



**International Institute of Municipal Clerks  
Board of Directors  
Mid-Year Meeting Agenda  
November 16-17, 2012**

**Hilton Portland Executive Towers  
Portland, Oregon**



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Brenda M. Cirtin, MMC

President Term ends: May 23, 2013  
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### Marc Lemoine, MMC

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### Brenda Kay Young, MMC

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### Colleen J. Nicol, MMC

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### Shawn Cullinane, MMC

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### Linda L. Spence, MMC

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### Vincent Buttiglieri, MMC

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### Kelly J. Lovette, CMC

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### Tiny B. Washington, CMC

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### Pattie B. Dupuis, MMC

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### Mary Kayser, MMC

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**Debra Batliner, MMC**

**Region V Director** Term ends: May 23, 2013  
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**Linda M. Rappe, CMC**

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**Kittie L. Kopitke, MMC**

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**Donna M. Geho, CMC**

**Region VIII Director** Term ends: May 22, 2014  
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**Kristie L. Smithers, MMC**

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

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**Ronny Frederickx**

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Gemeentebestuur Essen  
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**Lana R. McPherson, MMC**

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**Stephanie Kalasz, CMC**

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**Joann Lynn Tilton, MMC**

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**Region X Director** Term ends: May 23, 2013

**VACANT**

**Samantha Shippen, CMC**

**Region XI Director** Term ends: May 22, 2014  
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**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**  
**Board of Directors – Mid-Year Meeting Agenda**  
**November 16 & 17, 2012**  
**Hilton Portland Executive Towers – Portland, Oregon**

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**FRIDAY, NOVEMBER 16, 2012, 3:30 P.M.**

**I. Call to Order**

**II. Roll Call**

**III. Approval of Agenda**

**IV. Approval of Minutes**

A. Minutes of May 18 & 19, 2012 Board Meeting, Portland, OR .....	7
B. Minutes of May 24, 2012 Board Meeting, Portland, OR .....	25
C. Minutes of August 18, 2012 Executive Committee Meeting .....	27
D. Minutes of August 23, 2012 Board Meeting by Teleconference .....	29
E. Minutes of October 4, 2012 Board Meeting by Teleconference .....	33

**V. Reports**

A. Municipal Clerks Education Foundation (MCEF), Shalby/Barstow
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**VI. Executive Session**

A. Minutes of May 19, 2012 Executive Session, Portland, OR
B. Executive Director's Evaluation

**VII. Recess**

**SATURDAY, NOVEMBER 17, 8:30 A.M.**

**VIII. Staff Reports**

A. Executive Director and Staff Reports (action required)	
1. Executive Director Report, Chris Shalby .....	37
a. 2012 Conference Region Grant Example .....	40
2. Education Department Report, Jennifer Ward .....	41
3. Membership Department Report, Janis Daudt .....	45
4. Communications Department Report, Emily Maggard .....	47

**IX. Committee Reports**

A. Committee Reports (action required)	
1. President's Blue Ribbon Committee on Education .....	49
a. Blue Ribbon Committee attachment .....	53

2. Budget and Planning Committee .....	57
3. Policy Review Committee .....	61
B. Committee Reports ( no action required)	
1. Conference Committee .....	67
a. Proposed Education Session for 2013 Conference .....	71
2. Education/Professional Development Committee .....	87
3. Elections Committee .....	89
4. International Relations Committee .....	91
5. Legislative Committee .....	97
6. Membership Committee .....	99
7. Mentoring Committee .....	101
8. Program Review & Certification Committee .....	103
9. Public Relations & Marketing Committee .....	105
10. Records Management Committee .....	107
11. Research and Resource Committee .....	109

#### **X. Finance (action required)**

A. Financial Reports, Chris Shalby and Pilar Archer	
1. 2012/2013 Financials .....	111
2. 2012 Year-End Budget Notes .....	123
a. Membership Campaign Revenue Report .....	126
3. 2013 Projected Budget Notes .....	127

#### **XI. Annual Conference**

A. Conference Updates and Selection, Chris Shalby (action required on #2)	
1. Conference Updates .....	131
(2013 Atlantic City, NJ; 2014 Milwaukee, WI; 2015 Hartford, CT; 2016 Omaha, NE)	
2. 2017 Canada Annual Conference Selection (to be handed out)	

#### **XII. Region Director Reports**

#### **XIII. Announcements**

#### **XIV. Adjournment (proposed to be by 3:30 p.m.)**

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

1. Call to order

President Nicol called the IIMC Board of Directors meeting to order at 8:30 a.m. on Saturday, May 19, 2012.

2. Roll call

Board Members Present:

President Colleen Nicol  
President Elect Brenda Cirtin  
Vice President Marc Lemoine  
Immediate Past President Sharon Cassler  
Region II Directors: Vincent Buttiglieri  
Region IV Directors: Mary Kayser and Deborah Miner  
Region V Directors: Debra Batliner and Tami Kelly  
Region VI Directors: Julee Helt and Roxanne Schneider  
Region VII Directors: Kittie Kopitke  
Region VIII Directors: Donna Geho and Stephanie Kalasz  
Region IX Directors: Margaret Hawker and Kristie Smithers  
Region X Directors: Gail Pomroy  
Region XI Directors: Francois Allers and Samantha Shippen

Board Members Absent:

Region I Directors: James Mullen, Jr. and Linda Spence  
Region II Director Diane Fitzhenry  
Region III Directors: Melissa Small and Tiny Washington  
Region VII Director: Karen Goodwin  
Region X Director: Laurie Darcus

Staff Members Present:

Chris Shalby, Executive Director  
Janis Daudt, Director of Member Services  
Denice Cox, Office Manager  
Jennifer Ward, Associate Director of Education  
Emily Maggard, Communications Coordinator  
Pilar Archer, Finance Manager

There were several incoming Region Directors and International members present at the meeting and welcomed by President Nicol.

3. Agenda approval

President Nicol requested the agenda be amended to move the Executive Session to the end of the agenda and move the MCEF Report update by Dale Barstow following the Consent Agenda. There were no objections.

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

4. Consent agenda approval

- a. DRAFT Minutes of November 11 and 12, 2011 Board Meeting – Riverside, CA
- b. DRAFT Minutes of Executive Committee Meeting – February 10-11, 2012
- c. DRAFT Minutes of Board Teleconference, March 5, 2012

**MOTION: It was moved and seconded to approve the Consent Agenda as submitted. The motion carried unanimously.**

5. Executive Session

(Recorder's Note: The Executive Session was held at the end of the meeting.)

6. MCEF Report Update

Municipal Clerks Education Foundation President Dale Barstow presented the MCEF Report to the Board of Directors including review of current and new programs. Barstow commented on the recent discussion regarding an agreement to add MCEF to IIMC that will help in branding the Foundation so people will know what it is about. He said good discussion has occurred and the move is going forward. He gave a brief update on the Strategic Plan and where MCEF will be in the future.

Barstow said the voluntary donations line added to the membership dues statement this year will continue. Donations aren't coming in as great right now which is a major revenue resource for MCEF. He noted how very important it is for Executive Board to encourage financial support for MCEF as they travel around to the regions. As MCEF is able to maintain dollars each year, they are able to give back over \$60,000 in scholarships and want to continue to do so. He stressed the ideal situation would be to fund the entire IIMC education program through the Foundation. MCEF's goal is \$1.5 million which generates the funds to IIMC; 7% of the dollar is given back to IIMC each year depending on economy and market minus inflation. He assured the Board the restricted funds are available for funding 40 scholarships during the year. If the agreement is approved by the Board of Directors, MCEF will be out of the scholarship business and will concentrate on fund raising. He requested IIMC to continue participating in fund raising such as the silent auction at the annual conference. Barstow thanked the Board and IIMC for their support and encouraged Board members to come to the annual MCEF walk around the Portland Convention Center the following morning. He also mentioned the first live auction to be held at the annual banquet.

President Nicol thanked Barstow and encouraged the Board to sign up for the MCEF walk.

Executive Director Shalby introduced IIMC staff present at the meeting.

7. January 2012 Region XI Meeting, Rotterdam – ACTION REQUIRED  
a. Minutes of a Meeting of IIMC Region XI

President Nicol introduced Jaap Paans, Raadsgriffier – VvG Representative, Gemeente Rotterdam and invited him to be seated at the Board table. President Nicol commented on the continued support and energy in Region XI. She thanked the members for their desire to learn and work together on building relationships. She noted Region XI has convened twice and has a position to begin deliberations from. President Nicol called attention to the blue handout distributed to the Board members. She noted that following Paans' comments, she would request the Board to review each point set forth in the document. Comments from the Board would be encouraged.

Jaap Paans thanked President Nicol for her comments and said two meetings were held with President Nicol and Chris Shalby attending the first meeting in Reading, UK. The goal is to connect IIMC membership in Region XI and independent nations. Region XI wants to address a goal to hold a conference abroad every 10 years and wants to find a way to have a conference even with the difficulties. Region XI has decided to organize a conference and asked IIMC to be involved. Paans said there won't be pressure on IIMC to organize the conference or the question of holding a conference aboard. He said the conference would have a more technical focus than an IIMC conference. He said there needs to be organization to do so, and that is how the Federation came about. He stressed it is not another organization and Region XI wants to stay within the structure of IIMC.

Discussion followed from Directors supporting the direction presented by President Nicol set forth in the handout. Directors Shippen and Allers indicated the issues for Region XI are distance between the countries along with different languages. The commonality of the main groups meeting in Region XI has been around the European area but the issue is about the whole region.

Executive Director Shalby commented the Region XI approach is ambitious and commendable but he expressed concerns and if approved would require an IIMC constitutional change voted on by the membership. Shalby noted costs for IIMC to be involved in a conference abroad were astronomical. The Board has previously voted not to hold a conference abroad in 2015. He stressed the primary issue based on survey results is communication and in order to continue a relationship and grow in Region XI there were several factors to be considered. He suggested the Board consider hiring a consultant to work with IIMC staff and the International Relations Committee on how to develop and deliver services to Region XI members. Specific goals would need to be set forth. Shalby recommended creating a mini-RFP to see if

there may be interest. A consultant in the region would facilitate a lot of communication concerns and could eventually result in a conference abroad.

At this point, President Nicol reviewed the recommendations set forth in the handout as follows:

### **1. Certification**

Regions X and XI certification will be addressed under item 9b on this agenda.

Themba Simon Dhlamini (South Africa) and Jaap Paans (The Netherlands) have been appointed as Region XI members to the Education and Professional Development Committee for 2012/13.

Bruce Poole (England) has been appointed as a Region XI member to the Program Review and Certification Committee for 2012/13.

**MOTION: It was moved and seconded that if and upon Board approval of revised certification guidelines for Regions X and XI, request Region X and XI membership and their leaders together with staff to monitor the changes and advise the President and Executive Director of its effectiveness and/or further recommendations. The motion carried unanimously.**

### **2. Member Benefits**

The survey has been conducted and its results distributed to the Board of Directors. This will be a guiding document across several deliberations and the Strategic Plan.

