmental Body.

2. **Additional Full Member: Individuals** meeting the Full Member criteria who serve a Legislative Governmental Body represented by a Full Member. There shall be no limit to the number of additional full members from a Legislative Governmental Body.
3. **Associate Member:** Individuals in transition between Legislative Governmental Body positions or persons employed by a Legislative Governmental Body who do not meet Full Member criteria.
4. **Corporate Member:** Corporations, associations or other business entities or individuals desiring to assist IIMC in the accomplishment of its Mission and Purpose.
5. **Honorary Member:**
  - a. Past Presidents upon retirement or upon assumption of positions with Legislative Governmental Bodies other than Municipal Clerk. All nominations for Honorary Membership from this category shall be presented to the Board of Directors for consideration of Honorary Membership status. There shall be no limit to the number of Past Presidents awarded Honorary Memberships in a given year.
  - b. Persons so designated by the Board of Directors who have made significant and exemplary contributions to IIMC and the profession. Only one Honorary Membership may be awarded from this category per year.
6. **Retired Member:** Individuals who were designated as Full, Additional Full or Associate Members prior to retirement.

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During these discussions, questions evolved as to the scope of work the Task Force was actually to focus upon. Clarification was obtained from President Nicol that the Task Force was to limit its scope of work to simply the question of whether or not associate members should be allowed to certify, and not to address categories of membership (such as adding additional membership classifications) or any other privileges of associate members (such as voting privileges). With the scope of work clearly articulated, the Task Force set about its work.



We agreed membership and partner input was necessary in order for us to formulate a recommendation to the Board. A subcommittee of the Task Force developed wording for the proposed survey questions to be posed to the membership. It was agreed individual members would be asked to identify their membership classification. Another subcommittee recommended to the Task Force the groups to be surveyed. The Task Force agreed that we wanted input from the membership, institute directors and state/provincial/national associations. It was decided staff would utilize the Zoomerang survey instrument to communicate the survey electronically to IIMC members. Accordingly, Membership Services Director Janis Daudt sent the survey instrument electronically to 8,620 members. (Associations were asked to share the survey with members in their state/areas that did not have email access.) Ms. Daudt reported that 2,372 members responded to the survey, while 594 viewed the survey but did not respond. Members were given about a month to respond. Several email reminders to respond were generated by IIMC staff. Results of the membership survey are as follows:

Question 1: Currently, IIMC defines associate members as "individuals in transition between Legislative Governmental Body (LGB) positions OR persons employed by a Legislative Governmental Body who do not meet the Full Member Criteria." This category of membership cannot currently apply for certification(s). With this definition and information in mind: Should a constitutional amendment be put forth to allow associate members in transition between Legislative Government Bodies OR persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC?

Responses:

|       |       |      |
|-------|-------|------|
| Yes   | 1,373 | 58%  |
| No    | 982   | 42%  |
| Total | 2,355 | 100% |

Question 2: Should an Associate Member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in their employment status forces their membership classification to change to Associate Member?

Responses:

|       |       |      |
|-------|-------|------|
| Yes   | 2,054 | 87%  |
| No    | 307   | 13%  |
| Total | 2,361 | 100% |

Question 3: What is your member type?

Responses:

|                             |       |      |
|-----------------------------|-------|------|
| Full Member                 | 1,867 | 79%  |
| Additional Full Member      | 253   | 11%  |
| Associate Member            | 99    | 4%   |
| Associate Member in Transit | 9     | 0%   |
| Honorary Member             | 5     | 0%   |
| Retired Member              | 125   | 5%   |
| Total                       | 2,358 | 100% |

The Zoomerang report of the membership survey is attached for your review. Also attached is a listing of comments submitted by members related to the survey.

Please note that the initial survey went out electronically without the introductory statement the Task Force had formulated to begin the survey. IIMC staff did send the statement out with appropriate modifications via email within two days of the survey distribution, but there was some concern expressed by the Task Force members that this accidental oversight may have slightly impacted the survey results by not affording members the reason why the questions were being posed. The introductory sentence read: "At the IIMC Board of Directors' direction, President Colleen Nicol appointed a special Task Force to survey the IIMC membership and partners about associate member privileges, specifically whether associate members should be allowed to obtain IIMC's CMC and MMC certifications in the future. The Task Force formulated the following questions and would appreciate your response by March 23." However, this introductory statement was included in the survey sent to institute directors and associations.

The institute directors were also sent the survey questions via their email list serve and asked to respond. A reminder was sent out soliciting their input. Results of institute director response are as follows:

Sixteen institute directors responded. Of those responding, 12 responded "yes" to Question 1, 2 responded "yes" with comments, and 2 responded "no". As to Question 2, 14 of the 16 responded "yes" while 2 responded "no". A report of institute director responses is also attached for your perusal.

Responses:

Question 1:

|                   |    |
|-------------------|----|
| Yes               | 12 |
| Yes with comments | 2  |
| No                | 2  |

Question 2:

|     |    |
|-----|----|
| Yes | 14 |
| No  | 2  |

The subcommittee charged with gathering input from state/provincial/national associations placed phone calls to many associations when responses were sluggish. Due to their diligence, responses were received from 25 of the 46 associations contacted via email and phone. Response from associations is as follows:

Responses:

Question 1:

|             |    |
|-------------|----|
| Yes         | 16 |
| No          | 8  |
| No Response | 1  |

Question 2:

|             |    |
|-------------|----|
| Yes         | 21 |
| No          | 2  |
| No response | 1  |

It was noted that several associations responded that their board members had individually responded to the survey and did not respond as an association. Task Force members placing phone calls to the state presidents explained that responses were wanted from associations as a body, in addition to individual member responses.

Also attached behind the association response summary is a report of the comments submitted by the various associations that did respond, as prepared by the Task Force subcommittee.

President Nicol also asked that we ask the Program Review and Certification Committee for its position on the survey questions. Accordingly, the Task Force Chair approached the Program Review and Certification Committee Chair with this request. The PRC Chair promptly sent out a request for her committee members to respond. The PRC Committee position indicates that the Committee does not favor putting forward a constitutional amendment and that associate members should not be allowed to certify. A copy of the communication received from the PRC Chair is attached, with comments submitted by PRC members.

To summarize the input and feedback, it appears that a majority of responses favor putting forth a constitutional amendment relative to allowing certification in both scenarios posed by Questions 1 and 2. For those who disagreed, the comments received from members, associations, the Program Review and Certification Committee, and institute directors indicate the most concern seems to be focused on a "watering down" of the prestige of the CMC and MMC designations by allowing those individuals with no "clerk" experience to certify; and that only full or additional full members who have performed the core duties should be able to certify as "clerks". Again, the documents attached contain the full content of comments received for the Board's perusal.

## **Financial**

There has been no financial impact to IIMC due to the Task Force's work, other than the cost of the teleconferences held. The Zoomerang survey was done at no cost to IIMC. Task Force members calling individual state associations absorbed the cost of those calls. The institute directors were surveyed via their already existing list serve.

## **Summary**

In summary, the Task Force believes that response to the survey was adequate to formulate a recommendation to the Board of Directors, which follows.

## **Recommendation**

Based upon the survey response from members, institute directors, associations and the Program Review and Certification Committee, it is the Task Force's recommendation that the IIMC Board of Directors proceed with submitting to the IIMC membership a proposed constitutional amendment that would pose the question as to whether or not associate members should be allowed to obtain CMC and MMC designations from IIMC. It should be noted that several members of the Task Force personally disagreed with allowing associate members to certify. Some Task Force members disagreed with question one, but supported question two. However, again, based upon responses received, the Task Force felt it was right and appropriate to recommend to the Board that it consider putting forth the constitutional amendment.

The Task Force, in keeping with our scope of work, does not recommend constitutional amendments that would alter the membership classification structure or change any other membership privileges granted to associate members. It is also our recommendation that this Task Force be kept in place during the 2012-2013 year in order to allow us to review any proposed constitutional amendments relative to this assignment, should the Board of Directors agree to bring forward said constitutional amendments. The Task Force recommends that any proposed constitutional amendment be carefully worded to only impact

the certification question and that this issue be carefully studied by the Elections Committee, Policy Review Committee and this Task Force prior to publication of the proposed amendment as required by the IIMC Constitution. Further, this Task Force would like to recommend that full and complete information and data, including our initial introductory statement, be shared with the membership prior to the vote on the constitutional amendment. We recommend that the survey results be shared with the membership and that any constitutional amendments the Board decides to take forward to the membership include an explanation of our membership types and privileges, the history of associate member privileges, and all information that could assist our members in casting their ballots on this important topic. The Task Force would like to ensure members are fully informed that in order to currently hold a Full Member status and obtain certification, they must perform at least four of the eight core management responsibilities and duties as outlined in the IIMC Constitution, Article III B 1.

Lastly, I thank President Nicol and the IIMC Board of Directors for your trust in allowing me to chair this venture, and I thank the Task Force members for their hard work and thoughtfulness regarding our work assignment.

Enclosures:

Zoomerang Membership Survey Results  
Member Comments Received in Response to Zoomerang Survey  
Institute Director Response to Survey Questions  
Summary of State/Provincial/National Association Responses  
Comments Received From Associations  
Program Review and Certification Committee Response

**Management's Recommendations:**

Since staff initially brought these questions to the Board, we agree with the Task Force's findings to bring forth Constitutional Amendments for 2013 regarding the proposed changes to Associate Members and Certification. We also agree that the Task Force should be kept intact for 2012 and 2013 to oversee the language of the proposed Amendments and that the Amendments are distributed without ambiguity. There is no financial burden on proposing the Amendments to the membership.

## IIMC Member Survey - Associate Membership

### Results Overview





Date: 3/26/2012 9:08 AM PST

Responses: Completes

Filter: No filter applied



1.

Currently, IIMC defines associate members as "Individuals in transition between Legislative Governmental Body (LGB) positions OR persons employed by a Legislative Governmental Body who do not meet the Full Member criteria." This category of membership cannot currently apply for certification(s). With this definition and information in mind: Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies OR persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC?

|       |   |      |      |
|-------|---|------|------|
| Yes   |  | 1373 | 58%  |
| No    |  | 982  | 42%  |
| Total |   | 2355 | 100% |





2.

Should an Associate Member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to Associate Member?

|       |   |      |      |
|-------|---|------|------|
| Yes   |   | 2054 | 87%  |
| No    |  | 307  | 13%  |
| Total |   | 2361 | 100% |

3.

What is your Member Type

|                             |   |      |      |
|-----------------------------|---|------|------|
| Full Member                 |  | 1867 | 79%  |
| Additional Full Member      |  | 253  | 11%  |
| Associate Member            |  | 99   | 4%   |
| Associate Member In Transit |   | 9    | 0%   |
| Honorary Member             |   | 5    | 0%   |
| Retired Member              |  | 125  | 5%   |
| Total                       |   | 2358 | 100% |

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## COMMENTS RECEIVED FROM MEMBERS RESPONDING TO ONLINE SURVEY

I've taken the survey and although I said yes I believe that there needs to be stipulations. An individual who has a masters degree from a college who wants to attend a seminar or conference or two and then apply for certification based on "college degrees" should not be allowed to obtain their certifications in that manner. They (individuals who are not employed in a clerk's office) should have to attend the full range of seminars and institutes obtaining the required "points" to become certified. Outside education should only be minimally allowed or not at all. (end of comment)

It's not nice to have a survey that doesn't allow for comment. Question #2. I voted No, but .....If they lost their position because of budgetary cutbacks, etc... I would be OK with it, however; if they were terminated for cause, I don't think they should be able to use or pursue their CMC/MMC Certification without undergoing a panel review. I realize sometimes these terminations are politically generated (name removed), however; we had a clerk in XX who has used her CMC to gain appointments in both XX and XX and has been terminated several times for misconduct. What review process is there to protect the credibility of the designation? (end of comment)

(Note: On comment above, name and states deleted to protect identity of individual.)

Finally had a moment this morning to complete the survey – I appreciate the fact you're putting the question out there to members, but it does concern me a little because I feel really strongly about the fact that only people who are doing the work of a municipal clerk should receive certification as a municipal clerk. If I had been a municipal clerk for all the time I have been (and didn't have my certification yet but had been working on it) I would not expect to continue to work towards it even if I wasn't employed as a municipal clerk any longer – I would hope the certification is awarded to members who have done the work WHILE they're doing the certification work. I do not have a college degree, and so the certification is very important to me – as an *addition* to the time I have spent doing the job for the various municipalities (and county) that I have. (I was in business college when I got my first job with a city, and even my teachers said I'd be crazy to stay in school with the opportunity as presented....thus no degree!) I would hate to compete for a job with others who have never actually been a municipal clerk – or who haven't done the job recently. Thanks again, will be interesting to see how others feel! (end of comment)

I think an associate member in transition should be able to pursue their certification and continue their continuing education towards the goal of becoming a "certified" full member. The use of the CMC or MMC designation should be restricted to full members. (end of comment)

I appreciate the survey and have taken it, but find it is a bit vague. I do not believe that someone who does not meet the criteria should obtain a CMC or MMC designation, but should be able to pursue it, working towards such time when they do meet the criteria. I believe that given the time, effort and cost as a Full or Additional Full Member one has actively invested in pursuing a CMC or MMC designation that they should be allowed to obtain their certification if they do meet the criteria having worked in the capacity of it, even with an employment status classification change. I also believe this should be void of all and any discrimination of all and any kind by one individual over another. This is where an exam to obtain the certification may prove more creditable. (end of comment)

Janis: Thank you for the opportunity to complete the survey. However, the questions did not fully address my concerns, especially. I have no problem with individuals wanting to learn more about our profession and honing their skills. However, I do have a problem with awarding certification as a Certified

Municipal Clerk or Master Municipal Clerk, if they do not, in fact, hold that position, or *at least work in local government*. My recommendations are:

1. Points earned are held for a specified amount of time. If the person then becomes employed in the field, they may apply those points towards certification. I think this should apply only for CMC designation. Points for MMC should not be given until the person is actually doing the work and has attained the CMC.
2. Consider the creation of different and separate certifications . . . maybe a Fellow or Associate CMC or Associate MMC.

