

Ruminations On A Rising Organization

2012 Annual Report





IIMC Mission Statement

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

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PRESIDENT'S MESSAGE

2012 IIMC ANNUAL REPORT



vehicle for promotion of the profession, once again educational issues dominated the business agenda. 249 Municipal Clerks achieved Certified Municipal Clerk status and 113 were granted Master Municipal Clerk status. With the diligent work of the VwG in the Netherlands, the third Institute outside of North America was approved that promises to serve and grow membership there.

As the membership remains pleased with the adjustments made over the past few years to the Education Guidelines and opportunities for certification, the Board and Committees this year tackled other related areas in support of Institutes and certification for our members in Canada and outside North America. A Blue Ribbon Committee comprised of two Institute Directors, members who have been trainers and mentors, and staff will review procedures for course review, Institute annual report content and compliance, the decision-making process to determine if courses are related to the profession and if at the CMC or MMC level, and teaching methods.

At their meeting in Portland, the Board of Directors made adjustments to the CMC education categories to accommodate members from Regions X and XI that do not have access to an Institute. Many of these members have extensive educational portfolios, yet cannot achieve certification due to the structure of the categories that qualify for CMC Education points. A second temporary accommodation was initiated for Regions X and XI offering a one-year grace period where points garnered prior to achievement of a CMC can be credited toward Master Municipal Clerk status. Members stuck in the conundrum of inability to achieve a CMC, regardless of significant investments in continuing education, can now for a limited time document this on a Master Municipal Clerk

application. These changes match the way education is delivered internationally making certification achievable bringing them on parity with United States members.

The Board over two meetings considered specific recommendations from the Institute Directors and authorized a portion of Institute hours to be delivered outside the classroom, made adjustments regarding annual reporting, and provided additional meeting time and interaction with staff at the annual conference.

Over the past few years, particularly, an extraordinary amount of effort has been expended to build international relationships, grow membership in Region XI, and accommodate the unique challenges faced by our members outside of North America.

Reasonable and supportable steps taken, including approval of a business plan, brought achievable membership strides, a boost to diversity of annual conference attendance, a successful Study Tour to South Africa, and an increased understanding and enjoyment of what Region XI offers all IIMC members as well as the challenges faced by such a large geographical Region. During 2012, Region XI membership reached 145 with 69 in England alone. Through the creative and tenacious leadership of Gil Litov, Chairman of the Israeli Association of Municipal Clerks and Managers (IAM), twenty-six new members joined through a cooperative membership program between IIMC and IAM.

As announced at the opening ceremonies at the Portland conference, the Board approved an affiliation agreement with AMCTO in Ontario, Canada that carries an expectation for membership growth and education partnerships.

IIMC delegates from South Africa, England, Wales, Scotland, Bermuda, Israel, The Netherlands, Belgium, and the United States convened the first-ever Region XI meeting in Reading, England this

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PRESIDENT'S MESSAGE

2012 IIMC ANNUAL REPORT

past October. The presence of the IIMC President and Executive Director at this inaugural meeting underscored the importance to all IIMC members of the discussions, ideas, and emerging initiatives. The momentum continued as a second meeting was held in January of 2012 in Rotterdam. This is unprecedented! A new synergy is fueling ideas, building key relationships, and defining creative membership strategies. I remain excited and confident in the success of Region XI present and future programs. Thank you to our international leaders offering their time and passion to build even stronger programs benefitting both international and North American IIMC members.

IIMC Committees are the foundation of policy development and this year was no exception. Executive Committee travel has been better defined to balance financial resources, visibility in all Regions, and participation in landmarks of supporting associations. The Education Committee conducted an extensive survey that will serve as foundational materials for future discussions. The Membership Committee shared inspirational hero stories and made more than 1,000 personal contacts with IIMC members. The Records Management Committee continues the labor-intensive work of administering the grant to rewrite technical bulletins. Without exception, each Committee added significant value to the work of IIMC this year. Further detail on the work of each committee follows in this report.

A special task force was appointed to study whether or not IIMC associate members should be allowed to obtain the CMC and MMC designations. Their work has been forwarded to the Policy Review Committee for a report to the Board of Directors.

The Award of Merit is the President's opportunity to look over the membership and select an individual who stands out, who broke new ground, or succeeded in an exceptional way. This year Nick Randle, Chief Executive of the Society of Local Council Clerks, received this recognition. There is no other single person who has done more than Nick to further IIMC membership and services to Region XI. Nick completed three years on the IIMC Board of Directors. His leadership to convene Region XI for the first time is not something anyone before had accomplished. Nick lead the charge, worked the politics, developed the agenda, and handled logistics. His vision with the Region XI business plan coauthored

with Tom Van Der Hoven was the first of its kind. Nick is an excellent facilitator and convener and never hesitates to step up as such. I am grateful for all Nick has done – and continues to do – for IIMC as an organization, for its members as individuals, and for me personally as a colleague and dear friend. I was overwhelmingly compelled to honor Nick Randle in this way.