**MOTION: It was moved and seconded to distribute results of the Region XI survey to the International Relations Committee, Budget and Planning Committee, Education and Professional Development Committee, and all other IIMC Committees where the feedback is pertinent; incorporated into the Strategic Plan discussions; and a report submitted on its policy and administrative effects at the November 2013 mid-year Board meeting. The motion carried unanimously.**

### **3. Communications**

IIMC Policy 2.30 sets forth the duties and responsibilities of the Region Directors which includes communication which in Region XI is challenging due to distance. For this reason, as Executive Director Shalby recommends, it may be time to explore a part-time paid consultant to work with the Region XI Directors to enhance communication, coordinate National associations, grow membership and update contact information, assess Region XI membership services, and monitor implementation of the Region XI Business Plan, IIMC policies, and the Strategic Plan from an international perspective. The survey asks for “tailored communications from IIMC” with more applicability for non-

US members and greater services/value for membership fee. It may be time to engage a non-US consultant.

**MOTION: It was moved and seconded to direct the Executive Director and Budget and Planning Committee to explore hiring of a part-time consultant as a communication and programmatic liaison for Region XI for a report to the Board as soon as practical. The motion carried by unanimously.**

Region Directors who have the financial and other necessary resources to travel within their Region to major meetings find the experience very helpful. At this time, no Region is funded by IIMC for such travel. MCEF funding may be used to “promote, train and educate Municipal Clerks, making them proficient in the services they provide for the citizens of their community.” There may also be willingness to fund Region Director travel through fees assessed within the Region.

**RECOMMENDATION:** Refer to the Budget and Planning Committee discussion of Region Director travel funding whether through IIMC, MCEF (if congruent with their mission), or other revenue source in connection with preparation of the 2013 Budget. Concurrently, request Region Directors and State/Provincial/National Association Presidents to seek independent funding sources through sponsorships, fundraising, or other creative means and share best practices of such with each other and IIMC.

**No action was taken by the Board.**

Greater use of the IIMC website by Region XI Associations will be welcomed. The proposed independent contractor may help solicit and provide content.

#### **4. Regional Conference/Regional Aspirations**

The renewed and marked growth of Region XI membership and involvement has been evident in recent years, particularly this past year. Let us use that energy and interest to build upon foundational ideas expressed in this report. There is sincere willingness and action being taken in support of the report’s resolutions.

Some limitations cannot be immediately overcome:

1. Formation of a European Federation does not fall within the current structure of the IIMC Constitution and, as such, the Board of Directors has no authority to execute the proposed MOU; and
2. Funding in an undetermined amount for the proposed Regional Conference is not currently affordable to IIMC and would financially bind future Boards. There are many accommodations IIMC has properly made for Region XI. This one is difficult to financially support and justify to the remaining ten Regions. Meetings occur in some North American Regions annually and are self-funded.

As a step forward in this direction and using the model described in the MOU, an all-inclusive Region XI effort is strongly encouraged:

- Two representatives from each Association in Region XI meet and investigate how the Region might develop in terms of purpose, aim, and objectives:
  - Development and increased membership
  - Career improvement
  - Experience each distinct geographical dimension
  - International exchange within the Region
  - Study tours
  - Best practice
  - Region XI Forum

**RECOMMENDATION:** Using the model described in the minutes of the Region XI meeting of January 2012, and building upon the principles in the MOU, strongly encourages an all-inclusive Region XI effort:

- Two representatives from each Association in Region XI meet and investigate how the Region might develop in terms of purpose, aim, and objectives including:
  - Development and increased membership
  - Career improvement
  - Experience each distinct geographical dimension
  - International exchange within the Region
  - Study tours
  - Best practice
  - Region XI Forum

**It was determined this recommendation was not needed; no action was taken by the Board.**

Vice President Lemoine thanked the members of Region XI for their efforts and indicated this is a good model for other regions. President Nicol agreed indicating a lot will come forth from their work and thanked Jaap Paans for attending the meeting. President Elect Cirtin also thanked Mr. Paans for clarifying the issues and addressing her concerns.

- b. Federation of European Associations MoU (draft)

**No action was taken by the Board.**

- c. Executive Director's Comments on Federation of European Associations

**Report was noted; no action was taken by the Board.**

- 8. Executive Director Update – Chris Shalby – ACTION REQUIRED

Executive Director Shalby presented a brief overview of each administrative area at IIMC Headquarters, including what improvements have been made; what is needed for the future; and personnel updates. Shalby reviewed the financial and attendance issues related to the Portland conference. The attendance is lower than expected; however, two of the three hotels have sold out. The third hotel, the Hilton, has not sold out and IIMC was facing an attrition cost in the amount of \$186,000. The conference planners and Shalby met with Hilton management and the attrition cost was reduced to \$125,000. IIMC has an emergency fund in place; however, Shalby continued discussions with the Hilton and they will take \$60,000 by the end of May. Shalby asked the Board to consider holding their mid-year Board meeting in Portland at the Hilton if an agreement could be reached with the Hilton and the attrition cost is wiped clean.

There was discussion among the Board members regarding costs for flights to Portland and whether or not it would save money for the Board to return to Portland. Overall, Shalby felt if an agreement could be reached with the Hilton and the Board returned for the mid-year Board meeting, it could result in a savings. Shalby said the Hilton has two dates available for mid-year board meeting: November 15, 16 and 17 and December 6, 7, and 8. The Board complimented Shalby and agreed for him to continue negotiations with the Hilton to reduce or eliminate the attrition costs.

President Nicol stated California clerks' attendance would have filled the gap at the Hilton, however due to legislation many could not attend. This action could not have been predicted and was completely unexpected. She supported the Executive Director's negotiating plan and said she was confident the Board will get the best deal and complimented Shalby.

The Board thanked Mr. Shalby and President elect Cirtin asked him to convey the Board's appreciation to the Hilton manager for working with IIMC to reduce the attrition costs.

Shalby continued review of the Executive Director's report indicating staff is doing an outstanding job on education while the Education Director position is vacant. He said IIMC finances are solid and IIMC is in the black for 2012. He reviewed an issue with IIMC's credit card but insurance has paid most of the loss with only a \$3,000 balance. He noted IIMC membership has reached \$1 million.

President Nicol called a ten-minute break. Following the break the meeting was called back to order.

- a. Policy to Amend Constitution RE: Executive Committee Service
  - i. Review Article IV A of the Constitution

Executive Director Shalby stated the review of Article IV A came out of the Omaha mid-year meeting in 2010. It was discussed adding language to Article IV A of the Constitution to allow two officers from the same region to serve on the EC together. The Policy Committee's recommendation was to allow, "Not more than two officers from

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

**MANAGEMENT RECOMMENDATION:**

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

**MOTION: It was moved and seconded to forward the Management’s recommendation regarding Article IV A of the Constitution with the addition of “Not more than two officers from the same region to serve as EC members” to the membership for a vote. The motion carried unanimously.**

b. IIMC/AMCTO Affiliate Agreement – ACTION REQUIRED

Executive Director Shalby reviewed the staff report. IIMC and the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) Canada have been in discussions regarding a reciprocal affiliation agreement similar to those in place with Region XI affiliates. IIMC Management believes IIMC should embellish their affiliations with Region X associations as it is good for membership recruitment and education programs. In the agreement, IIMC and AMCTO agree to reduce the first year’s membership dues by 50% and reimburse each other \$25.00 for each respective member that joins their respective organizations. Mr. Shalby reviewed the other terms included in the agreement. If approved by the Board, the agreement would be official at the Board/International dinner on Tuesday, May 20, 2012.

AMCTO President Daniel Gatien addressed the Board and explained the make-up of AMCTO as the leading professional organization with a comprehensive program in Canada. AMCTO has a long-standing relationship with IIMC. AMCTO is pleased with the MOU and it has the full support of the Board of AMCTO. Terms of the agreement will provide clerks value added membership to pursue CMC and MMC designations. President Gatien thanked the IIMC Board of Directors.

Vice President Lemoine agreed stating the agreement is important to both organizations and can be used by other regions as a model agreement between Provinces and IIMC. He expressed thanks to IIMC.

**MOTION: It was moved and seconded to approve the Memorandum of Understanding between IIMC and AMCTO. The motion carried unanimously.**

- c. MCEF Purchase Agreement – Shalby – ACTION REQUIRED
  - i. MCEF\_IIMC Restructure Agreement
  - ii. MCEF 2010 Agreement

Executive Director Shalby reviewed the background on what IIMC services are provided to MCEF under the current agreement. He also explained the current financial situation for the Foundation. Under the existing contract, MCEF's monthly payment to IIMC is \$1,750 for overseeing the administrative portion of MCEF. The annual total is \$21,000. Eliminating this annual contract would give the Foundation more funds to help with their operation. IIMC management recommends terminating the service agreement between IIMC and MCEF beginning 2013 with IIMC continuing to provide MCEF with its current services pro bono. If the Board decided to terminate the contract sooner than 2013, Shalby presented two options for the Board to consider.

During the Board discussion, it was noted the agreement was discussed by the MCEF Board and they have calculated the \$21,000 added back into their budget. MCEF also stressed that it was not "us" and "them" but "we" in the agreement. They also expressed their appreciation to Chris Shalby for the gesture to join together.

**MOTION: It was moved and seconded to approve termination of service agreement between IIMC and MCEF beginning January 2013 with IIMC continuing to provide MCEF with its current services pro bono. The motion carried unanimously.**

9. Education Department Report – Jennifer Ward – ACTION REQUIRED

Jennifer Ward, Associate Director of Education, reviewed the written report. Ward thanked Institute Director Dema Harris and Region IX Director Peggy Hawker for their assistance in securing speakers for the Portland Conference, noting many speakers did not charge a fee. Ward also noted sessions scheduled on sustainability issues including a walking tour of Portland's renewable resources and sustainable areas. She noted international delegates will see sustainable resources such as traffic lights and MAX light rail in Portland. Board members complimented staff on the report and on their work receiving member comments and being responsive to Institute Directors. President Nicol agreed and also complimented staff. She noted some of the recommendations would be considered for forwarding to a Blue Ribbon Committee.

a. Institute Directors Colloquium Report from Nashville

President Nicol called Board attention to the pink handout in regard to the Education report. She noted some of the items addressed in the Education Report are being requested to be forwarded to a Blue Ribbon Committee. The recommendations and action follow:

Noncompliance

Noncompliance with Institute annual reporting is a symptom of regulation implementation. This is an issue proposed for discussion with the Blue Ribbon Committee.

**MOTION: It was moved and seconded to take no action on staff's recommendations and refer Institute Annual Report compliance to the Education Blue Ribbon Committee. The motion carried unanimously.**

How courses are approved, what subjects meet the criteria of "related to the municipal clerk's profession" and reinstating approval of courses offered prior to 2010 are issues proposed for discussion with the Blue Ribbon Committee.

**MOTION: It was moved and seconded to refer discussion of the course review process, reinstitution of approval of courses offered prior to 2010, and the suggested additional course categories to the Education Blue Ribbon Committee. The motion carried unanimously.**

Alternative to "Seat Time"

Institute Directors have provided the examples requested on alternatives to seat time. The staff recommendation on page 52 meets with the Institute Directors' approval.