Thank you for the opportunity to express my concerns. (end of comment)

Completed but I found your second question confusing because if someone is an Associate Member, was a full member, changed jobs, and wants to remain an Associate Member? So I answered no because they are already an Associate Member so I didn't see any change. (end of comment)

I would like to receive survey results! (end of comment)

I filled out the survey but just wanted to say that I think I would prefer allowing an associate member to get a CMC only, not an MMC. (end of comment)

I planned on participating before March 23<sup>rd</sup>, thanks for the reminder. Those were difficult questions. Thank you for allowing me to participate. (end of comment)

Thank you for inviting me to participate in your survey. (end of comment)

I have long supported the inclusion of Associate Members for IIMC's CMC designation. There are many agencies where the Clerk's Office is minimally staffed and the Clerk is the sole support of the legislative governing body but there are also many large agencies such as the Santa Clara Valley Water District that has a team of individuals that provide administrative support to the Clerk of the Board and legislative governing bodies, and in many instances perform or assist with the Clerk's responsibilities. Myself and another team member here at the District have worked in the Office of the Clerk of the Board for 10+ years and during that time we have both served extended temporary terms as the Acting Deputy Clerk of the Board in a supervisory capacity to oversee the Clerk's Unit while managing the agenda program and the Districts records. We also performed other duties in support of the Clerk of the Board and legislative governing body including serving as recording clerk during Board meetings, and administering or assisting with administration of elections, managing annual conflict of interest filing and assisting with budget management. In our agency, it is important that staff in a Clerk's Office be highly skilled, cross-trained and able to execute a wide range of duties in support of our legislative governing body, including serving as the Clerk of the Board and Deputy Clerk as needed. I myself completed the CEPO training program in 2008 which along with my work experience made me eligible for CMC designation but because I do not hold the title of a Clerk or Deputy Clerk I am denied certification. I highly support IIMC amending its constitution to include CMC designation for Associate Members who: 1) Perform or assist in performing work in support of a legislative governing body, 2) Have meet educational requirements for CMC designation; and 3) Have worked in a Clerk's Office setting for five (5) years or longer. Additionally, certifying Associate Members would increase IIMC membership numbers, promote education to become a certified clerk, and create a larger pool of certified candidates to fill positions in municipalities and special districts that will become available in the future due to retirement of senior staff. (end of comment)

Well, Miss Janis, since you asked so nicely (both the first email and this reminder email), I finally decided that maybe my opinion as a retired clerk did matter and completed/submitted the survey. (end of comment)



## INSTITUTE DIRECTOR RESPONSE SURVEY REGARDING ASSOCIATE MEMBERS

Currently, IIMC defines associate members as “Individuals in transition between Legislative Governmental Body positions or persons employed by a Legislative Governmental Body who do not meet the Full Member criteria.” This category of membership cannot currently apply for certification(s). With this definition and information in mind:

**Q 1.** Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies or persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC? Yes or No?

**Q 2.** Should an associate member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to associate member? Yes or No?

| <u>ID</u>      | <u>RESPONSE Q1</u>  | <u>RESPONSE Q2</u> |
|----------------|---|--------------------|
| Nevada         | Yes   | Yes                |
| North Carolina | Only those in transition b/w jobs   | Yes                |
| Colorado       | Yes   | Yes                |
| New Jersey     | Yes   | Yes                |
| Iowa           | Yes, but wants different certification designation other than CMC or MMC. | No                 |
| Texas          | Yes   | Yes                |
| Minnesota      | Yes   | Yes                |
| Arizona        | Yes   | Yes                |
| Wisconsin      | Yes   | Yes                |
| New Mexico     | Yes   | Yes                |
| Utah           | Yes   | Yes                |
| Georgia        | Yes   | Yes                |
| California     | Yes   | Yes                |
| Montana        | Yes   | Yes                |

|          |   |     |
|----------|---|-----|
| Nebraska | No  | No  |
| Florida  | No (concerns about watering<br>down certification; if for revenue,<br>then not a good basis for change) | Yes |

## Results of IIMC State Provincial and National Association Survey

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**Question #1:** Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies or persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC?

Total number of contacts made: 46

Number of responses received: 25

Yes: 16

No: 8

No response: 1

**Question 2:** Should an associate member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to associate member?

Total number of contacts made: 46

Number of responses received: 24

Yes: 21

No: 2

No response: 1

Several Associations made specific comments and rather than editing those and run the risk of not summarizing them accurately, those specific comments have been included.

While the members of the Subcommittee hoped for a higher turn-out, considering the confusion between our survey and the survey sent out to all IIMC members I think we received a pretty good response since it was just slightly over 50%.

| NAME                    | STATE | PHONE NUMBER            | Q1<br>Agrees/<br>Disagrees | Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies OR persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC?   |
|-------------------------|-------|-------------------------|----------------------------|--|
| Kacie L. Paxton, MMC    | AK    | (907) 228-6605          |                            |  |
| Gina Antolini, MMC      | AL    | (205) 669-5801          | Agrees                     | Many cities prefer CMC certification before hire and there'd be no way anyone could get the job without any certification. The certification proves the applicant actually got education into the legalities of the job and should be able to pursue the designation even though they are not actually a clerk or assistant clerk.   |
| Diane K. Whitbey, CMC   | AR    | (501) 340-5320          |                            |  |
| Lu Anne Frost, MMC      | AZ    | (928) 368-8696<br>X 224 | Agrees                     | People leave employment for various reasons. If they want to be a part of IIMC, they should be allowed. They would need to have experience to get the certification.   |
| Shirley Concolino, MMC  | CA    | (916) 804-2544          |                            |  |
| Nancy Varra, MMC        | CO    | (303) 335-4571          | Agrees                     | Three individual responses from the Association. Two agree, one disagrees  |
| Joyce P. Mascena, MMC   | CT    | (860) 652-7620          | Disagrees                  | If you are not a full-fledge member, then you should not be able to pursue the designation.  |
| Nicole Armour           | DE    | (302) 697-2966          |                            |  |
| Barbara A. Estep, MMC   | FL    | (305) 795-2207          | Disagrees                  | There appears to be a very strong concern with providing the same level of access to IIMC certification (CMC and MMC) to Associate members as is offered to Full Members. Much of the concern appears based around the potential for watering down the criteria and intent of the certification by opening up Certification to those that are not necessarily dedicated to a career in Municipal Government. |
| Ursula G. Lee           | GA    |                         |                            |  |
| Laura Schaefer          | IA    | (712) 792-1000          | No response                | Don't have a response  |
| Kent Rock               | ID    | (208) 384-3784          |                            |  |
| Brian L. Ruch, MMC      | IL    | (217) 323-3110          |                            |  |
| Kay A. Brown, MMC       | IN    | (219) 261-2523          |                            |  |
| Kerry L. Rozman, MMC    | KS    | (785) 632-5454          | Disagrees                  |  |
| Susan Lamb, MMC         | KY    | (859) 258-3241          | Disagrees                  | If an associate was allowed to become certified then that could cause conflict within a work area  |
| Mary O. Vice, CMC       | LA    | (337) 589-7453          |                            |  |
| Anna M. Farrell, CMC    | MA    | (978) 345-9592          |                            |  |
| Wendy Houle, MMC        | MA    | (413) 665-1442          | Agrees                     |  |
| Donna M. Hooper, CMC    | MA    | (781) 862-0500          |                            |  |
| Douglass A. Barber, CMC | MD    | (301) 985-5009          |                            |  |

| NAME                     | STATE | PHONE NUMBER            | Q1<br>Agrees/<br>Disagrees | Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies OR persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC? |
|--------------------------|-------|-------------------------|----------------------------|--|
| Joel H. Hondorp, CMC     | MI    | (616) 878-9104          | Agrees                     |  |
| Sandra R. Langley, CMC   | MN    | (218) 546-5021          | Agrees                     |  |
| Diane S. Monteleone, MMC | MO    | (636) 343-2080          | Disagrees                  | Those going fro certification should meet full member criteria   |
| Angela Bean              | MS    | (601) 825-5021          |                            |  |
| Carolyn Schmoeckel, CMC  | MT    | (406) 654-1251          | Disagrees                  |  |
| Jeanette Deese, CMC      | NC    | (252) 728-8580          | Agrees                     |  |
| Sherry L. Scoggins, MMC  | NC    | (919) 553-5002          | Agrees                     | Yes, such designations can only help those individuals both gain employment and provide quality service  |
| Penny Nostdahl, CMC      | ND    | (701) 228-3232          |                            |  |
| Vanee Kay Holtmeier, CMC | NE    | (402) 724-2525          | Agrees                     |  |
| Patricia Piecuch, CMC    | NH    | (603) 589-3002          |                            |  |
| Andrew J. Pavlica, MMC   | NJ    | (973) 340-2001          | Agrees                     |  |
| Reneé Cantin, CMC        | NM    | (575) 439-4205          | Agrees                     |  |
| Shanell M. Owen, MMC     | NV    | (775) 777-7126          | Agrees                     | With a time frame to meet the criteria. This would help them be more promotable.   |
| Daniel P. Borchert, MMC  | NY    | (716) 542-9636<br>X 203 |                            |  |
| Cindy Goliber            | NY    | (315) 265-3430          |                            |  |
| Margaret A. Murphy, MMC  | OH    | (419) 335-1511          | Disagrees                  | Like that many interested CMC/MMC reserved for those in clerk's profession, namely full members. Takes away from prestige of certification.  |
| Beverly McManus, CMC     | OK    | (405) 769-5673          |                            |  |
| Tori Barnett, MMC        | OR    | (541) 881-3232          |                            |  |
| Cheryl A. Fernstrom, CMC | RI    | (401) 423-9800          | Agrees                     | Three individual responses from the Association. Two agree, one disagrees  |
| Rebecca Brunsing         | SD    | (605) 384-3741          |                            |  |
| Lanaii Y. Benne, CMC     | TN    | (615) 791-3217          |                            |  |
| LeAnn Gallman, MMC       | TX    | (806) 272-4528          | Disagrees                  | We need to remember who trying to serve - profession of City Clerk/Secretary, etc.   |
| Nancy Dean, MMC          | UT    | (801) 525-2710          |                            |  |

| NAME                        | STATE | PHONE<br>NUMBER | Q1<br>Agrees/<br>Disagrees | Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies OR persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC? |
|-----------------------------|-------|-----------------|----------------------------|--|
| Tammy W. Newcomb, CMC       | VA    | (434) 848-3107  | Agrees                     | Yes based on two responses, not full Board - have asked for responses again as of 3/22 but not received  |
| Sandra Pinsonault, CMC      | VT    | (802) 362-1178  |                            |  |
| Treva J. Percival, MMC      | WA    | (253) 581-8066  |                            |  |
| Anne B. Uecker, MMC         | WI    | (414) 481-2300  | Agrees                     |  |
| Diane J. Hermann-Brown, MMC | WI    | (608) 837-2511  |                            |  |
| Sondra Hewitt               | WV    | (304) 845-3394  |                            |  |
| Catherine Cundall, CMC      | WY    | (307) 836-2335  | Agrees                     | WAMCAT about education for appointed officials as well as elected officials serving in any capacity, regardless of what legislative body they are serving in.  |
|                             |       |                 |                            |  |
|                             |       |                 | 16                         | TOTAL AGREE  |
|                             |       |                 | 8                          | TOTAL DISAGREE   |
|                             |       |                 | 1                          |  |
|                             |       |                 |                            |  |
|                             |       |                 | 25                         | TOTAL RESPONSE   |
|                             |       |                 | 46                         | TOTAL # OF ASSOCIATIONS  |