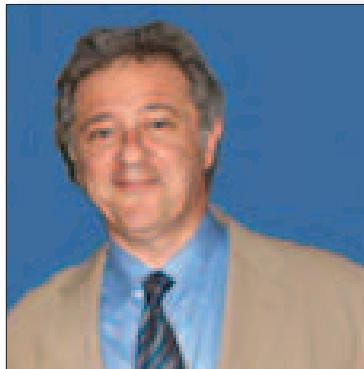
The year was rich with educational and membership growth, rich with new ideas and adventures, rich with accomplishments, and rich for me personally and professionally.

Congratulations to IIMC, its staff, its leadership, and its membership for a solid year of service and strong strides.

Colleen J. Nicol, MMC
IIMC President, 2011-2012

EXECUTIVE DIRECTOR'S UPDATE

2012 IIMC ANNUAL REPORT



Ruminations On A Rising Organization

Maximizing our efforts and expanding our impact so that our good intentions turn into real change

continues to be the driving force for your Organization.

The 2011 and 2012 year witnessed several areas that fine-tuned the Organization's goals and objectives; specifically, the creation of Board approved Policies to assuage the cost of doing business for future conferences and the impact of the economy on membership growth. The two areas solidified IIMC's philosophy of taking calculated risks for the overall health of IIMC. The Organization continues to be a rewarding merger of the Board, Committees, Institutes, Associations and Staff working cohesively to bring new tasks forward, resolve issues and embellish on current processes and programs.

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

IIMC'S STRATEGIC PLAN

It has been four years since IIMC's Strategic Plan was created and approved by the Board. The Plan, which staff implements, is a living document, focusing on objectives and goals and accomplishments.

The plan calls for continuous year-round Board Development with assignments throughout the year, culminating into day-long sessions prior to each Board meeting. The 2011 and 2012 term witnessed the Board participating in assignments that included topics on the following:

- Non profit governance
- How do other constituents perceive municipal clerks and the profession?

- Describing the boundaries of "clerk-dom." What are Municipal Clerk's key messages?
- How should clerks and their associations communicate key messages and, by doing so, shape constituents' perceptions of the profession?

This past year, Board members studied the status of Municipal Clerks and the Clerk's profession. The Board discovered what Clerks think about themselves; what important constituents of the Clerk's profession might think and say about them; they've asked and answered some tough questions about what Clerks do well...and about possible gaps in performance; they considered the important messages that Clerks need to send to elected officials, colleagues, stakeholders and the public, and how best to send those messages. The purpose of this exercise was 1) to study the reasons Clerks are undervalued by their organizations, and 2) to find ways to elevate the status of Municipal Clerks as a profession.

Much work and effort went into making these sessions engaging, educational, and informative.

IIMC is on track with the approved Strategic Plan, completing assignments on schedule while revising and implementing new ones as they arise.

NATIONAL HIGHLIGHTS

IIMC's third annual study abroad program to South Africa attracted the largest delegation yet to this program as 30 members participated in this worthwhile educational venture. Also, the second International Exchange Program drew several interested parties – the United Kingdom and Wisconsin – agreeing to participate in this endeavor.

The first ever Region XI meeting was held in October in Reading, UK, prior to the Society of Local Council Clerks' Conference. IIMC

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EXECUTIVE DIRECTOR'S UPDATE

Continued

had 28 members in attendance. Also, Region XI membership is at its highest with 145 members from 15 countries joining the ranks of IIMC.

The third Region XI Institute was also approved this year as the Netherlands joined Bulgaria and the United Kingdom to round out the group.

Financial Highlights

For the fifth consecutive year, IIMC ended the fiscal year with a Net Profit – an accomplishment of which everyone should be extremely proud. Net Profit in 2011 was \$94,252, considerably above projected budget of \$2,751. IIMC's commitment to policy/procedures and due diligence in controlling spending and travel expenses are clearly reflected within the 2011 bottom line.

Building Income

IIMC Headquarters is now fully occupied with both rental offices leased through 2013 and 2014. The building income budget helps with revenue toward mortgage obligations.

Committees

Executive Committee

Expenses - Due to more strategic and fiscally responsible planning in travel, the Executive Committee came in under budget by approximately \$2,000, marking the fourth consecutive year it has been under budget. The Organization's philosophy regarding non-domestic travel and efforts of those Presidents the past few years played an integral role in financial prudence. IIMC continues to keep Region XI (Outside North America) travel to only those Associations that IIMC has a strong presence or working toward an Institute. IIMC also utilizes, whenever possible, American Express points to help reduce travel expenses for Regions X and XI (South Africa, UK, British Columbia and domestic travel when possible). IIMC also was successful in having State/Provincial/National Associations help when possible, and we thank them for their assistance.

Marketing

Income - Revenue overall is approximately less than what we've realized in past years. Many of IIMC's long-time advertisers have felt the sting of local government's cuts and they, too, are deeply affected by the economy. IIMC has seen several advertisers pull

out of the *News Digest*. However, moving to the on-line format in 2009 reduced costs considerably while improving method of delivery and *Digest* content.