**MOTION: It was moved and seconded to amend the Institute Guidelines IIMC Approved Institute Programs section 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." The motion carried unanimously.**

Request for Education Department attend Institute Director's meetings  
Staff has arranged for meetings rooms for the Institute Directors as promised. The Institute Directors have requested the Education Department to attend, where possible.

**MOTION: It was moved and seconded to request the Education Department to attend additional meetings beyond the Colloquium as they are able and to notify the Institute Directors of their availability. The motion carried unanimously.**

b. International (Region X and XI) Certification

President Nicol presented the report and explained the proposed substitute recommendations distributed on the "yellow" handout for Region X and XI Certification Guidelines. She noted some applicants in Region XI have courses directly related to course work for over 400 hours and there is no institute within the area for Region XI. The recommendations were sent to the Program/Review and Certification Committee and approved. The Committee has worked with Jaap Paans and moving ahead on the substitute recommendations would help the individuals fulfill their education requirements. There was extensive discussion among the Board. Several suggestions

came forth, however, it was stressed that the matter needed to move forward to accommodate members in Region X and Region XI to obtain their certifications.

**MOTION: It was moved and seconded to approve the proposed substitute recommendations for Region X and XI Certification Guidelines as amended with the changes highlighted and the addition of numbers 4 and 5 as follows:**

## **REGION X AND XI CERTIFICATION GUIDELINES**

### **Proposed substitute recommendations**

**Amend Policy 5.10, Section 5.10.070 to provide:**

1. **For Regions X and XI, the following additional categories qualify as options to obtain Certified Municipal Clerk (CMC) Education points:**
  - a. **Relevant college or university course credits not used for a degree - 1 point per credit unit;**
  - b. **Business or vocational school courses that relate to the municipal clerk's position - 1 point per 10 hours of training; and**
  - c. **Other courses that have not gone through the course review process and are directly related to the duties of a Municipal Clerk - 1 point per 6 hours.**

**Amend Policy 5.15, Section 5.15.060 to provide:**

2. **For any IIMC member of a Canadian Province or country outside North America having an existing Institute, effective May 19, 2012, through June 1, 2014, any education, experiences, or activities for that member not used for achievement of CMC status and that qualify for Master Municipal Clerk (MMC) Advanced Education or Professional/Social Contribution points shall be granted MMC points, whether achieved prior to or following the member's achievement of CMC status.**
3. **For any IIMC member of a Canadian Province or other country outside North America where a new Institute is approved after May 19, 2012, effective for two years following approval of such Institute, any education, experiences, or activities for that member not used for achievement of CMC status and that qualify for MMC Advanced Education or Professional/Social Contribution points will be granted MMC points, whether achieved prior to or following the member's achievement of CMC status.**
4. **Any new Region X or XI member joining on or before June 1, 2013, education points may be banked for both CMC and MMC.**

**5. Revisit this matter in two years.**

**It was requested a report be submitted to the Board at their mid-year meeting.**

**The motion carried unanimously.**

**10. Education Guidelines/Institute Guidelines/Athenian Dialogues – Nicol – ACTION REQUESTED**

**MOTION: It was moved and seconded to approve President Nicol appointment of the following individuals to serve on a Blue Ribbon Committee to explore alternatives and recommendations for procedural and any related policy changes for a report to the Board of Directors by August 1, 2012:**

**Colleen Nicol, Chair**

**Mary Lynne Stratta**

**Sharon Cassler**

**Joann Tilton**

**Philip Campbell**

**Bernie White**

**Kassie Van Remortel, Institute Director**

**Kathie Novak, Institute Director**

**Chris Shalby, Executive Director**

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

**The motion carried unanimously.**

**11. Committee Reports – NO ACTION**

- a. Budget and Planning
- b. Conference
- c. Education/Professional Development - Attachments
  - i. Summary of Responses
  - ii. Survey Results (by question)
- d. Membership
- e. Mentoring
- f. Records Management
- g. Research and Resource Committee

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

**12. Committee Reports – ACTION REQUIRED**

- a. Election
  - i. Election Manual

Executive Director Shalby presented the staff report indicating the main goal of the Committee has been revisions to the manual. It is a working, living manual and available on the IIMC website. There was extensive discussion regarding Section I, Campaigning Guidelines, Subsection C, The Executive Committee members should neither endorse nor provide assistance to any candidate and Section II, Election of Vice President in regard to electronic ballots. Following discussion, it was generally agreed that removal of references to "constitution" would be sufficient and a constitution change would not be needed. It was agreed there should be flexibility for voting options referring to constitution language in regard to elections "conducting by ballot" whether mail-in or electronically. Shalby indicated the adjustments could be made in the election manual.

**MOTION: It was moved and seconded to approve and accept the 2013 Revised Elections Manual as amended by deletion of any reference in the policy manual to "constitution" and to correct other typographical errors. The motion carried unanimously.**

**The Board recessed for lunch from Noon - 1 pm. Following lunch, the meeting was called back to order.**

The Board welcomed Denise Carey, MMC, City of Estacada, Oregon, Host Clerk, 2012 IIMC Annual Conference, Portland. Carey welcomed IIMC President Nicol and members of the Board to Portland. She presented each member with a gift and expressed her excitement having the annual conference in Portland, a dream of Oregon City Recorders for many years. She encouraged the Board to visit with the Oregon clerks and have a wonderful time at the conference.

The Board thanked Carey for the gifts and the warm welcome to Portland.

- b. International Relations
  - i. 2013 Provisional Study Tour schedule and dates

Region Directors Tami Kelly and Francois Allers presented the committee report and commented on the great committee members. The committee submitted the following requests:

1. Extend the International Exchange Program another year and include \$3,000 in the 2013 budget. Provide a table for interested persons to network at Tuesday's lunch at the Portland conference.
2. Search out possible locations for a 2017 Annual Conference in Canada and provide a report to the Board by the mid-year meeting.
3. Final Report – IIMC Study Tour 2013 provisional itinerary. IIMC has provided participants with a room and time at the Portland conference. Include \$700 in the 2013 budget for hiring a coordinator.

There was discussion on how to increase applications for the Exchange program.

**MOTION: It was moved and seconded to extend the Exchange program for another year and include \$3,000 in the 2013 budget and explore the 2017 conference to be held in Canada. The motion carried unanimously.**

c. Policy Review

i. Policy 2.20.060 Campaigning Guidelines

A draft of proposed changes to Policy 2.20.060 Campaigning Guidelines was discussed in regard to a definition of executive committee “assisting” or “not publically” endorsing a candidate. There was extensive discussion including several scenarios. Generally, it was agreed that some of the “assistance” in public and non-public issues would be a matter of perception. Several language alternatives were discussed and what is the intent of the Policy Review Committee. It was agreed that no assistance should be provided with IIMC funds.

**MOTION: It was moved and seconded to refer the proposed language for Policy 2.20.060 back to the Policy Review Committee for further clarification. The motion carried unanimously.**

Executive Director Shalby referred to management areas of concern that they believe require creating new policies: 1) Who can or cannot request IIMC membership surveys; examples are noted in the report; and 2) Third party issues – clear policy that defines who and what is a third party, what can or cannot be provided to third parties, etc. regarding another IIMC member.

**MOTION: It was moved and seconded to approve the management’s request and refer the two areas of concern to the Policy Review Committee to create new policies. The motion carried unanimously.**

d. Program Review & Certification

**It was noted, this report was dealt with earlier in the agenda.**

e. Public Relations & Marketing

i. Crisis Communication Plan

**MOTION: It was moved and seconded to refer the management recommendations regarding a Crisis Communication Plan to the Policy Review Committee. The motion carried unanimously.**

ii. Digest Article: Asked Members (published December 2011)

**Report received; no action was taken.**

iii. 2012 Marketing Plan

**Report received; no action was taken.**

- f. Ad Hoc Legislative Committee
  - i. Legislative Committee – GUIDING PRINCIPLES

**MOTION: It was moved and seconded to approve standing committee status for the Ad Hoc Legislative Committee and retain the current Committee membership to ensure consistency in its early stages of development; endorse guiding principles; and retain Randi Johl as Chair. The motion carried unanimously.**

- g. Task Force on Associate Membership and Certification
  - i. Associate Member SURVEY & RESULTS

Question: Should IIMC associate members be allowed to obtain the CMC and MMC designations? The Board discussed the pros and cons of allowing associate members to obtain CMC and MMC designations along with the format of the questions posed to the membership in the survey. Several alternatives were discussed including keeping the Task Force in place during the 2012-2013 year to review proposed constitutional amendments relative to the assignment. However, after discussion, it was the Board's decision to refer the report to the Policy Review Committee for further research and discussion related to the survey.

**MOTION: It was moved and seconded to refer the report from the Task Force on Associate Membership and Certification to the Policy Review Committee. The motion carried unanimously.**

13. Financials

- a. 2011 Year-End Budget with notes – Pantaleon/Archer/Shalby
  - i. 2011 Budget Notes
  - ii. Financials- FISCAL YEAR 2011
- b. 2011 Audit Report with notes – Pantaleon/Archer/Shalby – Handout at meeting
- c. 2012 Projected budget with notes – PowerPoint/Handout

Staff presented a PowerPoint reviewing the financials and distributed copies of related information.

**MOTION: It was moved and seconded to accept the 2011 Audit Report with notes. The motion carried unanimously. NOTE: staff was to contact the auditors regarding a few discrepancies in the notes and report back to the Board.**

14. Staff Reports

a. Member Services – Janis Daudt

Janis Daudt, Director of Member Services presented a review of Member Services Year End Report 2011-2012. An expansive membership recruitment campaign was started in January 2012. As a result, there are 80 new members as of this date. Staff anticipates a 3% return on the initial investment. They are continuing to use postcards and letters in the campaign. Daudt also reported staff continues to concentrate on membership retention through personal contact calls. She noted IIMC has met and/or surpassed the membership dues projected budget for the last four years. Daudt reviewed the many committees staff is assigned to work with. IIMC's salary survey for 2013 will be sent out in January and will be presented to the membership in March 2013. The Board commended staff for their work on retaining and recruiting new members.

15. Annual Conference Updates

a. 2012 – Portland, OR – Shalby – Verbal

An overview was provided. Shalby will follow-up with a report on the Hilton attrition issue.

b. 2013 – Atlantic City, NJ - Shalby – Verbal

Contracts are signed. Room costs are low. Staff is attempting to reduce room blocks (700 - 800).

c. 2014 – Milwaukee, WI – Shalby – Verbal

Requesting reduction in room block. Contracts are signed.

d. 2015 – Hartford, CT – Shalby – Verbal

Will be meeting with hotel management. No contracts are signed.

e. 2016 – Site Selection – Shalby – Handout

Shalby distributed the IIMC 2016 Conference Proposals spreadsheet. The three cities submitting bids for the 2016 conference were identified as City A, City B, and City C. Shalby reviewed the data comparing each site on various criteria. It was noted that all of the bidders are pleased with IIMC's process for selection of a conference site.

The issue of how to avoid attrition costs in the future was discussed. A motion was made by Marc Lemoine to develop a clear plan on how to deal with attrition and refer back to the EC before making a decision on 2016. Colleen Nicol seconded the motion for discussion purposes.