| NAME                    | STATE | PHONE<br>NUMBER         | Q2<br>Agrees/<br>Disagrees | Should an associate member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to associate member? |
|-------------------------|-------|-------------------------|----------------------------|---|
| Kacie L. Paxton, MMC    | AK    | (907) 228-6605          |                            |   |
| Gina Antolini, MMC      | AL    | (205) 669-5801          | Agrees                     | There are so many circumstances why a person might need to change jobs or take an indefinite leave and his/her education and certification should not be interrupted or prevented because of that.  |
| Diane K. Whitbey, CMC   | AR    | (501) 340-5320          |                            |   |
| Lu Anne Frost, MMC      | AZ    | (928) 368-8696<br>X 224 | Agrees                     | They have one retired member trying to get an MMC.  |
| Shirley Concolino, MMC  | CA    | (916) 804-2544          |                            |   |
| Nancy Varra, MMC        | CO    | (303) 335-4571          | Agrees                     | Three individual responses from the Association. All three agree.   |
| Joyce P. Mascena, MMC   | CT    | (860) 652-7620          | Agrees                     | Allowing them to finish their certification may give them the edge to secure another position in the field. Also, training money is hard to come by. If someone already has training toward a certification, they should be allowed to finish it.   |
| Nicole Armour           | DE    | (302) 697-2966          |                            |   |
| Barbara A. Estep, MMC   | FL    | (305) 795-2207          |                            |   |
| Ursula G. Lee           | GA    |                         |                            |   |
| Laura Schaefer          | IA    | (712) 792-1000          | No<br>response             | Don't have a response   |
| Kent Rock               | ID    | (208) 384-3784          |                            |   |
| Brian L. Ruch, MMC      | IL    | (217) 323-3110          |                            |   |
| Kay A. Brown, MMC       | IN    | (219) 261-2523          |                            |   |
| Kerry L. Rozman, MMC    | KS    | (785) 632-5454          | Agrees                     |   |
| Susan Lamb, MMC         | KY    | (859) 258-3241          | Agrees                     | If an associate had started pursuing their certification prior to this Constitutional amendment then they should not be penalized from completing it.   |
| Mary O. Vice, CMC       | LA    | (337) 589-7453          |                            |   |
| Anna M. Farrell, CMC    | MA    | (978) 345-9592          |                            |   |
| Wendy Houle, MMC        | MA    | (413) 665-1442          | Agrees                     |   |
| Donna M. Hooper, CMC    | MA    | (781) 862-0500          |                            |   |
| Douglass A. Barber, CMC | MD    | (301) 985-5009          |                            |   |

| NAME                     | STATE | PHONE NUMBER            | Q2 Agrees/ Disagrees | Should an associate member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to associate member? |
|--------------------------|-------|-------------------------|----------------------|---|
| Joel H. Hondorp, CMC     | MI    | (616) 878-9104          | Agrees               |   |
| Sandra R. Langley, CMC   | MN    | (218) 546-5021          | Agrees               |   |
| Diane S. Monteleone, MMC | MO    | (636) 343-2080          | Disagrees            | Each individual should meet the full member criteria.   |
| Angela Bean              | MS    | (601) 825-5021          |                      |   |
| Carolyn Schmoeckel, CMC  | MT    | (406) 654-1251          | Agrees               |   |
| Jeanette Deese, CMC      | NC    | (252) 728-8580          | Agrees               |   |
| Sherry L. Scoggins, MMC  | NC    | (919) 553-5002          | Agrees               | Yes, progress made toward certification is hard-earned. Education cannot be taken from you, why should the opportunity to reach your goal be retracted?   |
| Penny Nostdahl, CMC      | ND    | (701) 228-3232          |                      |   |
| Vanee Kay Holtmeier, CMC | NE    | (402) 724-2525          | Agrees               |   |
| Patricia Piecuch, CMC    | NH    | (603) 589-3002          |                      |   |
| Andrew J. Pavlica, MMC   | NJ    | (973) 340-2001          | Agrees               |   |
| Renee Cantin, CMC        | NM    | (575) 439-4205          | Agrees               |   |
| Shanell M. Owen, MMC     | NV    | (775) 777-7126          | Agrees               | with a time frame to meet the criteria. This would help them to be more employable.   |
| Daniel P. Borchert, MMC  | NY    | (716) 542-9636<br>X 203 |                      |   |
| Cindy Goliber            | NY    | (315) 265-3430          |                      |   |
| Margaret A. Murphy, MMC  | OH    | (419) 335-1511          | Agrees               | Feel former "full member or additional full member" who has started and wants to finish after left job should be allowed to continue classes for certification.   |
| Beverly McManus, CMC     | OK    | (405) 769-5673          |                      |   |
| Tori Barnett, MMC        | OR    | (541) 881-3232          |                      |   |
| Cheryl A. Fernstrom, CMC | RI    | (401) 423-9800          | Agrees               | Three individual responses from the Association. All three agree.   |
| Rebecca Brunsing         | SD    | (605) 384-3741          |                      |   |
| Lanaii Y. Benne, CMC     | TN    | (615) 791-3217          |                      |   |
| LeAnn Gallman, MMC       | TX    | (806) 272-4528          | Disagrees            | We need to remember who trying to serve - profession of City Clerk/Secretary, etc.  |
| Nancy Dean, MMC          | UT    | (801) 525-2710          |                      |   |



| NAME                        | STATE | PHONE NUMBER   | Q2<br>Agrees/<br>Disagrees | Should an associate member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to associate member?  |
|-----------------------------|-------|----------------|----------------------------|--|
| Tammy W. Newcomb, CMC       | VA    | (434) 848-3107 | Agrees                     |  |
| Sandra Pinsonault, CMC      | VT    | (802) 362-1178 |                            |  |
| Treva J. Percival, MMC      | WA    | (253) 581-8066 |                            |  |
| Anne B. Uecker, MMC         | WI    | (414) 481-2300 | Agrees                     |  |
| Diane J. Hermann-Brown, MMC | WI    | (608) 837-2511 |                            |  |
| Sondra Hewitt               | WV    | (304) 845-3394 |                            |  |
| Catherine Cundall, CMC      | WY    | (307) 836-2335 | Agrees                     | Anyone started process should be allowed to complete. Work obtaining certification not be disregarded - profession too "political" and many capable clerks not been reappointed because of this. Allowing previous members complete certification enhance their employment possibilities with another municipality and benefits our profession showing how important continuing education is if going provide superior service to residents and elected officials. |
|                             |       |                |                            |  |
|                             |       |                | 21                         | TOTAL AGREE  |
|                             |       |                | 2                          | TOTAL DISAGREE   |
|                             |       |                | 1                          |  |
|                             |       |                |                            |  |
|                             |       |                | 24                         | TOTAL RESPONSE   |
|                             |       |                | 46                         | TOTAL # OF ASSOCIATIONS  |

**PROGRAM REVIEW AND CERTIFICATION COMMITTEE**  
**REPORT OF RESPONSES TO SURVEY QUESTIONS**  
**April 2, 2012**

At the direction of the IIMC Board of Director's, the Program Review and Certification (PRC) Committee Members were asked to provide input on two survey questions submitted by a special Task Force specifically addressing specific privileges as they pertain to Associate Members.

The PRC consist of 19 members of whom 3 members are Board Liaisons, 3 IIMC Staff, and 3 Institute Directors – of this group no responses were received (I believe it is due to the positions they hold and could potentially be construed as being a conflict of interest and/or were not eligible to vote on the survey questions); of the remaining 10 members 7 responses were received. A summary of these responses and comments are submitted below.

Currently, IIMC defines associate members as "Individuals in transition between Legislative Governmental Body positions or persons employed by a Legislative Governmental Body who do not meet the Full Member criteria." This category of membership cannot currently apply for certification(s). With this definition and information in mind:

**Q 1.** Should a constitutional amendment be put forth to allow associate members in transition between Legislative Governmental Bodies or persons employed by a Legislative Governmental Body who do not meet the Full Member criteria to pursue and obtain their CMC and MMC designations from IIMC? Yes or No?

**PRC RESPONSES: YES = 1      NO = 6**

**Comments:**

**No constitutional amendment put forth to allow this. If they do not meet the Full Member criteria, how are they going to get their educational and experience points? In the past there have been Clerks either promoted to City Administrator or had the title "Deputy City Clerk" removed from their job description who were pursuing certification by could not continue due to the change in their job descriptions. In another situation a county employee whose job description was very close to that of a City Clerk, but were not specifically related, was not able to pursue certification.**

**Q 2.** Should an associate member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in employment status forces their membership classification to change to associate member? Yes or No?

**PRC RESPONSES: YES = 3      NO = 4**

**Comments:**

**They should be allowed to finish if they are already in the program while a Full or Additional Full Member.**

The education and educational guidelines provided by IIMC are focused on Municipal Clerks. Other organizations have their own certification, so anyone with a job change would be more interested in pursuing certification relative to the new position. Bottom line: Associate Members should not be able to pursue certification.

Q3. What is your current IIMC membership classification?

**Full = 6**

Additional Full

Associate

Honorary

**Retired = 1**





**To:** Eddie Myers, IIMC Budget Chair

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

**Date:** March 8, 2012

**Subject:** 2011 December/Year-End financials and notes

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For the fifth consecutive year, IIMC is ending the fiscal year with a Net Profit – an accomplishment of which everyone should be extremely proud. Net Profit in 2011 of \$94,252 is \$91,501 above projected budget of \$2,751. IIMC's commitment to policy/procedures and due diligence in control spending and travel expenses are clearly reflected within the 2011 bottom line even with less than expected profit for Conference and Membership.

The following are key factors that contributed to IIMC outstanding 2011 fiscal year:

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

#### **Administrative**

- Administrative YTD is under budget - \$17,049
  - **Income** – Interest income is under budget
  - **Expenses** – Overall the expenses for the Administrative department came in under budget with the exception of:
    - Contract Labor
    - Credit Card Fees
    - Bank Analysis Fees
    - Insurance - Retiree
  - **General Comments** – The budget overage for the Insurance Retiree line item is due to not budgeting for all insurances that retiree has used in past years. Also retiree decided in 2011 to invoke his right for dental insurance - also not budgeted.

#### **Building**

- Building YTD is under budget - \$40,824
  - **Expenses** – Overall expenses for the building department came in under budget with the exception of:
    - Office Cleaning
  - **General Comments** – Building Repairs in the amount of \$2,400 have been classified as capitalized expenditures to be depreciated over the course of 5 years.

#### **Committees**

- Committees YTD is under budget - \$1,476
  - Executive Committee is under budget - \$2,246
  - Board of Directors is over budget - \$2,627
    - General – over budget \$414
    - Mid-Year – over budget \$410
    - Conference – over budget \$1,803
  - **General Comments** – Continuing commitment to traveling only to those associations with which IIMC has a strong presence or working toward an Institute, as well as, the use of IIMC American Express points as much as possible has helped IIMC to reduce travel expenditures.

## Conference

- Conference YTD is under budget - \$46,539
  - **Income** – Revenue is under budget by \$34,892
  - **Expenses** – Expense are over budget by \$11,647
  - **General Comments** – Nashville revenue came in under budget due to several issues. Although Nashville registration for full attendees was only 56 delegates short of projected registrants of 700, IIMC was over budget in conference discounts in the amount of \$24,930. IIMC was able to offset this shortfall with miscellaneous conference revenue, exhibit program and guest registration being over budget in the amount of \$26,914. IIMC took proactive measures in reducing costs in audio visual, the opening reception, speaker fees, transportation and in various other areas to minimize overall loss. IIMC could not renegotiate attrition and the high cost of food and beverage minimums with the Hotel.

## Education

- Education YTD is under budget - \$108,852
  - **Income** – Revenue is under budget by \$19,178
  - **Expenses** – Expenses are under budget by \$128,030
  - **General Comments** – MCEF Policy 8 funds came in over budget by \$19,227. Funds from Policy 8 money have been applied to MCEF Scholarship in the amount of \$6,192 and Grants for the 2013 Study Abroad and IIMC Conference in the amount of \$13,660. IIMC had significant savings in this department due to vacancy in the Education Director position to include salary, benefits and travel.

## Marketing

- Marketing YTD is over budget - \$2,256
  - **Income** – Revenue is under budget by \$8,164
  - **Expenses** – Expense are under budget by \$5,908
  - **General Comments** – The reduction in Advertising revenue is due to the decline in advertising. Several advertisers have either pulled or reduced the rate of their ads due to loss of revenue in their business.

## Membership

- Membership YTD is under budget by \$28,188
  - **Income** – Revenue is under budget by \$55,657
  - **Expenses** – Expenses are under budget by \$27,469
  - **General Comments** – Membership revenue has for the fourth consecutive year surpassed the \$1 million dollar mark.