Membership

Income - Membership Dues surpassed the \$1 million score for the fourth consecutive year. In 2012, IIMC launched its most extensive membership campaign in decades if not IIMC history. Out of 4,500 potential new members, we have recruited 172. Our rate of return is currently at three percent and growing. Industry standards claim one percent to be the norm with anything above that number as exceeding standards. Our Membership Department continues to offer a unique service in this age of technology and automation – our staff is always on hand to speak with you, **personally**. IIMC's membership fluctuates quarterly, and hovers around the 9,300 mark.

For financial details, please refer to the Auditors financial statements in this report (pages 10 and 11).

ADMINISTRATION

Staff continues to handle a variety of tasks regarding the daily operation. Our finances continue to be directed internally by the Executive Director, our Finance Specialist with external consulting by Accounting and Association Software Group. As you will see by the 2011 year-end financial statements, IIMC is persistent in maintaining financial health.

ATHENIAN DIALOGUES

These Dialogues are growing in popularity within each Region. Members who have been inducted into the Fellowship have reached 22 with more growth to come. Perhaps, the salient aspect of these Dialogues is the number of IIMC members who are now facilitators and engaging their colleagues in these sessions.

CONFERENCE

At our mid year meeting in November 2011, the Board adopted a cutting-edge approach to future conference selections – we are now choosing conferences anonymously (as opposed to naming individual cities and states) based on business decisions. Convention bureaus with whom we're working have lauded IIMC for going this route, citing fairness and sound fiscal responsibility.

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EDUCATION

The Department's staff expertly handles the education programs, collaborates with Institutes, recommends facilitative methods of expediting CMC and MMC certifications and coordinates the Conference education component. Staff was instrumental in bringing the on-line "ed2go" distance learning webinars to the membership and is looking for new on-line, distance programs to introduce to the members. The Education Department E-Briefings continue to feature and market education programs, Institute Directors and Institute programs and other Education information.

MARKETING/COMMUNICATIONS

Our monthly E-magazine – the *News Digest* – is either opened or clicked on by approximately 45 percent of the membership on the delivery date. This depicts a membership that is engaged with their Organization.

E-Communication

IIMC's web site continues to attract members. As IIMC becomes more proficient and knowledgeable about the legal implications of social marketing through social media, a different avenue of communication is being imparted to the membership through Twitter and Facebook.

IIMC communicates with its members weekly with two E-briefings – a general one on Tuesdays and an Education focused communiqué on Thursdays. These E-Briefings provide timely information on IIMC activities and education programs.

Stay in touch, visit www.iimc.com OR follow us on twitter.com/ediimc.

MEMBER SERVICES

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

- MBNA credit card program;
- NAP's -- Parliamentary Procedures in Local Government;
- Eli Mina's Guide To Minute Taking; and
- Avis Rent A Car discounts.

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

ADMINISTRATION

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

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

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

OUTREACH

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

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

FINANCIALS

2012 IIMC ANNUAL REPORT

Independent Auditor's Report

Board of Directors
International Institute of Municipal Clerks
Rancho Cucamonga, CA

We have audited the accompanying statement of financial position of the International Institute of Municipal Clerks (Organization) as of December 31, 2011, and the related statements of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the International Institute of Municipal Clerks as of December 31, 2010, were audited by other auditors whose report, dated April 7, 2011, expressed an unqualified opinion on those statements.

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

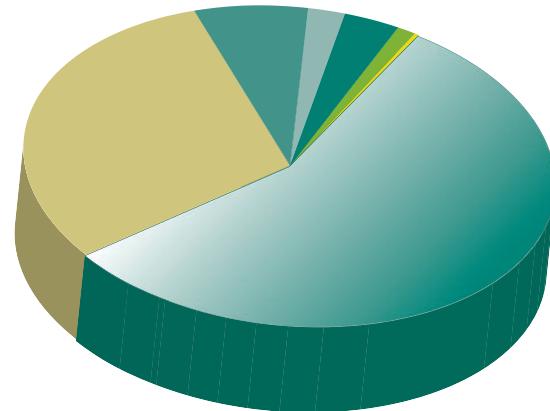
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the International Institute of Municipal Clerks as of December 31, 2011 and the changes in net assets and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Sadd Velazquez Higashi Shammaa, LLP
Glendale, CA
April 30, 2012

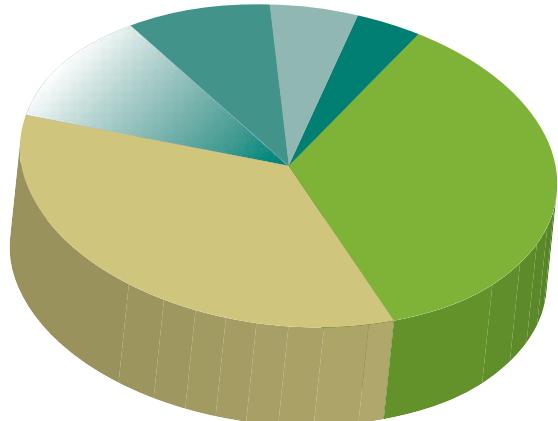
Revenue & Expenditure Chart

Revenue

Membership Dues	\$1,054,843
Conference	567,458
Education	129,672
Marketing Development and Promotion	44,491
Building Rental	63,208
Administration	21,000
Interest	626
TOTAL	\$1,881,298