The Board discussed further reduction in room blocks for future conferences. Shalby said it could be done but may affect the room rates quoted in the bids. He pointed out there is no attrition in City A hotel bid. He noted he is comfortable with 500 rooms for City A. They can negotiate with Cities B or C as contracts have not been signed. There

was further discussion regarding the three bids submitted and the Board asked for the Committee and Shalby's recommendation for award of bid. In response to the Board, Shalby answered the Committee and his recommendation is award of the bid to City A. The Board agreed with the recommendation.

**MOTION: It was moved and seconded to award the conference for 2016 to City A. The motion carried unanimously.**

The bids were disclosed as follows:

City A - Omaha, Nebraska

City B - Oklahoma City, Oklahoma

City C - Greensboro, North Carolina

16. Report from Directors

a. Reports from Region Directors

Immediate Past President Sharon Cassler thanked everyone for the opportunity to serve with each of the Board members. She said to serve gained great friendships and a great opportunity and a learning experience. She said she stands ready to assist.

Tami Kelly agreed with Sharon and stated she hoped she was a positive Board member. To the incoming board members she said: "speak up, don't sit back - We are here to do a job and it is a gift."

Peggy Hawker said she echoed Sharon's remarks and that it had been fun and very rewarding. She thanked everyone for the opportunity and gave her best wishes.

The remaining outgoing Board members agreed with the comments.

17. Other Business and Announcements

There was no further business or announcements. The visitors left the meeting at this time.

**MOTION: It was moved and seconded to convene in Executive Session. The motion carried unanimously.**

President Nicol called the Executive Session to order at 3:41 PM. Following adjournment of the Executive Session, the regular meeting was called back to order at 3:54 PM.

18. Adjournment - There being no further business, the meeting was adjourned at 4 PM (Pacific Standard Time).



**International Institute of Municipal Clerks**  
**MINUTES OF BOARD OF DIRECTORS MEETING**  
Thursday, May 24, 2012

**Call to Order**

President Cirtin called the IIMC Board Directors meeting to order on Thursday, May 24, 2012.

**Roll Call**

Those in attendance were:

President Brenda M. Cirtin  
President Elect Marc Lemoine  
Vice President Brenda Young  
Immediate Past President Colleen Nicol  
Region 1 Director: Shawn Cullinane  
Region 2 Director: Vincent Buttiglieri  
Region 3 Director: Kelly J. Lovette  
Region 4 Directors: Pattie B. Dupuis and Mary Kayser  
Region 5 Directors: Debra Batliner and Terri Kowal  
Region 6 Directors: Linda M. Rappe and Roxanne L. Schneider  
Region 7 Directors: Kittie L. Kopitke and Lana R. McPherson  
Region 8 Directors: Donna M. Geho and Stephanie Kalasz  
Region 9 Directors: Kristie L. Smithers and Joann Lynn Tilton  
Region 10 Directors: Gail E. Pomroy  
Region 11 Directors: Ronny Frederickx and Samantha Shippen

IIMC Executive Director Chris Shalby

**Excused Absences**

Region 1 Director Linda Spence  
Region 2 Director Diane Fitzhenry  
Region 3 Director Tiny Washington  
Region 10 Director Laurie Darcus

**Presidents Remarks**

President Cirtin welcomed the new board members and encouraged all board members to contact her with any concerns, issues or questions they may have. She provided her contact information to the board.

### **Budget & Planning Committee Chair Appointment – Brenda Young**

Vice President Brenda Young recommended the appointment of Sharon Cassler to the Budget and Planning Committee, C. Nicol seconded the motion, motion carried.

### **Executive Committee Travels – Regions X and XI**

Executive Director Shalby shared the following Region X and XI trips with the board:

AMCTO Conference – Canada – June 2012 – Lemoine  
IMASA Conference – South Africa – September 2012 – Cirtin  
SLCC Conference – UK – October – Cirtin and Shalby  
LGMA Conference – British Columbia, Canada – Cirtin  
IAM Conference – Israel – Cirtin

### **2013 Site Visit**

Executive Director Shalby advised the Board that he and President Cirtin will make the visit to Atlantic City the last week of July

### **Executive Director Remarks**

Shalby gave an update on the Hilton, they are still in negotiations and he will give a complete report to the board when the negotiations are final. Once they have determined the outcome, a decision will be made as to the location of the Mid-Year meeting. He advised the Board that he will continue to provide a Friday letter as well as monthly financials. He encouraged the Board to contact staff directly with any questions or concerns they have. He further encouraged the Board to review the information in the Board portfolio. Director Shalby advised the Board that Region 2 Director Diane Fitzhenry has resigned as of today. They will follow the outlined protocol to fill her seat.

### **Region Director Comments**

Various updates were given by the Directors.

### **Adjournment**

The meeting adjourned at 3:30 p.m.

Respectfully submitted,

Sharon K. Cassler, MMC  
IIMC Past President

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

Subject: Executive Committee Meeting

On Saturday, August 18, 2012 at 9:30 am, a meeting of the Executive Committee took place at IIMC Headquarters, Suite 200, 8331 Utica Avenue, Rancho Cucamonga, CA

In attendance were:

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

Discussion took place on the following matters:

- Updates on Mid-Year Meeting
  - IIMC Board Development – Athenian Dialogue w/Stratta
  - IIMC Board Meeting
  - IIMC Board/MCEF Joint Dinner – Saturday night – TBD
  - Parliamentarian – Kristie Smithers
  - Minute taking – TBD; Chris will check to see if Gail is available
- Recap on the following:
  - Director of Education
  - Education department
  - Membership
  - Administration
  - Update for on-line publication
  - NAGARA
  - Elections Manual
  - Policy Manual
  - Constitutional Amendments
- Update on 2013 Conference - Atlantic City, NJ
  - Education – Academies and Concurrent
  - General Sessions
  - Athenian Dialogues
  - Hotel – Trump Taj Mahal
  - Off-site events
  - President's Region X/XI and Board dinner
- Future Travels
  - President
  - Region XI travels
  - Executive Committee
  - Executive Director -- NLC
  - Staff

- Miscellaneous
  - Colleen Nicol – MCEF Ambassador appointed by B. Cirtin
  - Past President's Council
  - Creation of a calendar of duties for committees
  - Executive Director Evaluation Process
- Future conference contingency plans – 2013, 2014, 2015, 2016 updates - Chris
- 2017 Conference update - Canada
- Region XI Consultant – RFP
- Blue Ribbon Committee update – Nicol/Shalby
- Region XI shipping costs – CMC plaques

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

Report prepared by B. Young - August 23, 2012.

**Board of Directors Teleconference Meeting**  
**August 23, 2012**

Meeting commenced at 9:03 a.m. Pacific Time

1. Kimberley Rau, Laurel, MD, Region II Director, was sworn in by IIMC President Brenda Cirtin; Kimberley was congratulated and welcomed by all.
2. Roll call taken by Executive Director Chris Shalby; the following were in attendance:

Brenda Cirtin, President  
Brenda Kay Young, Vice President  
Colleen Nicol, Immediate Past President  
Shawn Cullinane, Region I  
Vincent Buttiglieri, Region II  
Kimberley Rau, Region II  
Tiny Washington, Region III  
Pattie Dupuis, Region IV  
Mary Kayser, Region IV  
Debra Batliner, Region V  
Terri Kowal, Region V  
Linda Rappe, Region VI  
Roxanne Schneider, Region VI  
Kittie Kopitke, Region VII  
Lana McPherson, Region VII  
Donna Geho, Region VIII  
Stephanie Kalasz, Region VIII  
Kristie Smithers, Region IX  
Joan Tilton, Region IX  
Laurie Darcus, Region X  
Gail Pomroy, Region X  
Chris Shalby, Executive Director

**\*Not in attendance:**

Marc Lemoine, President Elect  
Linda Spence, Region I  
Sam Shippen, Region XI  
Ronny Frederickx, Region XI  
Kelly Lovette, Region III (came on at the end of call with apologies for not participating due to her city/state being in a state of emergency with predictions of a hurricane).

**3. Report of Blue Ribbon Committee:** (In regards to dual certification for CMC and MMC designations for Regions X and XI)

The Blue Ribbon Committee provided a report to the Board on streamlining and embellishing the process of Region X and XI members working toward their CMC and MMC designations. Since the report was submitted, new information came to light immediately prior to the teleconference that needed input from the Committee. President Cirtin thought it best to table the discussion/report for 30 days in order to give everyone time to weigh in on the new information. Blue Ribbon Chair Colleen Nicol moved to table discussion/report for at least 30 days and Shawn Cullinane seconded the motion; motion was carried.

**4. Increasing Conference Registration Fees in 2013:**

Discussed the matter of increasing conference registration fees for 2013 by \$15 and the continuance of conference discounts offered in the past; Executive Director Shalby provided the report for the increase and stated that IIMC's last increase for its annual conference was in 2008. President Cirtin also provided an explanation behind the increase, citing the increased costs of doing business in future conference cities. Vincent Buttiglieri motioned for the approval of increasing conference registration fees and continuance of discounts and Patty Dupuis seconded the motion; motion was carried.

**5. Increasing Membership Dues in 2013:**

Discussed the matter of increasing membership dues in 2013 by \$10 beginning with the January 2013 billing cycle. The following comments were received:

- Shawn Cullinane – expressed concern regarding the drop in membership and fears that with the increase in dues more members will drop. Cullinane also asked why there would be no increase in Region XI dues. Executive Director Shalby explained that while there has been a drop in membership, the new membership drive has brought in about 170 actual "new" members; as for Region XI, IIMC has affiliation agreements with those countries; however, it will look into raising dues at a future date.
- Debra Batliner – also expressed concerns with the drop in membership and late/non-paying members.
- Linda Rappe – expressed concerns with the drop in membership due to the economy and recommended that IIMC look into a \$5 increase instead of \$10.
- Lana McPherson – expressed concerns with the increase in both membership and conference registration fees with regards to the smaller towns/cities that have to work with a low budget. Kansas clerks must file their 2013 budgets by August 25th, and we were not aware of the dues and conference increases at that time.
- Stephanie Kalasz – agreed with the increase and asked if IIMC would consider coming up with payment options for its members. Executive Director Shalby explained that IIMC already offers payment plans for members upon request.

President Cirtin thanked everyone for their comments; Past President Colleen Nicol moved for the approval of increase of membership dues beginning with the January 2013 billing cycle and Brenda Young seconded the motion; motion was carried, with Shawn Cullinane and Debra Batliner casting dissenting votes.

## 6. Future Travels:

President Brenda Cirtin:

- September 4-7 – IMASA Annual Conference, South Africa
- September 11-13 – Wyoming Institute, Casper, Wyoming
- September 23-28 – Illinois Institute, IL
- October 10-14 – SLCC Annual Conference, Bristol, UK
- October 17-19, President Elect Lemoine – British Columbia Association Annual Conference, BC, Canada
- November 6-8 – Israel (IAM) Annual Conference, Dead Sea, Israel
- November 15-18 – IIMC Board of Directors mid-year meeting, Portland, OR

## Additional Announcements:

- Laurie Darcus – Region X: Announced she will be retiring in September 2012.
- Brenda Cirtin – President: Announced that she has contacted all committee chairs for status/updates on current committee work and thanked everyone for their hard work.
- Region Directors – Discussed their travel and attendance to various region meetings, annual conferences and institutes.