**IIMC Financials**  
**FISCAL YEAR 2011**  
**Statement of Financial Position**  
**December 31, 2011**

**ASSETS**

***Current Assets***

|                             |  |           |                |
|-----------------------------|--|-----------|----------------|
| General Checking - CB       |  | \$        | 132,007        |
| MMA - Acct #10100828        |  |           | 59,217         |
| MMA - Acct #2712253         |  |           | 97,409         |
| MMA - Acct #1359169545      |  |           | 98,686         |
| MMA - Building Reserve      |  |           | 21,631         |
| Accounts Receivable         |  |           | 14,817         |
| Inventory                   |  |           | 20,019         |
| Prepaid Expense             |  |           | 20,564         |
| Prepaid Conference          |  |           | 21,876         |
| <b>Total Current Assets</b> |  | <b>\$</b> | <b>486,226</b> |

***Property & Equipment***

|  |    |         |           |                     |
|--|----|---------|-----------|---------------------|
| Furniture                              | \$ | 73,943  |           |                     |
| Accum Deprn - Furniture                |    |         | (72,344)  | \$ 1,599            |
| Office Equipment                       |    | 18,794  |           |                     |
| Accum Deprn - Office Equipment         |    |         | (18,794)  | (0)                 |
| Building                               |    | 397,448 |           |                     |
| Accum Deprn - Building                 |    |         | (106,156) | 291,292             |
| Building Improvement - No Rent         |    | 175,228 |           |                     |
| Accum Deprn - Building Improvement     |    |         | (55,055)  | 120,173             |
| Building Improvement - Rent Only       |    | 29,962  |           |                     |
| Accum Deprn - Building Improvement     |    |         | (27,317)  | 2,645               |
| Land                                   |    | 321,408 |           | 321,408             |
| Building Rental                        |    | 376,400 |           |                     |
| Accum Deprn - Bldg Rental              |    |         | (100,531) | 275,869             |
| Computer Equipment                     |    | 45,416  |           |                     |
| Accum Deprn - Computer Equipment       |    |         | (33,031)  | 12,385              |
| Computer Software                      |    | 81,824  |           |                     |
| Accum Amortization - Computer Software |    |         | (72,379)  | 9,445               |
| Loan Cost                              |    | 16,058  |           |                     |
| Accum Amortization - Loan Costs        |    |         | (9,234)   | 6,824               |
| <b>Total Property and Equipment</b>    |    |         |           | <b>\$ 1,041,640</b> |

**TOTAL ASSETS**

**\$ 1,527,866**

**IIMC Financials**  
**FISCAL YEAR 2011**  
**Statement of Financial Position**  
**December 31, 2011**

**LIABILITIES & EQUITY**

***Current Liabilities***

|                                  |                          |
|----------------------------------|--------------------------|
| Accounts Payables                | \$ 15,690                |
| Accrued Expense                  | 33,300                   |
| Vacation Liability               | 17,052                   |
| Deferred Revenue - Dues          | 634,416                  |
| Deferred Revenue - Conference    | 24,670                   |
| Sales Tax Payable                | -                        |
| Grants - Conference              | 6,160                    |
| Grants - Study Abroad            | 7,500                    |
| MCEF Liability                   | 82                       |
| <b>Total Current Liabilities</b> | <b><u>\$ 738,870</u></b> |

***Long Term Liabilities***

|                                    |                          |
|------------------------------------|--------------------------|
| Mortgage - CB                      | \$ 875,462               |
| <b>Total Long Term Liabilities</b> | <b><u>\$ 875,462</u></b> |

**EQUITY**

|                           |                           |
|---------------------------|---------------------------|
| Equity                    | (207,105)                 |
| Property & Equip Reserves | (11,178)                  |
| Building Reserves         | 21,575                    |
| Operating Reserves        | 15,990                    |
| Net Income/(Loss)         | 94,252                    |
| <b>Total Equity</b>       | <b><u>\$ (86,466)</u></b> |

**TOTAL LIABILITIES & EQUITY**

**\$ 1,527,866**



# IIMC Financials

FISCAL YEAR 2011

SUMMARY TOTALS

|                                | 2011             |                |                |                 |                  |                  |                  |                |
|--------------------------------|------------------|----------------|----------------|-----------------|------------------|------------------|------------------|----------------|
| Department                     | Adopted Budget   | Monthly Actual | Monthly Budget | Variance        | YTD Actual       | YTD Budget       | Variance         | %              |
| <b>INCOME:</b>                 |                  |                |                |                 |                  |                  |                  |                |
| Administration                 | 22,350           | 1,781          | 1,863          | (81)            | 21,626           | 22,350           | (724)            | 96.8%          |
| Athenian Leadership Society    | 4,000            | 15             | -              | 15              | 4,555            | 4,000            | 555              | 113.9%         |
| Building                       | 62,154           | 4,918          | 5,180          | (262)           | 63,208           | 62,154           | 1,054            | 101.7%         |
| Conference                     | 602,350          | -              | -              | -               | 567,458          | 602,350          | (34,892)         | 94.2%          |
| Education                      | 148,850          | 31,081         | 10,321         | 20,760          | 129,672          | 148,850          | (19,178)         | 87.1%          |
| Marketing                      | 48,100           | 4,998          | 4,152          | 846             | 39,936           | 48,100           | (8,164)          | 83.0%          |
| Membership                     | 1,110,500        | 89,875         | 92,542         | (2,666)         | 1,054,843        | 1,110,500        | (55,657)         | 95.0%          |
| Other Income                   |                  |                |                |                 |                  |                  |                  |                |
| <b>Total Income</b>            | <b>1,998,304</b> | <b>132,668</b> | <b>114,057</b> | <b>18,612</b>   | <b>1,881,298</b> | <b>1,998,304</b> | <b>(117,006)</b> | <b>94.1%</b>   |
| <b>EXPENSES:</b>               |                  |                |                |                 |                  |                  |                  |                |
| Administration                 | 517,089          | 42,796         | 42,274         | 523             | 499,317          | 517,089          | (17,772)         | 96.6%          |
| Athenian Leadership Society    | 600              | -              | -              | -               | 870              | 600              | 270              | 145.0%         |
| Building                       | 168,846          | 9,873          | 13,904         | (4,031)         | 129,077          | 168,846          | (39,769)         | 76.4%          |
| Committee - Board of Directors | 88,363           | 1,446          | 6,800          | (5,354)         | 90,990           | 88,363           | 2,627            | 103.0%         |
| Committee - Executive          | 22,600           | 199            | 1,883          | (1,684)         | 20,354           | 22,600           | (2,246)          | 90.1%          |
| Committees - Other             | 19,050           | -              | 438            | (438)           | 17,194           | 19,050           | (1,856)          | 90.3%          |
| Conference                     | 593,565          | 5,109          | 4,583          | 526             | 605,212          | 593,565          | 11,647           | 102.0%         |
| Education                      | 317,200          | 20,113         | 26,433         | (6,320)         | 189,170          | 317,200          | (128,030)        | 59.6%          |
| Marketing                      | 96,400           | 7,363          | 8,033          | (671)           | 90,492           | 96,400           | (5,908)          | 93.9%          |
| Membership                     | 171,840          | 12,821         | 14,287         | (1,465)         | 144,371          | 171,840          | (27,469)         | 84.0%          |
| <b>Total Expense</b>           | <b>1,995,553</b> | <b>99,720</b>  | <b>118,635</b> | <b>(18,915)</b> | <b>1,787,046</b> | <b>1,995,553</b> | <b>(208,507)</b> | <b>89.6%</b>   |
| <b>PROFIT/(LOSS)</b>           |                  |                |                |                 |                  |                  |                  |                |
| Administration                 | (494,739)        | (41,015)       | (40,411)       | (604)           | (477,690)        | (494,739)        | 17,049           | 96.6%          |
| Athenian Leadership Society    | 3,400            | 15             | -              | 15              | 3,685            | 3,400            | 285              | 108.4%         |
| Building                       | (106,692)        | (4,956)        | (8,724)        | 3,769           | (65,868)         | (106,692)        | 40,824           | 61.7%          |
| Board of Directors             | (88,363)         | (1,446)        | (6,800)        | 5,354           | (90,990)         | (88,363)         | (2,627)          | 103.0%         |
| Committee - Executive          | (22,600)         | (199)          | (1,883)        | 1,684           | (20,354)         | (22,600)         | 2,246            | 90.1%          |
| Committees - Other             | (19,050)         | -              | (438)          | 438             | (17,194)         | (19,050)         | 1,856            | 90.3%          |
| Conference                     | 8,785            | (5,109)        | (4,583)        | (526)           | (37,754)         | 8,785            | (46,539)         | -429.8%        |
| Education                      | (168,350)        | 10,968         | (16,113)       | 27,081          | (59,498)         | (168,350)        | 108,852          | 35.3%          |
| Marketing                      | (48,300)         | (2,365)        | (3,881)        | 1,516           | (50,556)         | (48,300)         | (2,256)          | 104.7%         |
| Membership                     | 938,660          | 77,054         | 78,255         | (1,201)         | 910,472          | 938,660          | (28,188)         | 97.0%          |
| <b>Net Profit/(Loss)</b>       | <b>2,751</b>     | <b>32,948</b>  | <b>(4,578)</b> | <b>37,526</b>   | <b>94,252</b>    | <b>2,751</b>     | <b>91,501</b>    | <b>3426.1%</b> |
| Controls                       | 0                | 0              | (0)            | 0               | 0                | 0                | 0                |                |

# IIMC Financials

FISCAL YEAR 2011

Administrative

12/31/2011

|                                      | 2011             |                 |                 |              |                  |                  |                 |              |
|--------------------------------------|------------------|-----------------|-----------------|--------------|------------------|------------------|-----------------|--------------|
| Description                          | Revised Budget   | Monthly         | Monthly Budget  | Variance     | Actual YTD       | YTD Budget       | Variance        | %            |
| <b>INCOME</b>                        |                  |                 |                 |              |                  |                  |                 |              |
| Interest                             | 1,300            | 31              | 108             | (77)         | 626              | 1,300            | (674)           | 48.2%        |
| Misc Admin Revenue                   | 50               | -               | 4               | (4)          | -                | 50               | (50)            | 0.0%         |
| MCEF Development Contract            | 21,000           | 1,750           | 1,750           | -            | 21,000           | 21,000           | -               | 100.0%       |
| <b>Total Income</b>                  | <b>22,350</b>    | <b>1,781</b>    | <b>1,863</b>    | <b>(81)</b>  | <b>21,626</b>    | <b>22,350</b>    | <b>(724)</b>    | <b>96.8%</b> |
| <b>OVERHEAD EXPENSES</b>             |                  |                 |                 |              |                  |                  |                 |              |
| Salary/Wages                         | 249,100          | 18,362          | 20,758          | (2,396)      | 246,997          | 249,100          | (2,103)         | 99.2%        |
| Contract Labor                       | 46,900           | 6,050           | 3,908           | 2,142        | 61,876           | 46,900           | 14,976          | 131.9%       |
| Salary Benefits                      | 51,900           | 4,551           | 4,325           | 226          | 49,606           | 51,900           | (2,294)         | 95.6%        |
| Payroll Taxes-Employer               | 23,400           | 1,307           | 1,950           | (643)        | 22,058           | 23,400           | (1,342)         | 94.3%        |
| Workers Comp Insurance               | 2,900            | 142             | 242             | (99)         | 1,809            | 2,900            | (1,091)         | 62.4%        |
| Computer/Software Purchase           | 6,100            | 10              | 508             | (498)        | 741              | 6,100            | (5,359)         | 12.1%        |
| Computer/Software Support            | 30,700           | 3,206           | 2,558           | 647          | 30,164           | 30,700           | (536)           | 98.3%        |
| Depreciation Furn/Amortization Exp   | 8,600            | 645             | 717             | (72)         | 7,427            | 8,600            | (1,173)         | 86.4%        |
| Office Equipment Lease               | 4,000            | 690             | 333             | 356          | 3,941            | 4,000            | (59)            | 98.5%        |
| Office Equipment Maint               | 4,100            | -               | 342             | (342)        | 2,321            | 4,100            | (1,779)         | 56.6%        |
| Office Equipment Purchase            | 1,000            | -               | 83              | (83)         | -                | 1,000            | (1,000)         | 0.0%         |
| Office Supplies                      | 8,100            | 602             | 675             | (73)         | 4,913            | 8,100            | (3,187)         | 60.7%        |
| Telephone                            | 10,300           | 1,017           | 858             | 159          | 9,891            | 10,300           | (409)           | 96.0%        |
| Web Site                             | 8,100            | 273             | 675             | (403)        | 3,380            | 8,100            | (4,720)         | 41.7%        |
| Auditor Fees                         | 13,000           | 480             | 1,083           | (603)        | 12,000           | 13,000           | (1,000)         | 92.3%        |
| Auto Mileage-Staff                   | 300              | -               | 25              | (25)         | 67               | 300              | (233)           | 22.2%        |
| Copier                               | 8,800            | 655             | 733             | (79)         | 8,022            | 8,800            | (778)           | 91.2%        |
| Credit Card Fees                     | 1,200            | 220             | 100             | 120          | 1,936            | 1,200            | 736             | 161.3%       |
| Bank Analysis Fees                   | 3,500            | 762             | 292             | 471          | 6,662            | 3,500            | 3,162           | 190.3%       |
| Insurance-Retiree (*)                | 9,804            | 973             | -               | 973          | 12,016           | 9,804            | 2,212           | 122.6%       |
| Legal Fees                           | 2,500            | -               | 208             | (208)        | -                | 2,500            | (2,500)         | 0.0%         |
| Memberships                          | 1,100            | -               | 92              | (92)         | 691              | 1,100            | (409)           | 62.8%        |
| Payroll Processing                   | 1,800            | 310             | 150             | 160          | 2,008            | 1,800            | 208             | 111.6%       |
| Postage/Courier/Mailing              | 2,400            | 342             | 200             | 142          | 2,279            | 2,400            | (121)           | 95.0%        |
| Printing                             | 1,800            | -               | 150             | (150)        | 1,304            | 1,800            | (496)           | 72.5%        |
| Professional Develop/Training        | 1,900            | -               | 158             | (158)        | 237              | 1,900            | (1,663)         | 12.5%        |
| Shipping                             | 800              | -               | 67              | (67)         | 244              | 800              | (556)           | 30.5%        |
| Subscriptions/Publications           | 300              | -               | 25              | (25)         | -                | 300              | (300)           | 0.0%         |
| Taxes Business                       | 285              | -               | 24              | (24)         | 35               | 285              | (250)           | 12.3%        |
| Admin Accommodations                 | 3,000            | 81              | 250             | (169)        | 780              | 3,000            | (2,220)         | 26.0%        |
| Admin Airfare                        | 3,700            | 1,276           | 308             | 968          | 3,459            | 3,700            | (241)           | 93.5%        |
| Admin Ground                         | 800              | 224             | 67              | 158          | 514              | 800              | (286)           | 64.3%        |
| Admin Meals                          | 1,200            | 199             | 100             | 99           | 801              | 1,200            | (399)           | 66.8%        |
| Admin Other                          | 200              | -               | 17              | (17)         | 125              | 200              | (75)            | 62.5%        |
| Other                                | 3,500            | 417             | 292             | 125          | 1,010            | 3,500            | (2,490)         | 28.8%        |
| <b>Total Administrative Expenses</b> | <b>517,089</b>   | <b>42,796</b>   | <b>42,274</b>   | <b>523</b>   | <b>499,317</b>   | <b>517,089</b>   | <b>(17,772)</b> | <b>96.6%</b> |
| <b>Net Profit/Loss</b>               | <b>(494,739)</b> | <b>(41,015)</b> | <b>(40,411)</b> | <b>(604)</b> | <b>(477,690)</b> | <b>(494,739)</b> | <b>17,049</b>   | <b>96.6%</b> |