Expenses



Education	\$208,341
Conference	617,758
Member Services	157,909
Marketing Development and Promotion	97,902
Building	65,258
Supporting Services Administration	638,878
TOTAL	\$1,786,046

STATEMENT OF ACTIVITIES - 2011

2012 IIMC ANNUAL REPORT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

STATEMENT OF ACTIVITIES

For the year ended December 31, 2011

REVENUES

Membership dues	\$ 1,054,843
Conference	567,458
Education	129,672
Marketing development and promotion	44,491
Building rental	63,208
Administration	21,000
Interest	626
Loss of disposal of asset	
Total Revenues	<u>1,881,298</u>

EXPENSES

Program Services	
Education	208,341
Conference	617,758
Member services	157,909
Marketing development and promotion	97,902
Building	65,258
Supporting Services Administration	<u>638,878</u>
Total Expenses	<u>1,786,046</u>

Increase in Net Assets 95,252

Net assets, beginning of year (181,718)

Net Assets, end of year \$ (86,466)

STATEMENT OF FINANCIAL POSITION

2012 IIMC ANNUAL REPORT

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

STATEMENT OF FINANCIAL POSITION

December 31, 2011

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 408,950
Accounts receivable	14,817
Inventory	20,019
Prepaid expenses	20,564
Conference prepaids	21,876
	<hr/>
Total Current Assets	486,226
PROPERTY AND EQUIPMENT, net of accumulated depreciation	1,034,816
CAPITALIZED LOAN FEES, net of accumulated amortization	6,824
	<hr/>
Total Assets	1,527,866

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable	\$15,690
Accrued liabilities	64,094
Deferred revenue	659,086
Mortgage note payable - current portion	45,111
	<hr/>
Total Current Liabilities	783,981

LONG TERM LIABILITIES

Mortgage note payable	830,351
Total Liabilities	1,614,332

NET ASSETS

Unrestricted net assets	(86,466)
Total Liabilities and Net Assets	\$1,527,866

COMMITTEES

2012 IIMC ANNUAL REPORT

Committees And Those Who Serve Reap Great Rewards

IIMC members who volunteer to serve on Committees reap great rewards in the act of volunteering and as a learning and growing experience.

IIMC committees do a great deal of work on behalf of the Organization. Over the years, volunteers devote time, energy and insight into solving problems, developing strategies, seeing the "big picture" and providing direction.

Lastly, volunteers grow professionally. As with every Association, volunteers are key to any Association's growth and success. Without volunteers, associations stagnate.

Committees are an active entity in IIMC. They have taken on important issues, endless hours of work and a commitment to accomplish their goals and objectives.

During the course of 2011 and 2012, standing committees, one Ad Hoc and one Task Force worked toward common goals and objectives, providing input on direction and instrumental in bringing new ideas or programs to fruition. All Committees are required to file mid-year and year-end reports, whether or not they recommend action.

The following Committees submitted reports REQUIRING ACTION:

- Election
- International Relations
- Legislative – Ad Hoc
- Policy Review
- Program Review and Certification
- Public Relations and Marketing

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

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

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

NOTE: IIMC gratefully acknowledges and thanks each committee Chair, Vice Chair and member for their insight and collaborative efforts in meeting their goals and objectives.



ELECTION

Chair: Millie Powell, MMC

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.

Committee's Recommendation:

Staff rewrote and revised the Election Policy Manual that the Committee reviewed and approved. The Committee recommends that the Board approve and accept the Manual.

MANAGEMENT'S RECOMMENDATION

We appreciate the opportunity to have staff rewrite the long-over-due Elections Policy Manual and believe we now have a current and working Manual to guide and serve future Elections Committee.

INTERNATIONAL RELATIONS

Chair: Dyanne C. Reese, MMC

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 Program.

2011 – South Africa This year's program was a great success with 28 participants. Two of the participants created Blogs and were 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 was 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.

Goal Two (2) President Nicol revised this goal as follows: Explore factors contributing to low participation in the Exchange Program and alternatives for remedy. 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.

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

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ACTION COMMITTEES

Continued

5. A table for interested individuals to network at Tuesday's lunch at IIMC conference in Portland has been arranged.

Goal Three (3) By July 1, 2011, identify and recommend topics and speakers of global relevance to the Conference Committee and Education Department.

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. 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 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. 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. 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 on 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, 2012 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. IIMC's Executive Director 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 2012-13 Exchange Program in the amount of \$3,000.

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(2) Financial Support to the Study Abroad Program and continue to provide grant funding for IIMC Conferences.

The Committee addressed all its goals. We held three successful teleconferences. The study program to South Africa was successful and the proposed 2013 program 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 IIMC's Executive Director. 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.

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.

LEGISLATIVE – Ad Hoc

Chair: Randi Johl, MMC

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.

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 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

ACTION COMMITTEES

Continued

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.).