## Adjournment:

The meeting adjourned at 10:10 a.m.



**DRAFT**  
**Board of Directors Teleconference Meeting**  
**October 4, 2012**

Meeting commenced at 9:05 a.m. Pacific Time

1. President Brenda Cirtin thanked everyone for participating and asked Executive Director Chris Shalby to conduct roll call.
2. Roll call taken by Shalby; the following were in attendance:

Brenda Cirtin, President  
Brenda Kay Young, Vice President  
Colleen Nicol, Immediate Past President  
Shawn Cullinane, Region I  
Vincent Buttiglieri, Region II  
Kimberly Rau, Region II  
Tiny Washington, Region III  
Kelly Lovette, Region III  
Pattie Dupuis, Region IV  
Mary Kayser, Region IV  
Debra Batliner, Region V  
Terri Kowal, Region V  
Linda Rappe, Region VI  
Roxanne Schneider, Region VI  
Kittie Kopitke, Region VII  
Stephanie Kalasz, Region VIII  
Kristie Smithers, Region IX  
Samantha Shippen, Region XI  
Chris Shalby, Executive Director  
Jennifer Ward, Staff  
Ashley Carroll, Staff  
Emily Maggard, Staff  
Maria Miranda, Staff (minute-taking)

**\*Not in attendance:**

Marc Lemoine, President Elect  
Linda Spence, Region I  
Lana McPherson, Region VII  
Donna Geho, Region VIII  
Joan Tilton, Region IX  
Gail Pomroy, Region X  
Ronny Frederickx, Region XI

3. Brenda Cirtin asked Colleen Nicol to bring participants up to speed with the recommendations in regards to CMC and MMC certification for Regions X and XI.
4. Nicol briefly discussed the proposed certification guidelines for Regions X and XI designed to make certification more attainable for members in these two regions. These new guidelines will allow members from these regions to set aside points not used toward CMC and allow them to be used toward MMC within a 2-year grace period.
5. Shalby asked if anyone had questions regarding this topic; the following questions were received:
  - a. Shawn Cullinane – Asked staff to explain the 2-year window; Carroll stated that this was a transition period in order to assist MMC hopefuls that have completed extensive education programs prior to becoming an IIMC member or applying for CMC Designation.
  - b. Mary Kayser – Asked for an effective date for the transition period; Carroll stated it was from January 1, 2011 through June 1, 2014.
  - c. Samantha Shippen – Asked if the Board of Directors would agree to include this issue on the mid-year agenda in case any problems should arise. Brenda Cirtin asked all participants if they agreed; everyone unanimously agreed.
  - d. Shalby clarified that this topic will not be revisited but added to the mid-year agenda in case different issues arise.
  - e. Shawn Cullinane – Asked if once the grace period runs out, will the current guidelines be in effect; Carroll confirmed that after the transition period is completed, all applicants will follow the same requirements as Regions I through IX.
6. Colleen Nicol made the motion that the new certification guidelines be approved in order for Regions X and XI members to be able to attain their CMC and MMC Certifications as stated in the new policy. Nicol also asked that this information be forwarded to Region XI in time for their meeting in early October. Samantha Shippen seconded the motion; motion was carried.

7. Shalby gave the participants an update on the refinancing of the IIMC building and the transfer of accounts from California Bank to Bank of the West and stated he will have more information along with full numbers by mid-year and will update everyone on the outcome of the appraisal once it is completed.
8. Kelly Lovette informed participants of the upcoming regional meeting to be held in Charleston, NC on January 16-18, 2013 and thanked the Board of Directors and IIMC staff for all their hard work.
9. Brenda Cirtin thanked the Board of Directors and IIMC Staff for their diligence in looking out for the overall financial health of the Organization and asked if anyone had additional questions before the meeting adjourned; the following question was received:
  - a. Shawn Cullinane – Asked how IIMC decided on Nick Randle for the Region XI Consultant position; Shalby stated that he sent out the RFP as instructed by the Board and only Nick Randle's was received. Randle will be coming on-board sometime in January or February 2013. Cullinane also asked if this was a salary position; Shalby confirmed and stated Randle's contract is for \$6,000 for 2013 with an additional \$1,000 if necessary for travel.

**Adjournment:**

The meeting adjourned at 9:30 a.m.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** October 17, 2012

**Subject:** Executive Director's Update

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### OVERVIEW

The following overview depicts each area at Headquarters, what improvements we've made, what we're tackling for future needs and personnel updates. We've witnessed several changes in 2012, primarily the Communications Department now being fully staffed by Emily Maggard; the Education Department operating for nearly three and a half years in a new format; the Membership Department has surpassed expectations with the Membership Campaign and Administration and Finance continuing a watchful eye on budgets and Headquarters oversight.

### ADMINISTRATION

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

The Budget and Planning Committee approved a merit increase to staff. This will be discussed during the 2013 financials.

### BUILDING UPDATE

Up to date information will be provided at the meeting since as of this writing, the appraisal was just concluded and no information has been submitted to IIMC.

### CONFERENCE

#### 2012 Conference Recap – Portland, OR

Portland's projected numbers of 750 did not materialize for a number of reasons ranging from the economy, costs of hotels, and difficult air transport to name a few. We attracted 600 plus attendees, thus bringing us into attrition with one of the hotels – the Hilton Executive Tower. The final attrition was reduced to \$72,332 that was paid in May.

Although IIMC did incur attrition, the help it received from the Oregon Host Committee, the various rebates and staff's renegotiating items from food and beverage to speakers to exhibit hall, the 2012 Conference is now projected to realize approximately a \$10,600 net profit.

## **2013 Conference – Atlantic City, NJ**

We are projecting 700 Delegates/100 guests for the 2013 Conference. We believe hotel costs and being in Atlantic City are attractive draws for 2013. We will utilize one hotel – Trump Taj Mahal.

### **Hotel Costs (excluding taxes):**

Friday and Saturday = \$225.00/per night • Sunday through Thursday = \$90.00/per night

**Total average for a seven-day stay from Friday through Thursday - \$128.57/per night.**

**Total average for a six-day stay from Saturday through Thursday \$112.50/per night**

**Total average for a five-day stay from Sunday through Thursday is \$90.00/per night.**

The Hotel is offering IIMC a flat \$10,000 commission and a \$2 rebate on all room nights used. During our site visit this summer, we renegotiated the contract, and reduced the room block. Information on the Conference is provided in the Conference Update section in this Agenda.

## **EDUCATION**

Management recommends not hiring a Director of Education for the remainder of 2012 and throughout 2013. After much research with similar Associations and discussion with several Institute Directors, we believe the current model is outdated, and the key external component with which IIMC engages (Institutes) has made it clear they do not need oversight or direction. At one time, IIMC's Director of Education was instrumental with the Institutes as education and certification programs were developing. Today, those Institutes operate independently, with little or no guidance from IIMC, to deliver education programs consistent with IIMC's guidelines. If we really assess this position, IIMC has operated (other than the two and half months in 2012 when it hired a part time D of E) smoothly without this individual in place since March 2009. The Department is technically proficient. Any areas bending the boundaries of the Department can be resolved by utilizing Committees and external consultants. We recommend reallocating the salary of the position into the following areas:

- Funding new programs – on-line;
- Providing additional responsibilities for the Associate Director of Education to work with IDs, Institutes, exploring raising the MMC program to a higher level, etc.;
- Verification specialist to take on more conference responsibilities;
- Hiring, as needed, a consultant/company to produce IIMC on-line programs/webinars; and
- Hiring, as needed, a company proficient in certification/accreditation programs to audit IIMC programs if necessary.

### **Moving in this direction will allow IIMC to:**

- Maintain current education programs without disrupting status quo of Institutes and members;
- Eliminate barriers between IIMC, Institutes and Associations, which are frequently created with “implied” oversight of duties by IIMC; and
- Ensure consistency utilizing staff’s experience.

We believe current policies and structure allow this area to function capably with growth for the next year and a half. Management will continue to oversee the Department, working closely to resolve any discrepancies and conflict that may arise in this realm.

Staff continues to do an excellent job of handling internal and technical processes, of working with Institutes and of maintaining a healthy status quo with all education providers. IIMC's Education Committees provide direction when needed.

## **FINANCE**

Existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. The 2012 projected year-end budget places IIMC in the positive for the sixth consecutive year. Battling a bad economy and a decline in conference attendance these past few years, IIMC's reliance on strong policies has kept it financially sound.

## **MARKETING/COMMUNICATIONS**

January 2012, Emily Maggard began to divide her time between marketing (75%) and education (25%). This move has quickly brought IIMC's social media platforms in line with, if not surpassed, other Associations, has created two separate and individual communication vehicles -- Education Department and General E-Briefings and has generated new ideas for communications. Emily will be slowly taking on more responsibilities in communications, allowing the Executive Director to work in other areas of growing the Organization.

This year, IIMC received seven out of 16 new Technical Bulletins from the NAGARA and MCEF grant. The seven bulletins are in-house and currently in the design stages. Once they are finished, we will upload them on our web site for members to download.

## **MEMBERSHIP**

Although our 2012 membership campaign is meeting expectations, we will continue to focus on membership recruitment and retention and to perform due diligence in reaching out to members. The last few years, our membership department has focused on a persistent customer relations outreach program, maintaining current members in light of the economy. This was the direction that made the most sense and took full advantage of our staff's strength in that area. The 2012 projected year-end membership figures will exceed the \$1 million mark for the fifth consecutive year. The Department's report is in this Agenda.

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

### **Bank of the West Signers**

IIMC is now a client of Bank of the West, where our checking and one of our money market accounts are held. The Bank has asked IIMC Management to acquire that Board approval be noted in the minutes that the following individuals are IIMC's signers for the Bank of the West account: Executive Director Chris Shalby, Office Manager Denice Cox and Member Services Director Janis Daudt. If the Board chooses an additional signer, it will be Associate Director of Education Jennifer Ward.

### **MCEF/IIMC Conference Region Grants - 2013**

The past few years, IIMC has provided Conference Grants (**see attached 2012 Grant as example**) for each Region to use toward an IIMC member to attend the upcoming Annual Conference. We recommend that we continue to provide this promotion using MCEF Policy 8 funds that will be available by year-end 2012. We also recommend that we provide two grants for the 2013 Conference in Atlantic City, NJ.