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# IIMC Financials

FISCAL YEAR 2011

Athenian

12/31/2011

| 2011                        |                |           |                |           |              |              |            |               |
|-----------------------------|----------------|-----------|----------------|-----------|--------------|--------------|------------|---------------|
| Description                 | Revised Budget | Monthly   | Monthly Budget | Variance  | Actual YTD   | YTD Budget   | Variance   | %             |
| <b>INCOME</b>               |                |           |                |           |              |              |            |               |
| Athenian Leadership Society | 4,000          | 15        | 0              | 15        | 4,555        | 4,000        | 555        | 113.9%        |
| <b>Total Income</b>         | <b>4,000</b>   | <b>15</b> | <b>-</b>       | <b>15</b> | <b>4,555</b> | <b>4,000</b> | <b>555</b> | <b>113.9%</b> |
| <b>DIRECT EXPENSE</b>       |                |           |                |           |              |              |            |               |
| Athenian Leadership Society | 600            | -         | 0              | 0         | 870          | 600          | 270        | 145.0%        |
| <b>Total Expense</b>        | <b>600</b>     | <b>-</b>  | <b>-</b>       | <b>-</b>  | <b>870</b>   | <b>600</b>   | <b>270</b> | <b>145.0%</b> |
|                             |                |           |                |           |              |              |            |               |
| <b>Net Profit/Loss</b>      | <b>3,400</b>   | <b>15</b> | <b>-</b>       | <b>15</b> | <b>3,685</b> | <b>3,400</b> | <b>285</b> | <b>108.4%</b> |

# IIMC Financials

FISCAL YEAR 2011

Building

12/31/2011

|                             | 2011             |                |                |                |                 |                  |                 |               |
|-----------------------------|------------------|----------------|----------------|----------------|-----------------|------------------|-----------------|---------------|
| Description                 | Revised Budget   | Monthly        | Monthly Budget | Variance       | Actual YTD      | YTD Budget       | Variance        | %             |
| <b>INCOME</b>               |                  |                |                |                |                 |                  |                 |               |
| Rental Income               | 62,154           | 4,918          | 5,180          | (262)          | 63,208          | 62,154           | 1,054           | 101.7%        |
| <b>Total Income</b>         | <b>62,154</b>    | <b>4,918</b>   | <b>5,180</b>   | <b>(262)</b>   | <b>63,208</b>   | <b>62,154</b>    | <b>1,054</b>    | <b>101.7%</b> |
| <b>DIRECT EXPENSE</b>       |                  |                |                |                |                 |                  |                 |               |
| Amortize Loan Costs         | 1,606            | 132            | 134            | (2)            | 1,606           | 1,606            | -               | 100.0%        |
| Association Fees            | 3,120            | 205            | 260            | (55)           | 2,735           | 3,120            | (385)           | 87.7%         |
| Depreciation Building       | 33,000           | 2,611          | 2,750          | (139)          | 31,287          | 33,000           | (1,713)         | 94.8%         |
| Insurance Fire/Property     | 4,000            | 347            | 333            | 14             | 3,965           | 4,000            | (35)            | 99.1%         |
| Landscaping                 | 4,500            | 280            | 375            | (95)           | 3,603           | 4,500            | (897)           | 80.1%         |
| Mortgage Interest           | 68,500           | 3,604          | 5,708          | (2,104)        | 50,491          | 68,500           | (18,009)        | 73.7%         |
| Office Cleaning - IIMC      | 3,120            | 300            | 260            | 40             | 3,180           | 3,120            | 60              | 101.9%        |
| Property Tax                | 14,500           | 1,217          | 1,208          | 9              | 14,307          | 14,500           | (193)           | 98.7%         |
| Repair/Maint Building       | 10,000           | 350            | 833            | (483)          | 3,541           | 10,000           | (6,459)         | 35.4%         |
| Repair/Maint Grounds        | 7,100            | -              | 592            | (592)          | 40              | 7,100            | (7,060)         | 0.6%          |
| Supplies                    | 100              | -              | 8              | (8)            | -               | 100              | (100)           | 0.0%          |
| Utilities                   | 14,500           | 1,236          | 1,208          | 28             | 12,988          | 14,500           | (1,512)         | 89.6%         |
| Allocation to Bldg Reserve  | 1,000            | 1,000          | 83             | 917            | 1,000           | 1,000            | -               | 100.0%        |
| Office Cleaning - Tenants   | 1,800            | 267            | 150            | 117            | 2,012           | 1,800            | 212             | 111.8%        |
| Commissions                 | 2,000            | (1,677)        | -              | (1,677)        | (1,677)         | 2,000            | (3,677)         | 0.0%          |
| <b>Total Direct Expense</b> | <b>168,846</b>   | <b>9,873</b>   | <b>13,904</b>  | <b>(4,031)</b> | <b>129,077</b>  | <b>168,846</b>   | <b>(39,769)</b> | <b>76.4%</b>  |
|                             |                  |                |                |                |                 |                  |                 |               |
| <b>Net Profit/Loss</b>      | <b>(106,692)</b> | <b>(4,956)</b> | <b>(8,724)</b> | <b>3,769</b>   | <b>(65,868)</b> | <b>(106,692)</b> | <b>40,824</b>   | <b>61.7%</b>  |

# IIMC Financials

FISCAL YEAR 2011

Committees

12/31/2011

|  | 2011           |              |                |                |               |               |                |               |
|--|----------------|--------------|----------------|----------------|---------------|---------------|----------------|---------------|
| Description                                  | Revised Budget | Monthly      | Monthly Budget | Variance       | Actual YTD    | YTD Budget    | Variance       | %             |
| <b>EXECUTIVE COMMITTEE:</b>                  |                |              |                |                |               |               |                |               |
| Telephone                                    | 500            | -            | 42             | (42)           | 186           | 500           | (314)          | 37.2%         |
| Travel Accommodations                        | 7,000          | -            | 583            | (583)          | 2,892         | 7,000         | (4,108)        | 41.3%         |
| Travel Airfare                               | 10,000         | -            | 833            | (833)          | 13,876        | 10,000        | 3,876          | 138.8%        |
| Travel Ground                                | 2,000          | -            | 167            | (167)          | 1,166         | 2,000         | (834)          | 58.3%         |
| Travel Meals                                 | 3,000          | 199          | 250            | (51)           | 2,195         | 3,000         | (805)          | 73.2%         |
| Travel Other                                 | 100            | -            | 8              | (8)            | 19            | 100           | (81)           | 19.4%         |
| Other  | -              | -            | -              | -              | 20            | -             | 20             | 0.0%          |
| <b>Total Expense</b>                         | <b>22,600</b>  | <b>199</b>   | <b>1,883</b>   | <b>(1,684)</b> | <b>20,354</b> | <b>22,600</b> | <b>(2,246)</b> | <b>90.1%</b>  |
| <b>BOARD OF DIRECTORS:</b>                   |                |              |                |                |               |               |                |               |
| <b>General</b>                               |                |              |                |                |               |               |                |               |
| Election Expense                             | 1,000          | -            | -              | -              | 666           | 1,000         | (334)          | 66.6%         |
| Insurance Officers & Directors               | 6,000          | 579          | 500            | 79             | 6,904         | 6,000         | 904            | 115.1%        |
| Legal Fees                                   | -              | 875          | -              | 875            | 1,260         | -             | 1,260          | 0.0%          |
| Strategic Planning                           | 12,000         | -            | 6,000          | (6,000)        | 11,134        | 12,000        | (866)          | 92.8%         |
| Postage                                      | 50             | 15           | 4              | 11             | 75            | 50            | 25             | 149.4%        |
| Shipping                                     | 50             | -            | 4              | (4)            | -             | 50            | (50)           | 0.0%          |
| Telephone                                    | 2,500          | -            | 208            | (208)          | 604           | 2,500         | (1,896)        | 24.2%         |
| Memorials                                    | 700            | 50           | 58             | (8)            | 400           | 700           | (300)          | 57.1%         |
| Other Expenses                               | 300            | -            | 25             | (25)           | -             | 300           | (300)          | 0.0%          |
| <b>General</b>                               | <b>22,600</b>  | <b>1,519</b> | <b>6,800</b>   | <b>(5,281)</b> | <b>23,014</b> | <b>22,600</b> | <b>414</b>     | <b>101.8%</b> |
| <b>Mid-Year</b>                              |                |              |                |                |               |               |                |               |
| Travel Accommodations                        | 15,000         | -            | -              | -              | 12,416        | 15,000        | (2,584)        | 0.0%          |
| Travel Airfare                               | 17,000         | -            | -              | -              | 14,199        | 17,000        | (2,801)        | 0.0%          |
| Travel Ground                                | 1,000          | -            | -              | -              | 1,767         | 1,000         | 767            | 0.0%          |
| Travel Meals                                 | 10,000         | (73)         | -              | (73)           | 14,719        | 10,000        | 4,719          | 0.0%          |
| Travel Other                                 | 300            | -            | -              | -              | 108           | 300           | (192)          | 0.0%          |
| <b>Mid-Year</b>                              | <b>43,300</b>  | <b>(73)</b>  | <b>-</b>       | <b>(73)</b>    | <b>43,710</b> | <b>43,300</b> | <b>410</b>     | <b>0.0%</b>   |
| <b>Conference</b>                            |                |              |                |                |               |               |                |               |
| Travel Accommodations                        | 5,663          | -            | -              | -              | 10,831        | 5,663         | 5,168          | 191.3%        |
| Travel Airfare                               | 800            | -            | -              | -              | -             | 800           | (800)          | 0.0%          |
| Travel Ground                                | 300            | -            | -              | -              | 75            | 300           | (225)          | 24.9%         |
| Travel Meals                                 | 1,400          | -            | -              | -              | 803           | 1,400         | (597)          | 57.4%         |
| Board Meeting Expense                        | 9,800          | -            | -              | -              | 8,703         | 9,800         | (1,097)        | 88.8%         |
| Board Meeting Audio Visual                   | 4,500          | -            | -              | -              | 3,855         | 4,500         | (646)          | 85.7%         |
| <b>Conference</b>                            | <b>22,463</b>  | <b>-</b>     | <b>-</b>       | <b>-</b>       | <b>24,266</b> | <b>22,463</b> | <b>1,803</b>   | <b>108.0%</b> |
| <b>Total Expense</b>                         | <b>88,363</b>  | <b>1,446</b> | <b>6,800</b>   | <b>(5,354)</b> | <b>90,990</b> | <b>88,363</b> | <b>2,627</b>   | <b>103.0%</b> |
| <b>BUDGET AND PLANNING:</b>                  |                |              |                |                |               |               |                |               |
| Meeting Expenses                             | -              | -            | -              | -              | -             | -             | -              | -             |
| Travel Accommodations                        | 3,500          | -            | -              | -              | 2,252         | 3,500         | (1,248)        | 0.0%          |
| Travel Airfare                               | 3,500          | -            | -              | -              | 3,109         | 3,500         | (391)          | 0.0%          |
| Travel Ground                                | 500            | -            | -              | -              | 361           | 500           | (139)          | 0.0%          |
| Travel Meals                                 | 1,500          | -            | -              | -              | 1,403         | 1,500         | (97)           | 0.0%          |
| <b>Total Expense</b>                         | <b>9,000</b>   | <b>-</b>     | <b>-</b>       | <b>-</b>       | <b>7,125</b>  | <b>9,000</b>  | <b>(1,875)</b> | <b>0.0%</b>   |
| <b>CONFERENCE POLICY:</b>                    |                |              |                |                |               |               |                |               |
| Meeting Expenses                             | 200            | -            | 17             | (17)           | -             | 200           | (200)          | 0.0%          |
| <b>Total Expense</b>                         | <b>200</b>     | <b>-</b>     | <b>17</b>      | <b>(17)</b>    | <b>-</b>      | <b>200</b>    | <b>(200)</b>   | <b>0.0%</b>   |
| <b>EDUCATION / PROFESSIONAL DEVELOPMENT:</b> |                |              |                |                |               |               |                |               |
| Meeting Expenses                             | 200            | -            | 17             | (17)           | -             | 200           | (200)          | 0.0%          |
| Telephone                                    | 50             | -            | 4              | (4)            | 15            | 50            | (35)           | 29.7%         |
| Shipping                                     | -              | -            | 0              | 0              | 158           | -             | 158            | 0.0%          |
| <b>Total Expense</b>                         | <b>250</b>     | <b>-</b>     | <b>21</b>      | <b>(21)</b>    | <b>173</b>    | <b>250</b>    | <b>(77)</b>    | <b>69.1%</b>  |
| <b>ELECTION:</b>                             |                |              |                |                |               |               |                |               |
| Meeting Expenses                             | 200            | -            | 17             | (17)           | -             | 200           | (200)          | 0.0%          |
| <b>Total Expense</b>                         | <b>200</b>     | <b>-</b>     | <b>17</b>      | <b>(17)</b>    | <b>-</b>      | <b>200</b>    | <b>(200)</b>   | <b>0.0%</b>   |