SUMMARY

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.

POLICY REVIEW

Chair: Bernie White, MMC

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 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 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" was finally submitted 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

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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 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.

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

ACTION COMMITTEES

Continued

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.

PROGRAM REVIEW and CERTIFICATION

Chair: Kathryn Young, CMC

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

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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.

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.
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.
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. 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.

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.

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 1st. 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.

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ACTION COMMITTEES

Continued

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 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 reinstating 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.

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Several members stated they needed more information on reinstating 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:

ACTION COMMITTEES

Continued

- 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 IIMC 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.

PUBLIC RELATIONS and MARKETING

Chair: Aimee Nemer, MMC

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.

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

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.

Status: Subcommittee has worked with IIMC staff and submitted a final report for Board review.

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

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.

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:

- 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.

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 the *News Digest* and develop a contact/publication list (Objective 3)

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ACTION COMMITTEES

Continued

- 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) 2nd 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.



Athenian Dialogue Conference Attendees

BUDGET and PLANNING

Chair: Eddie Myers, MMC

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.

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NON ACTION COMMITTEES

Continued

CONFERENCE

Chair: Carol L. Jacobs, MMC, (Retired)

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.

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.

EDUCATION and PROFESSIONAL DEVELOPMENT

Chair: Pam Kolacy, MMC

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

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- 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 2011.

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.

We found the answers to be interesting and enlightening. The results contain several ideas that can be shared among 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.

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.

MEMBERSHIP

Chair: Brenda K. Young, MMC

The Membership Services Department worked 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

NON ACTION COMMITTEES

Continued

(4/3/2012) 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.

MENTORING

Chair: Colleen Ingman, MMC

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 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 *News 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

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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 has worked with this Committee to meet all of their objectives from the News Digest articles to Conference (sessions, First timers and exhibit table).

RECORDS MANAGEMENT

Chair: Dan Karin

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.

NON ACTION COMMITTEES

Continued

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

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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.

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.

RESEARCH and RESOURCE

Chair: Dawn G. Abrahamson, MMC

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 tasked 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

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NON ACTION COMMITTEES

Continued

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.

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 Online Resource Center of ordinances, policies, and best practices

Management's Recommendation

We appreciate the Committee's quick responses to member inquiries and establishing an Online Resource Center is needed and should be this Commit

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

Total active clerks as of June 30, 2012 - 9,311



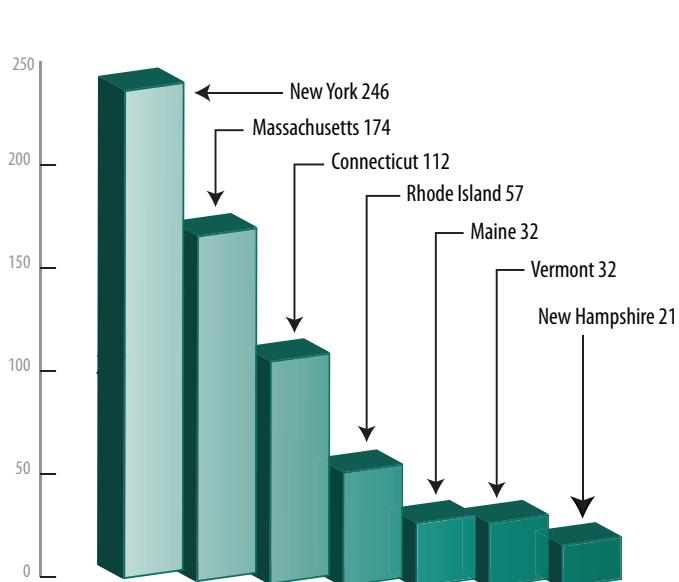
NOTE: In January 2010, IIMC's Education Guidelines were revised to reflect major changes including the elimination of Recertification. IIMC's CMC's program has increased by 15 percent and MMC participation has increased by 10 percent for 2011.

STATE/REGIONAL/NATIONAL MEMBERSHIP

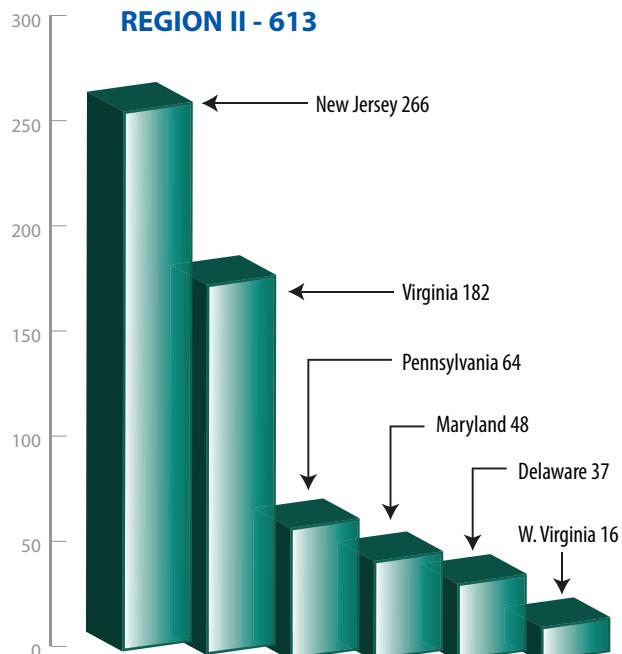
2012 IIMC ANNUAL REPORT

The following chart represents IIMC membership in each state, province and country. As of July 2, 2012, California leads all states in membership with 874. Region III (AL, FL, GA, NC and SC) leads all Regions in total membership with 1,569. British Columbia leads all members in Canada with 107. England leads all countries in Region XI with 69 members, followed by Israel with 30. IIMC's total paid membership is 9,311.