## 2012 IIMC Annual Conference Grant Application TWO Grants Per Region

MCEF's Conference Grant Program offers eligible members **complimentary registration** to attend the IIMC Annual Conference in Portland, Oregon, May 20 through May 24, 2012



MCEF's Conference Grant Program allows two IIMC members in each Region (I through XI) an opportunity to receive a Grant award covering registration expenses for the 2012 IIMC Annual Conference. If you are interested in applying for a Conference Grant and match the criteria below, print this application form, complete in full, and submit it to IIMC Headquarters at the address below. Applications will be sent to each IIMC Region Director after the deadline date. Region Directors will confirm each applicant's eligibility, review all submissions, and submit their award nominations/selections to IIMC Headquarters for recipient notification. **TO BE  
CONSIDERED, YOUR APPLICATION MUST BE POSTMARKED no later than February 6, 2012.**

Name \_\_\_\_\_ Title \_\_\_\_\_  
Municipal Employer \_\_\_\_\_ Population \_\_\_\_\_  
Street Address \_\_\_\_\_ City \_\_\_\_\_  
State/Province/Country \_\_\_\_\_ Postal/Zip \_\_\_\_\_  
Telephone \_\_\_\_\_ E-mail \_\_\_\_\_  
Applicant's Signature \_\_\_\_\_

### CRITERIA

- Region Directors shall be responsible for selecting TWO Members to receive the Grant from their Region
- Preference will be given to IIMC Members who have expressed a continued interest in participating in an IIMC Annual Conference but have been unable to attend as a result of financial constraints
- Applicants must be active Members of IIMC (full or additional full member)
- Applicants must show proof they are authorized to attend the Conference and provide for their own accommodations, transportation, and meal expenses.
- Grants must be used for the 2012 Conference and cannot be rolled over into another year
- No other conference discounts apply with this Grant
- GRANTS ARE NON-TRANSFERABLE

On a separate sheet of paper, please write an article (300 to 800 words) for possible publication in the IIMC News Digest highlighting a best practice, unique project, or other program implemented in your municipality that you take particular pride in and would like to share with your colleagues. In arriving at an appropriate selection Region Directors will take account of the quality of the article which is submitted. Applicants agree that, if of sufficient quality, their article may be published in the *News Digest*, whether or not they receive an award.

If you've attended an IIMC Annual Conference in the past, please indicate the year(s) attended: \_\_\_\_\_

### With your Application, please submit proof that:

- Time to attend the conference will be granted.
- Funds are available to pay expenses for travel, housing and meals.

Return completed Application to IIMC - C/O Education Department  
8331 Utica Ave. Suite 200 • Rancho Cucamonga, CA 91730

**To be considered, your application must be postmarked by February 6, 2012.**

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Jennifer Ward, Associate Director of Education  
**Date:** September 24, 2012  
**Subject:** 2012 Education Department Mid-Year Report



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Since the 2012 Conference, the Education Department added 8 new ed2go courses, is reviewing new online education opportunities, completed the 2012 education transcripts, worked with the Conference Committee on the 2012 Education program, approved our 47<sup>th</sup> Institute and completed several other projects. Please see the highlights below:

- **CMCs** - CMC application review time remains steady at 1-2 weeks. Since January 1, 2012 we have awarded 211 CMC designations.
- **MMCs** – MMC application review time also remains steady at 1-2 weeks. Since January 1, 2012 we have awarded 90 MMC designations.

The Department revised the CMC and MMC slideshow to reflect current education information and created a sample employment verification letter as this section of the applications needed clarifying. We also revised the CMC and MMC website pages to answer and clarify frequently asked questions. In addition, we posted the Education Payment Form on the website so applicants can easily pay their fees by credit card.

- **New Institute Update** – On September 6, 2012, the Education Department approved IIMC's 47<sup>th</sup> Institute program in the state of Wyoming. The Wyoming Institute held their first program the week of September 17<sup>th</sup> with much success!
- **Committee Work –**
  - **Conference Committee** - The Education Department worked with the Conference Committee to recommend sessions for the 2013 Conference Education program. We also worked with the committee to implement a roundtable module into the program and suggested a format change for the way our education sessions are presented (see 2013 Conference below).
  - **Blue Ribbon Committee** – The Education Department reviewed and discussed several items related to education with this committee including course review, approved topics, Region X and XI Education Guidelines and non-compliance.
- **2012 Conference Transcripts** – Conference transcripts were emailed to each Delegate on July 9, 2012. Our aggressive marketing of the newly revised Scanning Policy worked well as there were few glitches this year regarding transcripts.
- **2013 Education Program** – The Education Department received the Conference Committee's recommendations and has completed the Academy, Athenian and General Sessions for the Preliminary Program. We are currently working on the concurrent sessions.

- **Academy Session topics** – Leadership, Communication, Change, Strategic Planning, Emergency Management, Engagement and an “off-site” session on the New Jersey tides and coastlines and their effect on municipalities.
- **General Session topics** – Leadership – with Dr. Allan Zimmerman; Emergency Management – with Colonel (Ret) Jill Morgenthaler; and Communication – with Colette Carlson.
- **Athenian Dialogues** – The Grapes of Wrath by John Steinbeck will be facilitated by Colorado Institute Director Kathie Novak and Destiny of the Republic: A Tale of Madness, Medicine and the Murder of a President by Candice Millard will be facilitated by Mary Lynne Stratta.
- **Region X and XI offsite education session** - Emily Maggard is working closely with the Host Committee to develop this session. It will focus on the wind energy program in Atlantic City and its effect on municipalities.
- **Conference CD ROM** - The Department plans to continue to provide the Delegates with a CD ROM of the concurrent education session handouts.
- **Roundtable Sessions** – The Education Department proposed to the Conference Committee to have roundtable discussions instead of the normal type of presentation offerings that are regularly scheduled on the afternoon of Wednesday, May 22<sup>nd</sup>. The majority of the committee seems to be in agreement with the roundtables. However, we are waiting for more comments to come in by October 1<sup>st</sup>.

The roundtables would work like this:

- We will have 7 session rooms. All attendees would find a seat in a room. Topics will not be listed on the signage.
- Each room will have one moderator who will facilitate a discussion on a topic of their expertise. Examples include: Ethics, Records Management, Working with Elected Officials, Human Resources, Leadership, Budgeting, Social Media, etc.
- Each moderator will facilitate the discussion and have a set amount of time (for example 30 minutes) to do so.
- After the set amount of time is up, the facilitator will move to the next room to moderate that discussion. A new facilitator will enter the room to moderate a discussion on a new topic.
- Delegates will not change rooms; only the facilitator will change rooms.

This type of session format will allow Delegates to engage with each other, network and exchange ideas, issues and solutions. These sessions will last 2.0 hours, so each Delegate will see multiple presenters and topics. The moderators will come from a myriad of backgrounds such as Institute Directors, experienced Clerks and professionals.

- **Interactive Sessions** – The Education Department also proposed to the Conference Committee a new, re-energized session format. Instead of Delegates sitting in their seats for 2.0-2.5 hours listening to a presenter and reviewing a PowerPoint presentation, we'd like for the presenter to present their topic for the first 1.0-1.5 hours and then open the presentation up for discussion (much like the roundtables). This again will engage Delegates and allow for an exchange of ideas.
- **Education Department E-Briefings** – The Department continues to update members on approved courses, programs and certification tips and guidelines.

- **Online Education Programs** - In keeping with the Education Strategic Plan, the Education Department continues to review online education opportunities.
  - **Captus Press** - The Education Department has been researching and examining online courses and webinars that the department can create and be a benefit to the membership. In our search, we came in contact with Captus Press.

**How the program works:** Captus Press offers a complete turnkey- operation, from course creation to online hosting, technical support, course registration, and e-commerce payment options. IIMC would hire professionals and Institute Directors to create a course for the organization. Once the course is complete it would be sent to Captus Press to be transcribed into an online course. Each course will have assessments and interactive quizzes. The courses also have the option to include multimedia. We see the courses being 2.0 - 4.0 hours and would earn 1 point per 2 in-class contact hours. They would be available through the IIMC web site. After the course is up and running, Captus would charge reasonable access fees (about equal to the cost of a textbook) to the course participants, which is a modest portion of the total cost of the online learning cost, as set by IIMC. We anticipate charging less than \$100 for each course and no textbooks will be required. This is at a much lower cost than our current courses (\$195.00US, plus the cost of textbooks). We plan to ask the Program Review and Certification Committee to review this program in October.

- **ed2go Update** - IIMC now has 25 approved online courses offered through ed2go. This is 8 more than last year. We will continue to add applicable courses as they are sent to us by ed2go.
- **Course Review Approvals** – Course reviews continue to stream in. The Department has not encountered any issues with the process and requests are answered within a day or two.
- **Athenian Program** – IIMC now has 26 approved Athenian Facilitators and 30 Athenian Fellows. The program continues to catch fire as more Dialogues or inquiries regarding how to host a Dialogue are received weekly. This is a great program to enhance not only one's critical thinking skills, but public speaking skills as well.

The Department is looking forward to the 2013 Conference and to implementing new courses into our existing programs.

## MANAGEMENT'S COMMENTS

It has been a busy and fruitful year for the Department. Along with their daily responsibilities, the Department continues to keep its focus on the future regarding IIMC members' accessibility and affordability for education programs. The revised Conference concurrent education sessions are a welcome change and promise to add a fresh and energetic pace to the week's program. All in all, the collegial efforts and interdependent collaborations within the Department and Committees have established a creative and a productive working environment.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** September 24, 2012  
**Subject:** Member Services Mid-Year Report 2012-2013

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The Personal Touch – one of the things that make IIMC stand out from other Associations is the Personal Touch we provide our members. Rather than drift along through a series of telephone prompts, IIMC offers a “real” voice to talk to members.

Member Services is about the personal touch, the contact and exemplary customer service. Member Services has seen a productive and effective start to 2012.

Our 2012 member drive has been fruitful. To date, 184 new members have joined IIMC. We still have over 4,000 possible new members with population of 2,500 or more in our campaign’s database. We are into the third quarter of our drive and we’re still seeing interest. Postcards are our first point of contact, providing us contact information to possible new members. We contact our postcard senders and then email them an IIMC Brochure along with the 2012 member drive application. If we don’t hear from them, we call them again to discuss any apprehensions they might have about joining IIMC. The response to the letter and application mailing has been successful in that they have the application readily available to them and they can just send it in with payment.

Our next contact with our new members is to call them and thank them for joining IIMC and ask them if they have any questions regarding their new membership. We provide staff contacts, promote the advantages of our education programs and answer all questions. I share information about our upcoming IIMC Annual Conference in Atlantic City, NJ and expound on the discounts that apply to them.

Our member drive postcard and letter/application mailing will continue through June 2013. At that time, we will have exhausted the campaigns direct marketing approach. In July, we will revise our target demographic to possible new members under the population of 2,500.

Although the member drive campaign has been ongoing, so has our constant contact with our seasoned membership, making certain we catch those members whose dues are about to expire. Tammy Schultz inputs new membership applications weekly and follows up with each email promptly. Janet Pantaleon, who is being cross-trained in our department, has assumed certain responsibilities, affording us the time to make the personal calls. Janet has also helped in sending out Final Notices and making Soon To Be Cancelled Member telephone calls. This relieves both Tammy and me to make follow-up calls, emails and mailings.

Member Services has been proactive in communicating with our Institute Directors by sending IIMC Member Brochures, IIMC Mentor Program Brochures and IIMC Member Applications. Through Task Manager, when sending automated “Thank you for joining IIMC” letters, we will be including the Institute contact information for their specific state and/or region.