# IIMC Financials

FISCAL YEAR 2011

Committees

12/31/2011

|                                       | 2011             |                |                |                |                  |                  |                |               |
|---------------------------------------|------------------|----------------|----------------|----------------|------------------|------------------|----------------|---------------|
| Description                           | Revised Budget   | Monthly        | Monthly Budget | Variance       | Actual YTD       | YTD Budget       | Variance       | %             |
| <b>ETHICS:</b>                        |                  |                |                |                |                  |                  |                |               |
| Telephone                             | 200              | -              | 17             | (17)           | -                | 200              | (200)          | 0.0%          |
| <b>Total Expense</b>                  | <b>200</b>       | <b>-</b>       | <b>17</b>      | <b>(17)</b>    | <b>-</b>         | <b>200</b>       | <b>(200)</b>   | <b>0.0%</b>   |
| <b>INTERNATIONAL RELATIONS:</b>       |                  |                |                |                |                  |                  |                |               |
| Exchange Program                      | 3,500            | -              | -              | -              | 88               | 3,500            | (3,413)        | 0.0%          |
| Study Abroad                          | 1,300            | -              | -              | -              | 8,358            | 1,300            | 7,058          | 642.9%        |
| Meeting Expenses                      | 200              | -              | 17             | (17)           | 1,000            | 200              | 800            | 500.0%        |
| Telephone                             | -                | -              | -              | -              | 92               | -                | 92             | 0.0%          |
| <b>Total Expense</b>                  | <b>5,000</b>     | <b>-</b>       | <b>17</b>      | <b>(17)</b>    | <b>9,538</b>     | <b>5,000</b>     | <b>4,538</b>   | <b>190.8%</b> |
| <b>POLICY REVIEW</b>                  |                  |                |                |                |                  |                  |                |               |
| Telephone                             | 200              | -              | 17             | (17)           | 146              | 200              | (54)           | 72.9%         |
| <b>Total Expense</b>                  | <b>200</b>       | <b>-</b>       | <b>17</b>      | <b>(17)</b>    | <b>146</b>       | <b>200</b>       | <b>(54)</b>    | <b>72.9%</b>  |
| <b>MEMBERSHIP:</b>                    |                  |                |                |                |                  |                  |                |               |
| Telephone                             | -                | -              | -              | -              | 13               | -                | 13             | 0.0%          |
| <b>Total Expense</b>                  | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>13</b>        | <b>-</b>         | <b>13</b>      | <b>0.0%</b>   |
| <b>MENTORING:</b>                     |                  |                |                |                |                  |                  |                |               |
| Telephone                             | 200              | -              | 17             | (17)           | -                | 200              | (200)          | 0.0%          |
| Promotion                             | 200              | -              | 17             | (17)           | 135              | 200              | (65)           | 67.3%         |
| <b>Total Expense</b>                  | <b>400</b>       | <b>-</b>       | <b>33</b>      | <b>(33)</b>    | <b>135</b>       | <b>400</b>       | <b>(265)</b>   | <b>33.6%</b>  |
| <b>PROGRAM REVIEW:</b>                |                  |                |                |                |                  |                  |                |               |
| Meeting Expenses                      | 200              | -              | 17             | (17)           | -                | 200              | (200)          | 0.0%          |
| Telephone                             | -                | -              | -              | -              | 19               | -                | 19             | 0.0%          |
| <b>Total Expense</b>                  | <b>200</b>       | <b>-</b>       | <b>17</b>      | <b>(17)</b>    | <b>19</b>        | <b>200</b>       | <b>(181)</b>   | <b>9.3%</b>   |
| <b>PUBLIC RELATIONS:</b>              |                  |                |                |                |                  |                  |                |               |
| Telephone                             | 400              | -              | 33             | (33)           | -                | 400              | (400)          | 0.0%          |
| <b>Total Expense</b>                  | <b>400</b>       | <b>-</b>       | <b>33</b>      | <b>(33)</b>    | <b>-</b>         | <b>400</b>       | <b>(400)</b>   | <b>0.0%</b>   |
| <b>RECORDS MANAGEMENT:</b>            |                  |                |                |                |                  |                  |                |               |
| Publications - writing/editing/design | 2,500            | -              | 208            | (208)          | -                | 2,500            | (2,500)        | 0.0%          |
| Telephone                             | 100              | -              | 8              | (8)            | -                | 100              | (100)          | 0.0%          |
| <b>Total Expense</b>                  | <b>2,600</b>     | <b>-</b>       | <b>217</b>     | <b>(217)</b>   | <b>-</b>         | <b>2,600</b>     | <b>(2,600)</b> | <b>0.0%</b>   |
| <b>RESEARCH:</b>                      |                  |                |                |                |                  |                  |                |               |
| Meeting Expenses                      | 100              | -              | 8              | (8)            | -                | 100              | (100)          | 0.0%          |
| <b>Total Expense</b>                  | <b>100</b>       | <b>-</b>       | <b>8</b>       | <b>(8)</b>     | <b>-</b>         | <b>100</b>       | <b>(100)</b>   | <b>0.0%</b>   |
| <b>RESOURCE &amp; INFORMATION:</b>    |                  |                |                |                |                  |                  |                |               |
| Meeting Expenses                      | 100              | -              | 8              | (8)            | -                | 100              | (100)          | 0.0%          |
| <b>Total Expense</b>                  | <b>100</b>       | <b>-</b>       | <b>8</b>       | <b>(8)</b>     | <b>-</b>         | <b>100</b>       | <b>(100)</b>   | <b>0.0%</b>   |
| <b>TASK FORCE(S):</b>                 |                  |                |                |                |                  |                  |                |               |
| Telephone                             | 200              | -              | 17             | (17)           | 47               | 200              | (153)          | 23.5%         |
| <b>Total Expense</b>                  | <b>200</b>       | <b>-</b>       | <b>17</b>      | <b>(17)</b>    | <b>47</b>        | <b>200</b>       | <b>(153)</b>   | <b>23.5%</b>  |
| <b>Executive Committee</b>            | 22,600           | 199            | 1,883          | (1,684)        | 20,354           | 22,600           | (2,246)        | 90.1%         |
| <b>Board of Directors</b>             | 88,363           | 1,446          | 6,800          | (5,354)        | 90,990           | 88,363           | 2,627          | 103.0%        |
| <b>Other Committees</b>               | 19,050           | -              | 438            | (438)          | 17,194           | 19,050           | (1,856)        | 90.3%         |
| <b>Total Expense</b>                  | <b>130,013</b>   | <b>1,645</b>   | <b>9,121</b>   | <b>(7,476)</b> | <b>128,537</b>   | <b>130,013</b>   | <b>(1,476)</b> | <b>98.9%</b>  |
| <b>Net Profit/Loss</b>                | <b>(130,013)</b> | <b>(1,645)</b> | <b>(9,121)</b> | <b>7,476</b>   | <b>(128,537)</b> | <b>(130,013)</b> | <b>1,476</b>   | <b>98.9%</b>  |