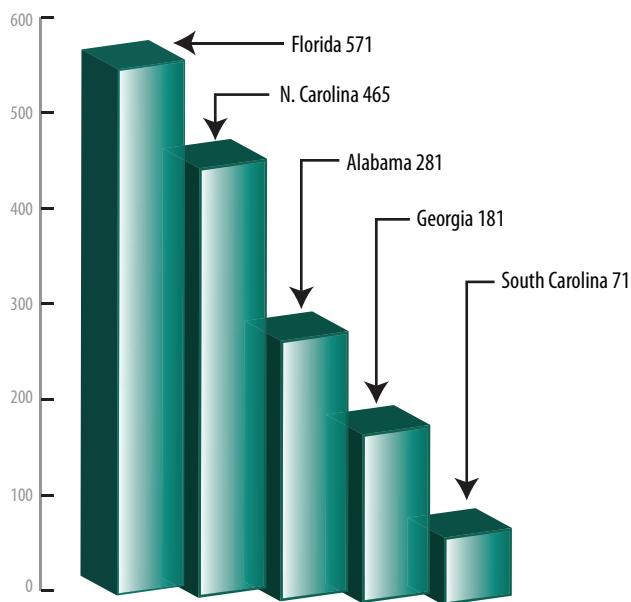
REGION I - 674



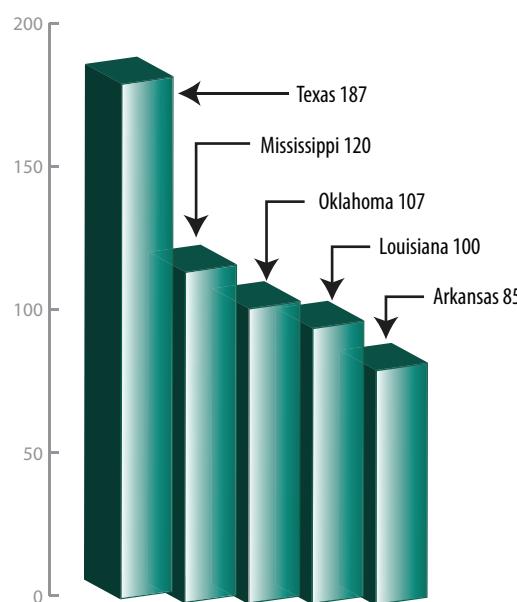
REGION II - 613



REGION III - 1,569



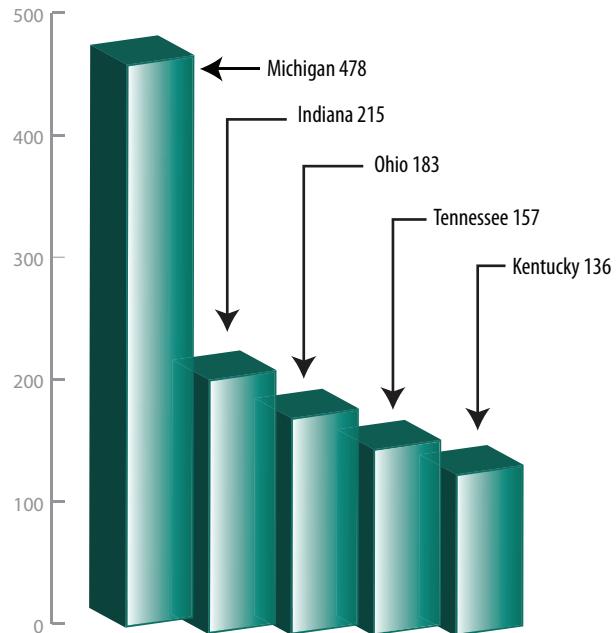
REGION IV - 599



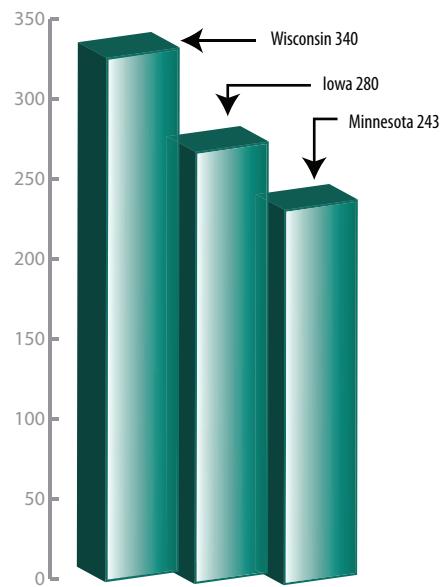
STATE/REGIONAL/NATIONAL MEMBERSHIP

2012 IIMC ANNUAL REPORT

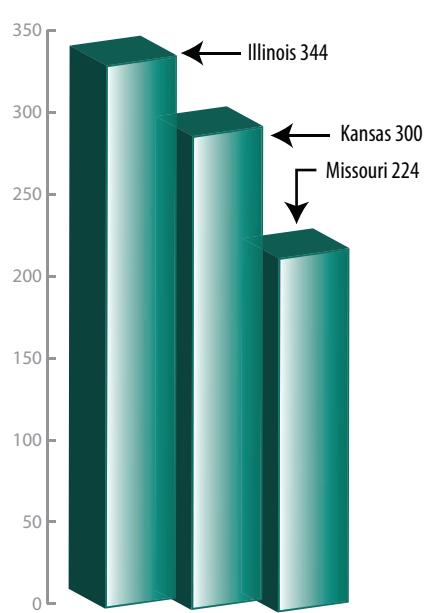
REGION V - 1,169



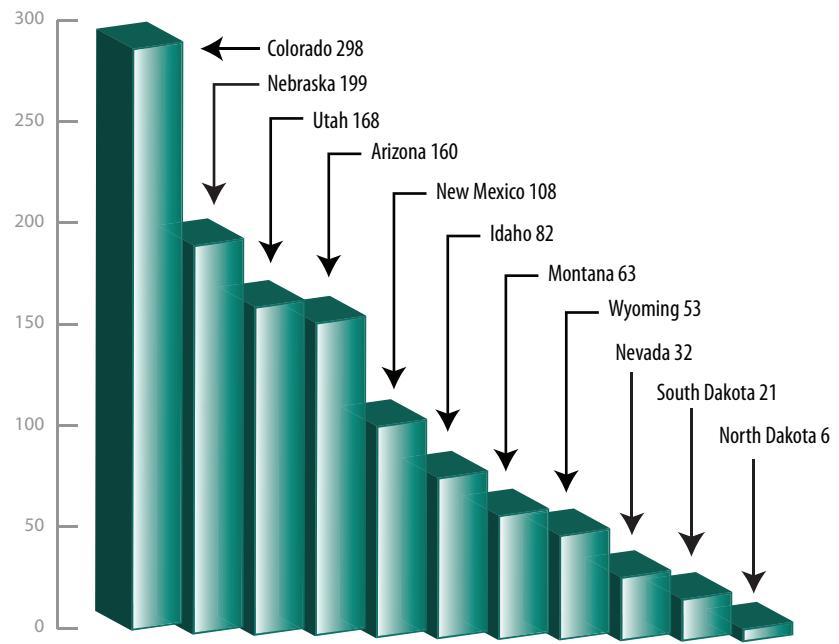
REGION VI - 843



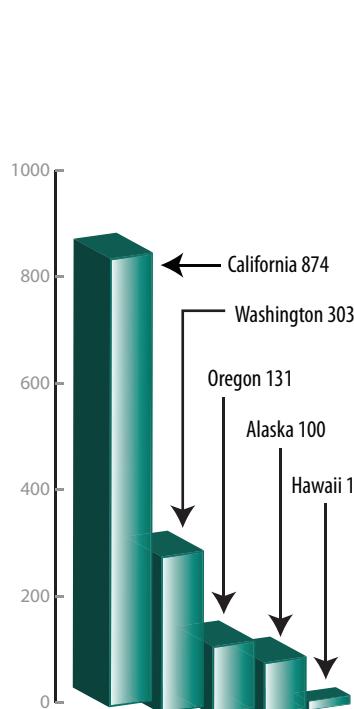
REGION VII - 868



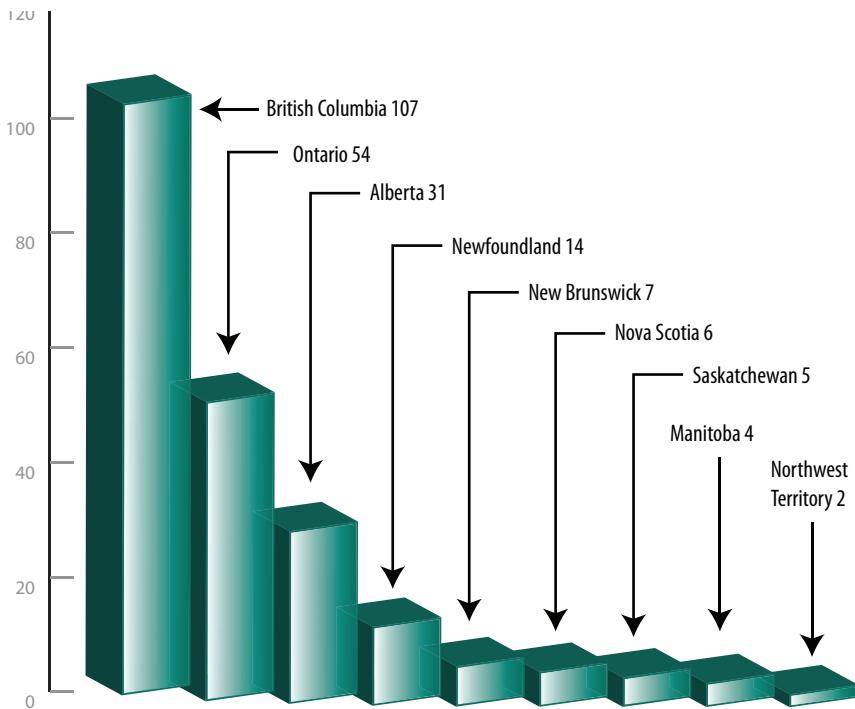
REGION VIII - 1,190



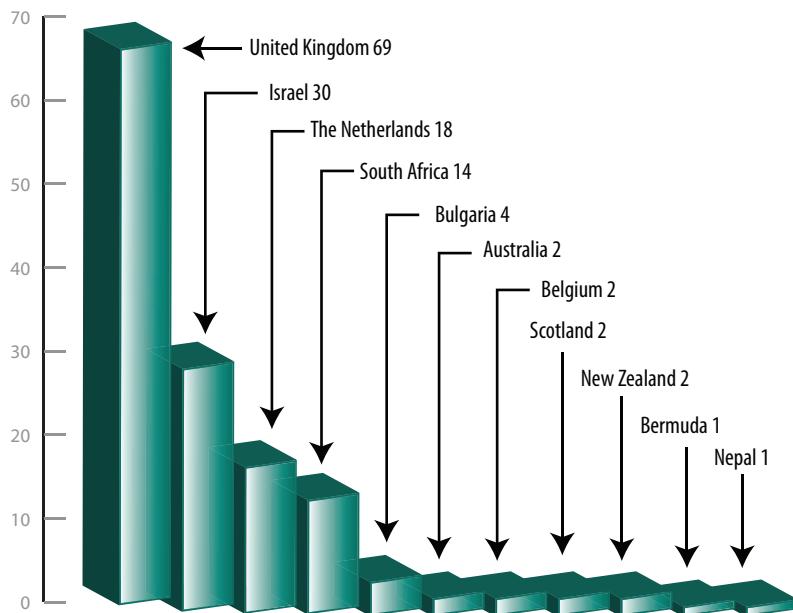
REGION IX- 1,409



REGION X - 231



REGION XI - 145



Region 1	674
Region II	613
Region III	1,569
Region IV	599
Region V	1,169
Region VI	843
Region VII	868
Region VIII	1,190
Region IX	1,409
Region X	231
Region XI	145

TOTAL MEMBERSHIP - 9,311

BOARD OF DIRECTORS

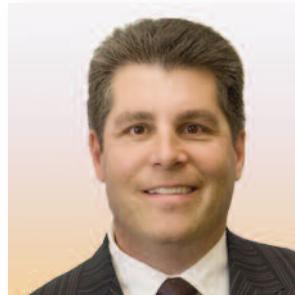
2012 IIMC ANNUAL REPORT