We have continued to recruit new members through the following member programs:

- Recruit A Member has brought in 23 new members this year
- Region Director Challenge has brought in 4 new members – Would like to see a higher number here.

Non-dues revenue through our IIMC Career Center has brought in \$1,641 to date. We hope to enhance the job posting and member resume posting.

Respectfully submitted for your information.

#### **MANAGEMENT'S COMMENTS**

This past year has been an extremely busy and productive one for the Department. Along with Jan's and Tammy's daily responsibilities, the Department conducted IIMC's largest membership campaign ever, reaching a 4% rate (and climbing) of return on IIMC's initial investment. The Department relishes in providing a Personal Touch to each current and potential member, proving that when it comes to customer service, a “voice” is invaluable.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Emily Maggard, Communications Coordinator  
**Date:** September 24, 2012  
**Subject:** Communications Department Mid-Year Report 2012



### Communication

The Communication Department has been busy since the May conference: editing letters, sending updated E-briefs, Education communiqués, and looking at web pages. Please see a summary below:

#### Social Media:

- Created an event on Facebook for the IIMC Annual Conference in Atlantic City, NJ. Members can share this event with others, RSVP to this event, and leave comments regarding this event. We already have over a dozen Clerks committed to attending!
- Researching the ins and outs of running a Facebook contest for a new Municipal Clerk's Week Poster. This contest would allow one of our multi-talented membership to be the creator of a new Municipal Clerk's Week promotional poster, voted on by their peers, and downloadable directly by the membership. The Public Relations Committee is currently vetting this idea.

#### Institutes:

- Created an online forum, as requested by our Institute Directors, entitled "Institute Director's Social." It is available to the Institute Director's through the IIMC website. This is a private chat group for the IDs, per their request, which came out of the ID Colloquium at the Annual Conference in Nashville. So far, this group has 13 Institute Directors enlisted in it.
- Initiated a section on the Education E-briefings for upcoming Institutes and Academies, listing a link to the IIMC website's event calendar, which lists dates and locations, and if we have it, a brochure.

#### Marketing:

- Researching new IIMC merchandise for resale, for the 2013 Conference, as well on the IIMC website.
- Looking at enhancing the currently available Sponsorship and Exhibitor Packages.

#### International:

- South African Local Government Bulletin (10 years) posted on the IIMC website, under Membership Resource Center. This publication, with its high frequency (four times per year) and wide dissemination (12,000 copies per edition) is an institution in local government in South Africa. In 2009, the Bulletin celebrated 10 years of excellence with a compilation of the 46 widely-read editions published in those 10 years.

Website:

- In the process of re-organizing the [Membership Resource Center](#) with additional resources from the Research and Resource Committee. The page will be reorganized by area: United States, Canada, and other International resources, as well as by topic (or searchable by topic), ie: emergency management, proclamations, minutes, elections, etc. This project will take some time, but hopefully will be more easily accessible by all members.

Technical Bulletins

The Records Management Committee has completed seven out of the scheduled 16 Technical Bulletins. As of this date, we are currently in the design phase and should have the seven Bulletins completed and uploaded on our web site for our members by year end.

MANAGEMENT'S COMMENTS

This year, IIMC reorganized the Education Department, placing Emily as Communications Coordinator in the Communications Department and having her spend 75% of her time overseeing public relations, marketing, conference promotions and all other areas of IIMC communications. She brings fresh ideas, creativity and technical skills to her position, putting IIMC in good position to offer 21<sup>st</sup> Century type of communication to members.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**TO:                   BOARD OF DIRECTORS**

**FROM:               COLLEEN J. NICOL, MMC  
IMMEDIATE PAST PRESIDENT  
BLUE RIBBON COMMITTEE CHAIR**

**DATE:               OCTOBER 16, 2012**

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



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## **BACKGROUND**

As authorized by the Board of Directors at the May Annual meeting in Portland, the following individuals were appointed to a blue ribbon committee (BRC) to explore alternatives and recommendations for procedural and any related policy changes for Institutes, State/Provincial/National educational offerings, and Athenian Dialogues.

Colleen Nicol, Chair

Mary Lynne Stratta

Sharon Cassler

Joann Tilton

Philip Campbell

Bernie White

Kassie Van Remortel, Institute Director

Kathie Novak, Institute Director

Chris Shalby, Executive Director

Associate Director of Education Jennifer Ward also participated in all subcommittee and full committee telecons.

At their first meeting, the BRC endorsed the following work program, later including the subsequent referral from President Cirtin:

1. Beliefs/Tenants/Foundational Statements
2. History – Discuss/compare Adshead, Garubo, and Eftekhari models
3. Region X and XI Certification – Referral from President Cirtin
4. Institute Annual Reports
  - a. Content/documentation
  - b. Review process*
  - c. Non compliance
5. *State/Provincial/National Association course review*
  - a. Content/documentation*

6. Teaching methods
  - a. ***Institutes***
    - b. Athenian Dialogues
  - c. ***State/Provincial/National Associations***
7. Expand course topics list
  - a. Additions
  - b. Process for future additions
8. ***Referral (Appeals) Process***
9. Test recommendations against B/T/FS

Staff also presented a memorandum to the BRC related to Region X and XI shipping costs for certification materials. The BRC unanimously requested that staff forward the matter to the Budget and Planning Committee.

The Committee's report and recommendations regarding Regions X and XI certification were forwarded previously and acted upon by the Board of Directors.

The BRC continues to work on the bolded items above revolving around the issue of course review for both State/Provincial/National Associations and review of annual Institute reports.

## **FISCAL IMPACT**

There is no fiscal impact associated with these recommendations.

## **RECOMMENDATIONS**

That the Board of Directors approve the following unanimous recommendations of the BRC:

- A. Endorse the following beliefs/tenants/foundational statements:
  1. The quality of education programs will remain high.
  2. IIMC will retain some level of oversight for programs, activities, and experiences that qualify for CMC and MMC points.
  3. The point values, documentation required, fees, and processing of CMC and MMC applications will remain unchanged.
  4. Formal and informal feedback from members will continue.
  5. Formal review and feedback from State/Provincial/National Education Chairs, Associations, and Institute Directors will continue.
  6. The Program Review and Certification Committee remains a resource for policy implementation clarification.
  7. The work of the Institute Directors continues to be monitored by the associated college/university, State/Provincial/National Associations and Education Chairs, and program participants.
  8. The Education and Institute Guidelines shall foster trust and recognition of position/expertise among staff, Institute Directors, State/Provincial/National Associations and Education Chairs, and the members.

B. Amend the Institute Guidelines to reflect that Annual Institute Reports provide only:

1. A brief cover letter explaining evaluation of the programs, areas in need of improvement, future plans, etc.
2. Titles, descriptions, and schedule of the CMC and MMC courses offered, or an Institute brochure that provides this same information will suffice.

C. Conceptually endorse an amendment to the Institute Guidelines regarding Annual Institute report review to replace items #3 and #4 of the current policy that read:

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

Replacement language:

1. Once IIMC has completed policy steps #1 and #2 to contact an Institute regarding their annual report and staff does not believe they are making headway, the following steps will take place:
  - a. An email requesting a teleconference with IIMC's Education Department, the Institute Director, State President and Education Chair, the Chair, Institute Director Liaisons and the Board liaisons of the Program Review and Certification Committee. We would discuss the problem, ways to rectify it and provide a convenient timeline to "make good."
  - b. If that doesn't work, then we would ask for a second teleconference with the same individuals to determine exactly why we're not making progress. We would follow the same procedures in making certain that we are willing to accommodate their schedules, time frame, and help them if needed. If on the second attempt we've not made any progress, then the Institute and involved parties would be informed that IIMC is now going to follow Board Policy on Non-Compliance.

The BRC will work with staff to develop final policy language.

D. That the current policy regarding Athenian Dialogues remain unchanged and monitored for any future adjustments, as necessary.

E. That the course listings available on the web site and embodied within the Institute Guidelines remain "sample" course listings and not be expanded at this time.

Attachment: May 2012 Report re Formation of BRC  
IIMC\president\BRCBODReport\_1112

### **Management's Comments**

Management concurs with the Committee's foundational statements. Staff was heavily involved in the Region X and XI education guideline revisions, which were approved by the Board in October and presented at the Region XI meeting in October in Bristol, UK. We also recommend implementing the revised non-compliance policy.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**TO:** **BOARD OF DIRECTORS**

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

**DATE:** **MAY 19, 2012**

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

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### **ISSUE**

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

### **BACKGROUND**

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

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

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

enhancement, and others - acknowledged by staff as “relevant” to the municipal clerk profession - were each questioned at this level. Responding to this intense level of requests for additional documentation on courses that clearly - and admittedly - relate to the profession is an enormous waste of resources and insulting to the universities, professional instructors, and State/Provincial/National education committees.

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

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

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

### Institutes

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

### Athenian Dialogues

The same holds true for Athenian Dialogues. With the freedom of variety of content and teaching methods, University professors and experienced facilitators - all approved by IIMC -

can tailor delivery of the learning to each book, venue, and participant group to ensure the best educational experience. These are competent professionals.

#### State/Provincial/National Associations

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

#### Summary

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

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

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

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

## **FISCAL IMPACT**

There is no fiscal impact associated with these recommendations.

## **RECOMMENDATION**

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

Colleen Nicol, Chair

Mary Lynne Stratta

Sharon Cassler

Joann Tilton

Philip Campbell

Bernie White

Kassie Van Remortel, Institute Director

Kathie Novak, Institute Director

Chris Shalby, Executive Director

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

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

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



**To:** IIMC Board of Directors

**From:** Budget and Planning  
Philip J. Campbell, MMC, Chairman

**Date:** October 18, 2012

**Subject:** Mid-Year Report

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### **BACKGROUND**

The purpose of the Budget and Planning Committee is to provide sound financial advice to the IIMC Executive Committee and the Board of Directors.

A set of five goals were establish for the committee and are as follows:

1. Develop and ensure that IIMC adheres to an annual balanced operating budget
2. Monitor monthly expense and revenue reports from the Executive Director and brings areas of concern to the attention of the Board of Directors
3. Review the expenses and revenues associated with the Annual Conference and report on profit/loss
4. Review and report to the Board of Directors any issues raised in the Auditor's Management Letter and Report
5. Develop a three-year financial forecast and five-year capital items projected needs list

The other members of the committee are as follows:

Mary Lynne Stratta, MMC Vice Chairman	Sharon K. Cassler, MMC Member	Brenda M. Cirtin, MMC IIMC President
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Marc Lemoine, MMC Member	Brenda Kay Young, MMC Board Liaison	Colleen J. Nicol, MMC Member
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Chris Shalby  
Staff Liaison

My compliments to Executive Director Chris Shalby; Financial Specialist Janet Pantaleon and Finance Director Pilar Archer for their devotion to IIMC and their untiring efforts to properly maintain and improve the financial well-being of our Organization.

As you can see by the make-up of this committee, this is a group of no nonsense colleagues that have only the very best interest of IIMC and our membership. This is a very knowledgeable group who do not hesitate to speak their mind 'on and off the playing field.'