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# IIMC Financials

FISCAL YEAR 2011

Conference

12/31/2011

|  | 2011           |              |                |          |                |                |                 |               |
|--|----------------|--------------|----------------|----------|----------------|----------------|-----------------|---------------|
| Description                                  | Revised Budget | Monthly      | Monthly Budget | Variance | Actual YTD     | YTD Budget     | Variance        | %             |
| <b>INCOME</b>                                |                |              |                |          |                |                |                 |               |
| Registration Members-Full                    | 420,350        | -            | -              | -        | 394,398        | 420,350        | (25,953)        | 93.8%         |
| - Comp - Full Registration                   | (20,000)       | -            | -              | -        | (20,430)       | (20,000)       | (430)           | 102.2%        |
| - Discount - First Timer                     |                | -            | -              | -        | (9,150)        |                | (9,150)         | 0.0%          |
| - Discount - Region III, IV, V               |                | -            | -              | -        | (14,500)       |                | (14,500)        | 0.0%          |
| - Discount - Region X                        |                | -            | -              | -        | (850)          |                | (850)           | 0.0%          |
| Registration Guest                           | 25,000         | -            | -              | -        | 28,100         | 25,000         | 3,100           | 112.4%        |
| Donations & Sponsorships                     | 46,500         | -            | -              | -        | 45,350         | 46,500         | (1,150)         | 97.5%         |
| Exhibitor Program                            | 28,000         | -            | -              | -        | 33,400         | 28,000         | 5,400           | 119.3%        |
| Cancellation Fee                             | 3,000          | -            | -              | -        | 2,686          | 3,000          | (314)           | 89.5%         |
| Option Tickets/Tours Royalty                 |                | -            | -              | -        | -              |                | -               | 0.0%          |
| Misc Conference Revenue                      | 63,000         | -            | -              | -        | 81,414         | 63,000         | 18,414          | 129.2%        |
| Academy Workshop                             | 33,500         | -            | -              | -        | 26,715         | 33,500         | (6,785)         | 79.7%         |
| Boutique Sales                               | 3,000          | -            | -              | -        | 325            | 3,000          | (2,675)         | 10.8%         |
| <b>Total Income</b>                          | <b>602,350</b> | <b>-</b>     | <b>-</b>       | <b>-</b> | <b>567,458</b> | <b>602,350</b> | <b>(34,892)</b> | <b>94.2%</b>  |
| - Conference Full - Attending                |                |              |                |          | 680            |                |                 |               |
| - Conference Full - Comp                     |                |              |                |          | 36             |                |                 |               |
| - Conference Full - Paying (*)               | 700            |              |                |          | 644            |                | (56)            |               |
| - Conference Retired                         |                |              |                |          | 31             |                |                 |               |
| - Conference Guest                           | 100            |              |                |          | 112            |                | 12              |               |
| <b>DIRECT EXPENSES</b>                       |                |              |                |          |                |                |                 |               |
| Planner - Contract Labor                     | 55,000         | 4,584        | 4,583          | 1        | 55,008         | 55,000         | 8               | 100.0%        |
| Planner Travel Accommm.                      | 100            | -            | -              | -        | 2,576          | 100            | 2,476           | 2576.0%       |
| Planner Airfare                              | 1,000          | -            | -              | -        | 1,272          | 1,000          | 272             | 127.2%        |
| Planner Ground Travel                        | 200            | -            | -              | -        | 248            | 200            | 48              | 124.0%        |
| Planner Travel Meals                         | 700            | -            | -              | -        | 1,995          | 700            | 1,295           | 285.0%        |
| PlannerTravel Other                          | 100            | -            | -              | -        | 83             | 100            | (17)            | 83.0%         |
| <b>Subtotal Planner Expenses</b>             | <b>57,100</b>  | <b>4,584</b> | <b>4,583</b>   | <b>1</b> | <b>61,182</b>  | <b>57,100</b>  | <b>4,082</b>    | <b>107.1%</b> |
| Academy Speaker Fees                         | 20,000         | -            | -              | -        | 12,000         | 20,000         | (8,000)         | 60.0%         |
| Academy Speaker Accommodations               | 4,300          | -            | -              | -        | 3,068          | 4,300          | (1,232)         | 71.4%         |
| Academy Speaker Meals                        | 1,000          | -            | -              | -        | 423            | 1,000          | (577)           | 42.3%         |
| Academy Speaker Travel                       | 9,700          | -            | -              | -        | 3,053          | 9,700          | (6,647)         | 31.5%         |
| Academy Materials/Supplies                   | 1,000          | -            | -              | -        | -              | 1,000          | (1,000)         | 0.0%          |
| Academy Transportation                       |                | -            | -              | -        | -              | -              | -               | 0.0%          |
| <b>Subtotal Academy Expenses</b>             | <b>36,000</b>  | <b>-</b>     | <b>-</b>       | <b>-</b> | <b>18,545</b>  | <b>36,000</b>  | <b>(17,455)</b> | <b>51.5%</b>  |
| Genl/Plenary Speaker Fees                    | 30,000         | -            | -              | -        | 22,000         | 30,000         | (8,000)         | 73.3%         |
| Genl/Plenary Speaker Accommodations          | 1,300          | -            | -              | -        | 877            | 1,300          | (423)           | 67.4%         |
| Genl/Plenary Speaker Meals                   | 300            | -            | -              | -        | 114            | 300            | (186)           | 38.1%         |
| Genl/Plenary Speaker Travel                  | 3,000          | -            | -              | -        | 251            | 3,000          | (2,749)         | 8.4%          |
| <b>Subtotal Gen/Plenary Speaker Expenses</b> | <b>34,600</b>  | <b>-</b>     | <b>-</b>       | <b>-</b> | <b>23,242</b>  | <b>34,600</b>  | <b>(11,358)</b> | <b>67.2%</b>  |
| Speakers Accommodations                      | 9,000          | -            | -              | -        | 4,051          | 9,000          | (4,949)         | 45.0%         |
| Speakers Fees                                | 32,000         | -            | -              | -        | 17,250         | 32,000         | (14,750)        | 53.9%         |
| Speakers Meals                               | 2,100          | -            | -              | -        | 921            | 2,100          | (1,179)         | 43.8%         |
| Speakers Travel                              | 12,500         | -            | -              | -        | 4,989          | 12,500         | (7,511)         | 39.9%         |
| <b>Subtotal Speaker Expenses</b>             | <b>55,600</b>  | <b>-</b>     | <b>-</b>       | <b>-</b> | <b>27,211</b>  | <b>55,600</b>  | <b>(28,390)</b> | <b>48.9%</b>  |
| Staff Travel Accommm.                        | 11,000         | -            | -              | -        | 14,852         | 11,000         | 3,852           | 135.0%        |
| Conf. Travel Airfare Staff                   | 5,000          | -            | -              | -        | 1,293          | 5,000          | (3,707)         | 25.9%         |
| Conf. Travel Ground - Staff                  | 100            | -            | -              | -        | 361            | 100            | 261             | 361.1%        |
| Conf. Travel Meals - Staff                   | 3,285          | -            | -              | -        | 4,520          | 3,285          | 1,235           | 137.6%        |
| Conf. Travel Other - Staff                   | 200            | -            | -              | -        | 162            | 200            | (38)            | 81.0%         |
| <b>Subtotal Staff Expenses</b>               | <b>19,585</b>  | <b>-</b>     | <b>-</b>       | <b>-</b> | <b>21,189</b>  | <b>19,585</b>  | <b>1,604</b>    | <b>108.2%</b> |
| Travel Accommodations VIP                    | 4,000          | -            | -              | -        | 9,447          | 4,000          | 5,447           | 236.2%        |
| Conf. Transportation - VIP                   | 1,000          | -            | -              | -        | 1,000          | 1,000          | -               | 100.0%        |
| <b>Subtotal VIP Expenses</b>                 | <b>5,000</b>   | <b>-</b>     | <b>-</b>       | <b>-</b> | <b>10,447</b>  | <b>5,000</b>   | <b>5,447</b>    | <b>208.9%</b> |
| Opening Reception                            | 35,000         | -            | -              | -        | 16,000         | 35,000         | (19,000)        | 45.7%         |
| All Conference Event                         | 40,000         | -            | -              | -        | 40,350         | 40,000         | 350             | 100.9%        |
| Opening Ceremony                             | 500            | -            | -              | -        | 453            | 500            | (47)            | 90.7%         |
| <b>Subtotal Events Expenses</b>              | <b>75,500</b>  | <b>-</b>     | <b>-</b>       | <b>-</b> | <b>56,803</b>  | <b>75,500</b>  | <b>(18,697)</b> | <b>75.2%</b>  |
| Food & Beverage                              | 85,780         | -            | -              | -        | 146,005        | 85,780         | 60,225          | 170.2%        |
| Meetings/Board/Comm.F&B/AV                   | 1,000          | -            | -              | -        | -              | 1,000          | (1,000)         | 0.0%          |
| Colloquim Food & Beverage                    | -              | -            | -              | -        | -              | -              | -               | 0.0%          |
| Annual Banquet                               | 50,000         | -            | -              | -        | 53,890         | 50,000         | 3,890           | 107.8%        |
| Private Receptions                           | 10,000         | -            | -              | -        | 7,555          | 10,000         | (2,446)         | 75.5%         |
| Meeting Expense - MCEF                       | 6,100          | -            | -              | -        | -              | 6,100          | (6,100)         | 0.0%          |

# IIMC Financials

FISCAL YEAR 2011

Conference

12/31/2011

| Description                        | 2011           |                |                |              |                 |                |                 |                |
|------------------------------------|----------------|----------------|----------------|--------------|-----------------|----------------|-----------------|----------------|
|                                    | Revised Budget | Monthly        | Monthly Budget | Variance     | Actual YTD      | YTD Budget     | Variance        | %              |
| <b>Subtotal F&amp;B Expenses</b>   | <b>152,880</b> | -              | -              | -            | <b>207,449</b>  | <b>152,880</b> | <b>54,569</b>   | <b>135.7%</b>  |
| Credit Card Fees                   | 9,000          | (0)            | -              | (0)          | 9,070           | 9,000          | 70              | 100.8%         |
| Hotel Room - Attrition             | -              | -              | -              | -            | 63,016          | -              | 63,016          | 0.0%           |
| Telephone/Internet                 | 4,000          | -              | -              | -            | 2,035           | 4,000          | (1,965)         | 50.9%          |
| Awards & Gifts                     | 3,000          | -              | -              | -            | 2,317           | 3,000          | (683)           | 77.2%          |
| Office Supplies                    | 100            | -              | -              | -            | 161             | 100            | 61              | 160.6%         |
| Shipping                           | 3,000          | -              | -              | -            | 2,949           | 3,000          | (51)            | 98.3%          |
| Lanyards/Bags/Gifts                | 4,000          | -              | -              | -            | 2,337           | 4,000          | (1,663)         | 58.4%          |
| Conference Security                | 2,000          | -              | -              | -            | 2,555           | 2,000          | 555             | 127.8%         |
| Colloquium Institute Director      | 500            | -              | -              | -            | 2,692           | 500            | 2,192           | 538.4%         |
| Postage/Courier/Mailing            | 500            | (0)            | -              | (0)          | 112             | 500            | (388)           | 22.4%          |
| Conf. Transportation               | 15,000         | -              | -              | -            | 5,750           | 15,000         | (9,250)         | 38.3%          |
| Audio/Visual                       | 80,000         | -              | -              | -            | 47,725          | 80,000         | (32,275)        | 59.7%          |
| Copier                             | 100            | -              | -              | -            | 15              | 100            | (85)            | 15.0%          |
| Exhibit Hall                       | 4,000          | -              | -              | -            | 4,569           | 4,000          | 569             | 114.2%         |
| Onsite Labor                       | 500            | -              | -              | -            | -               | 500            | (500)           | 0.0%           |
| Design Work                        | 500            | -              | -              | -            | -               | 500            | (500)           | 0.0%           |
| Photographer                       | 2,500          | -              | -              | -            | 3,359           | 2,500          | 859             | 134.3%         |
| Signage                            | 100            | -              | -              | -            | -               | 100            | (100)           | 0.0%           |
| Conference Printing/Design Work    | 20,000         | -              | -              | -            | 21,953          | 20,000         | 1,953           | 109.8%         |
| Merchandise                        | 2,000          | -              | -              | -            | 210             | 2,000          | (1,790)         | 10.5%          |
| Conference Scanning Expense        | 6,000          | 0              | -              | 0            | 6,508           | 6,000          | 508             | 108.5%         |
| Other                              | 500            | 525            | -              | 525          | 1,739           | 500            | 1,239           | 347.8%         |
| <b>Subtotal Operating Expenses</b> | <b>157,300</b> | <b>525</b>     | <b>-</b>       | <b>525</b>   | <b>179,145</b>  | <b>157,300</b> | <b>21,845</b>   | <b>113.9%</b>  |
| <b>Total Direct Expense</b>        | <b>593,565</b> | <b>5,109</b>   | <b>4,583</b>   | <b>526</b>   | <b>605,212</b>  | <b>593,565</b> | <b>11,647</b>   | <b>102.0%</b>  |
| <b>Net Profit/Loss</b>             | <b>8,785</b>   | <b>(5,109)</b> | <b>(4,583)</b> | <b>(526)</b> | <b>(37,754)</b> | <b>8,785</b>   | <b>(46,539)</b> | <b>-429.8%</b> |

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# IIMC Financials

FISCAL YEAR 2011

Education

12/31/2011

|                                    | 2011             |               |                 |                |                 |                  |                  |              |
|------------------------------------|------------------|---------------|-----------------|----------------|-----------------|------------------|------------------|--------------|
| Description                        | Revised Budget   | Monthly       | Monthly Budget  | Variance       | Actual YTD      | YTD Budget       | Variance         | %            |
| <b>INCOME:</b>                     |                  |               |                 |                |                 |                  |                  |              |
| MCEF Contribution/Policy 8         | 25,000           | 44,227        | -               | 44,227         | 44,227          | 25,000           | 19,227           | 0.0%         |
| - MCEF Scholarship                 | -                | (6,192)       | -               | (6,192)        | (6,192)         | -                | (6,192)          | 0.0%         |
| - Grants - Study Abroad/Conference | -                | (13,660)      | -               | (13,660)       | (13,660)        | -                | (13,660)         | 0.0%         |
| Fees CMC                           | 40,000           | 3,000         | 3,333           | (333)          | 38,850          | 40,000           | (1,150)          | 97.1%        |
| Fees CMC Recertification           | -                | -             | -               | -              | (200)           | -                | (200)            | 0.0%         |
| Fees MMC                           | 60,000           | 2,405         | 5,000           | (2,595)        | 46,605          | 60,000           | (13,395)         | 77.7%        |
| Pin CMC                            | 100              | -             | 8               | (8)            | 180             | 100              | 80               | 180.0%       |
| Pin MMC                            | 150              | -             | 13              | (13)           | 60              | 150              | (90)             | 40.0%        |
| Plaques CMC                        | 8,000            | 460           | 667             | (207)          | 7,115           | 8,000            | (885)            | 88.9%        |
| Distance Ed Registration           | 15,600           | 841           | 1,300           | (459)          | 11,486          | 15,600           | (4,114)          | 73.6%        |
| Conference CD Rom                  | -                | -             | -               | -              | 1,200           | -                | 1,200            | 0.0%         |
| <b>Total Income</b>                | <b>148,850</b>   | <b>31,081</b> | <b>10,321</b>   | <b>20,760</b>  | <b>129,672</b>  | <b>148,850</b>   | <b>(19,178)</b>  | <b>87.1%</b> |
| <b>DIRECT EXPENSES:</b>            |                  |               |                 |                |                 |                  |                  |              |
| Salary/Wages                       | 209,000          | 15,891        | 17,417          | (1,525)        | 132,698         | 209,000          | (76,302)         | 63.5%        |
| Salary Benefits                    | 35,000           | 2,203         | 2,917           | (713)          | 20,283          | 35,000           | (14,717)         | 58.0%        |
| Payroll Taxes - Employer           | 18,500           | 1,138         | 1,542           | (404)          | 11,351          | 18,500           | (7,149)          | 61.4%        |
| Workers Comp Insurance             | 2,500            | 127           | 208             | (81)           | 1,524           | 2,500            | (976)            | 61.0%        |
| Computer/Software Support          | -                | 36            | -               | 36             | 1,305           | -                | 1,305            | 0.0%         |
| Conference CD Rom                  | -                | -             | -               | -              | -               | -                | -                | 0.0%         |
| Credit Card Fee                    | 2,600            | 70            | 217             | (147)          | 1,850           | 2,600            | (750)            | 71.2%        |
| Distance Ed                        | 15,600           | -             | 1,300           | (1,300)        | 9,090           | 15,600           | (6,510)          | 58.3%        |
| Memberships                        | 500              | -             | 42              | (42)           | 100             | 500              | (400)            | 20.0%        |
| NOCA Accreditation                 | -                | -             | -               | -              | -               | -                | -                | 0.0%         |
| Pins CMC                           | 2,100            | -             | 175             | (175)          | -               | 2,100            | (2,100)          | 0.0%         |
| Pins MMCA                          | -                | -             | -               | -              | -               | -                | -                | 0.0%         |
| Pins MMC                           | 2,100            | 131           | 175             | (44)           | 905             | 2,100            | (1,195)          | 43.1%        |
| Plaques                            | 5,000            | -             | 417             | (417)          | 2,680           | 5,000            | (2,320)          | 53.6%        |
| Office Equipment Purchase          | -                | -             | -               | -              | -               | -                | -                | 0.0%         |
| Office Supplies                    | -                | -             | -               | -              | -               | -                | -                | 0.0%         |
| Postage/Courier/Mailing            | 1,500            | 46            | 125             | (79)           | 1,003           | 1,500            | (497)            | 66.9%        |
| Printing                           | 1,800            | 57            | 150             | (93)           | 767             | 1,800            | (1,034)          | 42.6%        |
| Shipping                           | 6,000            | 414           | 500             | (86)           | 4,532           | 6,000            | (1,468)          | 75.5%        |
| Professional Develop/Training      | 2,000            | -             | 167             | (167)          | 1,074           | 2,000            | (926)            | 53.7%        |
| Program Development                | 5,000            | -             | 417             | (417)          | -               | 5,000            | (5,000)          | 0.0%         |
| Subscriptions/Publications         | 500              | -             | 42              | (42)           | -               | 500              | (500)            | 0.0%         |
| Telephone                          | 500              | -             | 42              | (42)           | 9               | 500              | (491)            | 1.8%         |
| Staff Travel Accommodations        | 2,000            | -             | 167             | (167)          | -               | 2,000            | (2,000)          | 0.0%         |
| Staff Airfare                      | 2,000            | -             | 167             | (167)          | -               | 2,000            | (2,000)          | 0.0%         |
| Staff Travel Ground                | 1,500            | -             | 125             | (125)          | -               | 1,500            | (1,500)          | 0.0%         |
| Staff Travel Meals                 | 750              | -             | 63              | (63)           | -               | 750              | (750)            | 0.0%         |
| Staff Travel Other                 | 750              | -             | 63              | (63)           | -               | 750              | (750)            | 0.0%         |
| Wyoming On-Line Institute          | -                | -             | -               | -              | -               | -                | -                | 0.0%         |
| <b>Total Direct Expense</b>        | <b>317,200</b>   | <b>20,113</b> | <b>26,433</b>   | <b>(6,320)</b> | <b>189,170</b>  | <b>317,200</b>   | <b>(128,030)</b> | <b>59.6%</b> |
| <b>Net Profit/Loss</b>             | <b>(168,350)</b> | <b>10,968</b> | <b>(16,113)</b> | <b>27,081</b>  | <b>(59,498)</b> | <b>(168,350)</b> | <b>108,852</b>   | <b>35.3%</b> |