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Colleen J. Nicol, MMC
City Clerk
Riverside, CA



PRESIDENT ELECT
Brenda Cirtin, MMC
City Secretary
Springfield, MO



VICE PRESIDENT
Marc Lemoine, MMC
Deputy City Clerk
Winnipeg, Manitoba, Canada



IMMEDIATE PAST PRESIDENT
Sharon Cassler, MMC
Clerk of Council
Cambridge, OH

DIRECTORS - 2012 EXPIRATION

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

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

Deborah Miner, MMC
City Clerk
Harrah, Oklahoma
Region IV

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

Julee Helt, MMC
Village Clerk
Beloit, Wisconsin
Region VI

Karen Goodwin, MMC
City Clerk
Florissant, Missouri
Region VII

Peggy Hawker, MMC
City Recorder
Newport, Oregon
Region IX

Francois Allers
Executive Manager
Ekurhuleni Metropolitan, South Africa

DIRECTORS - 2013 EXPIRATION

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

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

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

Debra Batliner, MMC
City Clerk
Simpsonville, Kentucky
Region V

Stephanie Kalasz, CMC
City Clerk
Moscow, ID
Region VIII

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

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

DIRECTORS - 2014 EXPIRATION

Vincent Buttiglieri, MMC
Municipal Clerk
Township of Ocean, New Jersey
Region II

Mary J. Kayser, MMC
City Secretary
Garland, Texas
Region IV

Roxanne Schneider, MMC
City Clerk
Dysart, Iowa
Region VI

Kittie Kopitke, MMC
Village Clerk/Collector
Streamwood, Illinois
Region VII

Donna Geho, CMC
Town Clerk
Glenrock, Wyoming
Region VIII

Gail E. Pomroy, MMC
Deputy Clerk
Conception Bay South, NF, Canada
Region X

Samantha Shippen, CMC
Council Clerk
Deputy Clerk/Seaford, East Sussex, UK
Region XI

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