# IIMC Financials

FISCAL YEAR 2011

Marketing

12/31/2011

|                                  | 2011            |                |                |              |                 |                 |                |               |
|----------------------------------|-----------------|----------------|----------------|--------------|-----------------|-----------------|----------------|---------------|
| Description                      | Revised Budget  | Monthly Actual | Monthly Budget | Variance     | Actual YTD      | YTD Budget      | Variance       | %             |
| <b>INCOME</b>                    |                 |                |                |              |                 |                 |                |               |
| Advertising                      | 19,000          | 900            | 1,727          | (827)        | 10,700          | 19,000          | (8,300)        | 56.3%         |
| Advertising/Sponsor              | 16,500          | 1,400          | 1,375          | 25           | 15,903          | 16,500          | (597)          | 96.4%         |
| Advertising Website              | 1,500           | 293            | 125            | 168          | 2,197           | 1,500           | 697            | 146.5%        |
| Royalty - Liberty Mutual         | 1,000           | -              | 83             | (83)         | -               | 1,000           | (1,000)        | 0.0%          |
| Royalty - MBNA MasterCard        | 1,500           | 711            | 125            | 586          | 2,482           | 1,500           | 982            | 165.4%        |
| Royalty - Robert's Rule of Order | 800             | 27             | 67             | (40)         | 624             | 800             | (176)          | 78.0%         |
| Royalties Other - E.Mina/NAP     | 1,000           | 28             | 83             | (55)         | 801             | 1,000           | (199)          | 80.1%         |
| Mailing Lists                    | 1,500           | -              | 125            | (125)        | -               | 1,500           | (1,500)        | 0.0%          |
| Merchandise                      | 1,000           | -              | 83             | (83)         | -               | 1,000           | (1,000)        | 0.0%          |
| Publications                     | 4,000           | 1,639          | 333            | 1,305        | 6,477           | 4,000           | 2,477          | 161.9%        |
| Publications - Book 8            | 300             | -              | 25             | (25)         | 752             | 300             | 452            | 0.0%          |
| <b>Total Income</b>              | <b>48,100</b>   | <b>4,998</b>   | <b>4,152</b>   | <b>846</b>   | <b>39,936</b>   | <b>48,100</b>   | <b>(8,164)</b> | <b>83.0%</b>  |
| <b>DIRECT EXPENSES</b>           |                 |                |                |              |                 |                 |                |               |
| Salary/Wages                     | 81,900          | 6,825          | 6,825          | -            | 81,900          | 81,900          | -              | 100.0%        |
| Workers Comp Insurance           | 500             | 50             | 42             | 8            | 600             | 500             | 100            | 120.0%        |
| Credit Card Fee                  | 300             | 2              | 25             | (23)         | 101             | 300             | (199)          | 33.7%         |
| Awards & Gifts                   | 1,000           | -              | 83             | (83)         | -               | 1,000           | (1,000)        | 0.0%          |
| Postage                          | 50              | -              | 4              | (4)          | -               | 50              | (50)           | 0.0%          |
| Design Work (non conference)     | 500             | -              | 42             | (42)         | 30              | 500             | (470)          | 6.0%          |
| Merchandise                      | 500             | -              | 42             | (42)         | 703             | 500             | 203            | 140.6%        |
| Shipping                         | 100             | -              | 8              | (8)          | 31              | 100             | (69)           | 31.2%         |
| Staff Travel Accommodations      | 600             | -              | 50             | (50)         | -               | 600             | (600)          | 0.0%          |
| Staff Airfare                    | 500             | -              | 42             | (42)         | -               | 500             | (500)          | 0.0%          |
| Travel Exhibit                   | 3,000           | -              | 250            | (250)        | -               | 3,000           | (3,000)        | 0.0%          |
| Staff Travel Ground              | 250             | -              | 21             | (21)         | -               | 250             | (250)          | 0.0%          |
| Staff Travel Meals               | 500             | -              | 42             | (42)         | -               | 500             | (500)          | 0.0%          |
| Staff Travel Other               | 200             | -              | 17             | (17)         | -               | 200             | (200)          | 0.0%          |
| News Digest/Print/Mail/Design    | 3,000           | 295            | 250            | 45           | 4,435           | 3,000           | 1,435          | 147.8%        |
| Printing - Book 8                | 500             | -              | 42             | (42)         | 605             | 500             | 105            | 121.0%        |
| Printing /Publications           | 3,000           | 191            | 250            | (59)         | 2,087           | 3,000           | (913)          | 69.6%         |
| <b>Total Direct Expense</b>      | <b>96,400</b>   | <b>7,363</b>   | <b>8,033</b>   | <b>(671)</b> | <b>90,492</b>   | <b>96,400</b>   | <b>(5,908)</b> | <b>93.9%</b>  |
| <b>Net Profit/Loss</b>           | <b>(48,300)</b> | <b>(2,365)</b> | <b>(3,881)</b> | <b>1,516</b> | <b>(50,556)</b> | <b>(48,300)</b> | <b>(2,256)</b> | <b>104.7%</b> |

# IIMC Financials

FISCAL YEAR 2011

Membership

12/31/2011

|                                 | 2011             |                |                |                |                  |                  |                 |              |
|---------------------------------|------------------|----------------|----------------|----------------|------------------|------------------|-----------------|--------------|
| Description                     | Revised Budget   | Monthly Actual | Monthly Budget | Variance       | Actual YTD       | YTD Budget       | Variance        | %            |
| <b>INCOME</b>                   |                  |                |                |                |                  |                  |                 |              |
| Membership Dues                 | 1,107,500        | 89,575         | 92,292         | (2,716)        | 1,049,544        | 1,107,500        | (57,956)        | 94.8%        |
| Membership Late Fee             | 3,000            | 300            | 250            | 50             | 5,299            | 3,000            | 2,299           | 176.6%       |
| <b>Total Income</b>             | <b>1,110,500</b> | <b>89,875</b>  | <b>92,542</b>  | <b>(2,666)</b> | <b>1,054,843</b> | <b>1,110,500</b> | <b>(55,657)</b> | <b>95.0%</b> |
| <b>DIRECT EXPENSES</b>          |                  |                |                |                |                  |                  |                 |              |
| Salary/Wages                    | 97,000           | 9,628          | 8,083          | 1,545          | 93,698           | 97,000           | (3,302)         | 96.6%        |
| Salary Benefits                 | 21,000           | 1,962          | 1,750          | 212            | 20,254           | 21,000           | (746)           | 96.4%        |
| Payroll Taxes-Employer          | 10,500           | 869            | 875            | (6)            | 8,574            | 10,500           | (1,926)         | 81.7%        |
| Workers Comp Insurance          | 1,200            | 56             | 100            | (44)           | 672              | 1,200            | (528)           | 56.0%        |
| Auto Mileage                    | 200              | -              | 17             | (17)           | -                | 200              | (200)           | 0.0%         |
| Computer/Software Support       | -                | -              | -              | -              | 2,465            | -                | 2,465           | 0.0%         |
| Credit Card                     | 4,500            | 446            | 375            | 71             | 6,179            | 4,500            | 1,679           | 137.3%       |
| Dues Mailing                    | 10,600           | -              | 883            | (883)          | 7,995            | 10,600           | (2,605)         | 75.4%        |
| Membership                      | 640              | -              | 53             | (53)           | 285              | 640              | (355)           | 44.5%        |
| Office Equipment                | -                | -              | -              | -              | 44               | -                | 44              | 0.0%         |
| Postage/Courier/Mailing         | 7,500            | 29             | 625            | (596)          | 3,314            | 7,500            | (4,186)         | 44.2%        |
| Printing Mbr Drive              | 11,500           | (175)          | 958            | (1,133)        | (131)            | 11,500           | (11,631)        | -1.1%        |
| Professional Develop/Training   | 1,800            | -              | 150            | (150)          | 110              | 1,800            | (1,690)         | 6.1%         |
| Promotion                       | 1,100            | -              | 92             | (92)           | 536              | 1,100            | (564)           | 48.7%        |
| Research Salary Survey Services | 400              | -              | -              | -              | 300              | 400              | (100)           | 75.0%        |
| Staff Travel Accommodations     | 1,200            | -              | 100            | (100)          | -                | 1,200            | (1,200)         | 0.0%         |
| Staff Airfare                   | 2,000            | -              | 167            | (167)          | -                | 2,000            | (2,000)         | 0.0%         |
| Staff Travel Ground             | 200              | 6              | 17             | (11)           | 77               | 200              | (123)           | 38.5%        |
| Staff Travel Meals              | 400              | -              | 33             | (33)           | -                | 400              | (400)           | 0.0%         |
| Staff Travel Other              | 100              | -              | 8              | (8)            | -                | 100              | (100)           | 0.0%         |
| <b>Total Direct Expense</b>     | <b>171,840</b>   | <b>12,821</b>  | <b>14,287</b>  | <b>(1,465)</b> | <b>144,371</b>   | <b>171,840</b>   | <b>(27,469)</b> | <b>84.0%</b> |
|                                 |                  |                |                |                |                  |                  |                 |              |
| <b>Net Profit/Loss</b>          | <b>938,660</b>   | <b>77,054</b>  | <b>78,255</b>  | <b>(1,201)</b> | <b>910,472</b>   | <b>938,660</b>   | <b>(28,188)</b> | <b>97.0%</b> |

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# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** April 9, 2012  
**Subject:** Member Services Year End Report 2011-2012



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In January 2012, IIMC embarked on its most expansive membership recruitment campaign in history. Utilizing the 2007 Governments Integrated Directory (GID) provided us with four separate lists – Municipalities, Special Districts, Counties and School Boards. We created criteria of a targeted mailing list of nonmembers in the United States that focused on 4,660 potential new members. As of this writing, we have brought in 75 new members through the recruitment campaign, and those numbers are growing. We are anticipating a three percent return on our initial investment by year-end, exceeding industry standards of one percent.

As we continue to use postcards and letters in alternative methods, the mailing list will dwindle in size as new municipalities join. We will continue this process through December 2012. Four of these new members are attending the IIMC Conference in Portland.

Member Services continues to concentrate on membership retention through personal contact calls. We are immediate in responding to member needs. We focus on all of the benefits IIMC offers and we state how these benefits 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 receive a letter six months into their membership asking if they have researched our website to learn about the Education Programs, Career Center, 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!

We have met and/or surpassed membership dues projected budget for the last four years. With all things taken into consideration; economy, retirements, layoffs, consolidation, we 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 such as the Recruit a Member (27 new members SINCE July 1, 2011 to April 2012) and Region Director Challenge (42). Our relationship with VVG, IAM, IMASA, ADSO and SLCC is growing. Our Region XI membership numbers as of this writing are 134. 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 2013 will be sent out in January 2013 and presented to the membership in March 2013. 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 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 efforts of this department the past two years have been exemplary. Not only are Janis and Tammy relentless in maintaining current members, but have also delved wholeheartedly into our membership recruitment campaign. Considering our existence lies in our membership and so much of those members rely on their municipalities funding, IIMC should be proud with the outcome and expect continuing positive results.**