**Monthly Statements:** The Board of Directors is forwarded monthly statements on a regular basis and given the opportunity to review and ask questions to any of the members of this committee or of staff. I am not aware of any outstanding requests for information or questions from the Board.

**Projected Budget Profit:** For the sixth straight year, the 2012 Year End Projected Budget is anticipated to end with a profit of \$49,436, approximately \$38,000 higher than original projection. The positive differential is a result of the following key issues:

- Eliminating the part time Director of Education position
- 50% decrease in fees for strategic planning at 2012 mid-year meeting
- No election expenses for the VP position
- Slight increase in income in Education
- Slight increase in Membership Revenue
- Diligence in oversight and internal controls

**Reserve Funds:** Our reserve funds are approximately \$310,000 of which \$21,000 is allocated to the Building Reserve. This is a \$11,000 overall increase in reserves from last year.

**Athenian Program Expense Reduction:** The cost of operation of Athenian Program at the Annual Conference was reduced dramatically thanks to two past IIMC Presidents, Marr Lynn Stratta and Chuck Tokar, facilitating the two dialogues. Thanks to their efforts, IIMC netted approximately \$5,290 while expensing a total of \$560 for facilitator's costs.

**Headquarters:** Headquarters building, in Rancho Cucamonga, is leased through 2013 and 2014 and efforts are ongoing to seek refinancing of the structure in the near future. As of this writing, staff apprised the Committee that Bank of the West gave a verbal approval to refinance the building. More information regarding the outcome will be provided in the Executive Director's report.

**Committees:** It is projected that the Executive Committee travel budget will be on target of \$22,000. This amount has remained steady since 2008, cementing the Executive Committee's commitment to maintain a strategic travel plan. Efforts continue to keep Region XI travels to only those associations with which IMC has strong presence or working toward an Institute.

**2012 Conference - Portland:** It was originally anticipated that the Portland conference would generate a profit of over \$48,000. It appears that our actual net profit will be approximately \$10,600. The projected attendance was below target, IIMC incurred attrition at one of the conference hotels. IIMC Management was able to negotiate a final attrition settlement of \$72,332.

**Hotel Disbursement – Portland:** In early 2012 it was realized that the conference might not meet budget expectations. IIMC created a 2012 conference fund using operating dollars to help with attrition. Part of the settlement includes IIMC's returning to the Hilton for its mid-year meeting in November 2012.

**Education:** In February 2012 a part time Director of Education was hired. This position was eliminated min March 2012 due to a difference in philosophy and process. The Education Department continues to operate well and improve on its education processes.

**Marketing:** The News Digest has been an on-line publication for four years. Since that time IIMC has realized a \$400,000 savings by not printing a monthly edition. However, the contrast to that is that the advertising income has reduced. Being an on-line magazine allows IIMC expediency in member delivery and does not rely on advertising to help defray costs. Due to economic situations, many of our advertisers have either pulled their ads or reduced the rate of

publishing. Fortunately, we are able to be flexible with our advertisers, allowing for greater freedom in negotiating costs to maintain the business.

**Membership Campaign:** The 2012 Membership Campaign is doing well. The rate of return on the initial investment is approximately 4% and growing. We anticipate that membership will exceed projections by \$11,000.

### **Improvement to Budget Process -- FYI**

At the 2011 Committee meeting, the Committee requested staff to modify the budget process to allow for a more clear understanding of the budget proposal. The modifications included creating “working” columns to the current and upcoming budgets, detailing what additional funding was being requested and measured by the Committee. Included in the base proposed budget were those increases that would be considered a part of doing business, such as increase in insurance or electricity and other similar items. The additional column showed those items that the staff believed appropriate but needed further clarification.

The following is a list of highlights provided in the budget presentation:

- Slight salary increase for staff – **Board approval required**
- Funded the Region XI Consultancy
- Funded the IIMC/NAGARA region workshops
- Annual membership dues increase of \$10
- Increase Annual Conference fees by \$15

### **Budget Committee Recommendation:**

The Budget and Planning committee recommends that the Board approve the revised projected year-end 2012 budget and adopt the 2013 budget.

### **Management’s Comments**

Management agrees with the Committee’s recommendation regarding the approval of the 2012 and 2013 budgets. The collaboration between staff and this Committee continues to grow and improve with one singular purpose keeping IIMC on solid financial footing. We appreciate this Committee’s approach and collegiality and realize at times that although some of the decisions may not be the most popular, they certainly are always in the Organization’s best interest.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Policy Review Committee  
Shari Moore, Chair

**Date:** September 24, 2012

**Subject:** Mid-Year Report

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### Background

The Policy Review Committee's purpose is to monitor and provide policy guidance to ensure purpose, consistency, accuracy and fair application. To review policies, positions, and perspectives regularly and recommend appropriate revisions to the IIMC Board of Directors.

The membership of the PRC consists of a wealth of knowledge with past IIMC presidents and board members serving.

### Discussion

The Policy Review Committee is divided into two subcommittees. While the work for this report was completed by the full committee, the remaining issues will be divided between the subcommittees before going to the full PRC.

### Financial

No funding is needed for the Policy Review Committee. We are making use of teleconferencing and email to conduct our business.

### Summary

Before you for the Board's consideration are three items. The Policy Review Committee is forwarding language for two constitutional amendments for 2013. They are:

- 1) The first Constitutional item would basically eliminate the step that allows for a vote on constitutional amendments to take place at the annual business meeting before it is sent to the entire membership. The committee recognizes that the Board of Directors has some concerns and wanted more language changes, but we feel this is a good first step. If the language does go to the membership for a vote and it is approved, we would suggest that further language changes be looked at by next year's PRC.
- 2) The Constitutional second item is language for an amendment that corrects an inconsistency in the Constitution regarding elections.

The third item is regarding the Task Force report and survey results on Associate membership and certification. Due to the concerns expressed by the Task Force, we feel it would be best to redo the survey with simpler, clearer questions. It is suggested that the Task Force be reconvened to oversee the new survey.

## **Recommendation**

### **I. Action Needed**

#### **1. Constitutional Amendment**

Committee Action: The feeling of the committee is to put this amendment up for a vote in 2013. If it passes, then next year look at the rest of the process for amendments to go forward in 2014 to address the board concerns.

#### **CURRENTLY READS:**

**A. Proposed Amendments to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director and the President.**

**B. Proposed amendments filed in accordance with the provisions in Section A above shall be submitted to the membership for consideration when filed under either of the following procedures:**

1. A copy of proposed amendments, with the name of the author, who shall be a voting member, and a statement of the reason the proposed changes are being recommended is filed in sufficient time to be published in the News Digest not later than the month immediately preceding the month of the Annual Conference; or
2. A copy of any proposed amendments is filed in sufficient time to be posted in a prescribed place prior to the official opening of the Annual Conference. Amendments so filed shall include the proposed amendment, the existing language being changed (if any), an explanation of the urgency of the amendment, and a statement explaining the intent of the proposed amendment. The posting shall include the name of the author, who shall be a voting member, and the name of at least one other voting member who supports the change.

**C. Amendments to the Constitution shall be presented to the membership at the Annual Business Meeting. Amendments presented shall require passage by two thirds of members present and shall be submitted to the membership for ratification as outlined in the following paragraph. Amendments approved during the Annual Business Meeting shall be mailed (or transmitted by electronic methods when feasible) to the entire membership for ratification. Members shall have 90 days from the adjournment of the Annual Business Meeting to return a ballot on the proposed amendment. The amendment shall be considered ratified if two thirds of the ballots received by 5:00 p. m. PST on the 90th day following adjournment are in favor of the proposal. The effective date of the amendment shall be the 90th day unless otherwise specified. Amendments that do not receive an affirmative vote of two-thirds of the ballots returned shall not be adopted.**

## **PROPOSAL**

A. Proposed Amendments to the Constitution shall be made in writing, setting forth the particular change or changes proposed and shall be filed with the Executive Director and the President.

B. Proposed amendments filed in accordance with the provisions in Section A above shall be submitted to the membership for consideration when filed under either of the following procedures:

1. A copy of proposed amendments, with the name of the author, who shall be a voting member, and a statement of the intent of the proposed amendment along with a full explanation of the proposed changes shall be filed in sufficient time to be published in the News Digest not later than the month immediately preceding the month of the Annual Conference. Ample time shall be set aside during the Annual Business Meeting to discuss all Constitutional Amendments.

C. Upon completion of the steps outlined in Article XIII, Section B 1, amendments to the Constitution shall be mailed (or transmitted by electronic methods when feasible) to the entire membership. Members shall have 90 days from the adjournment of the Annual Business Meeting to return a ballot on the proposed amendment. The amendment shall be considered adopted if two thirds of the ballots received by 5:00 p. m. PST on the 90th day following adjournment are in favor of the proposal. The effective date of the amendment shall be the 90th day unless otherwise specified. Amendments that do not receive an affirmative vote of two-thirds of the ballots returned shall not be adopted

**Moved by Shari Moore, seconded by Kristie Smithers, the item passed unanimously.**

## **2. ARTICLE XI**

### **ANNUAL BUSINESS MEETING AND ELECTIONS**

#### **1. Procedures:**

a. Election of **Region Directors** shall be ~~conducted by ballots to be~~ conveyed to all Full Members, Additional Full Members and Honorary Members of the region for which the election is being conducted. Eligible voting members may only vote in the election of Region Directors for their respective regions. If only one candidate files for Region Director, no election shall be conducted and the candidate shall be declared elected.

b. Election of **Vice President** shall be ~~conducted by ballots to be~~ conveyed to all Full Members, Additional Full Members and Honorary Members. ~~Such ballots shall be returned not later than two weeks prior to the commencement of the Annual Conference.~~ The results shall be announced during the Annual Business Meeting.

### **3. Task Force Report and Survey Results on Associate Membership and Certification**

Committee Action: It was agreed by the committee that the survey should be redone with simpler, clearer questions. It is suggested that the Task Force be reconvened to oversee the new survey.

**Moved by Shari Moore, seconded by Nancy Vincent, this passed unanimously**

#### **II. No Action Needed:**

1. Committee Action: The PRC was asked to clarify language in Policy 2.20.060 Campaigning Guidelines. The committee cleaned up the language by removing publicly in line 1 of paragraph C and then all language continuing after the word candidate in line 2 of paragraph C. The committee did not feel that specifics would enhance the language. It was then brought to the attention of the chair that this language was changed in 2009 so it is felt that no further action is needed.

##### **2.20.060 Campaigning Guidelines.**

- A. Candidates are allowed unlimited e-mails to discuss their candidacy.
- B. IIMC staff will continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the Executive Director will submit the information to the Election Committee for their final recommendation.

**C. The Executive Committee members should neither endorse nor provide assistance to any candidate.** [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2. Management asked the IIMC Board of Directors to create a new policy regarding third party issues – clear policy that defines who and what is a third party, what can or cannot be provided to third parties, etc. regarding another IIMC member.

Update: Originally, Chris asked the board to have the Policy committee review and create a policy regarding 3rd party requests. Below is our current policy that Chris ran by the staff.

Also, he did a legal search and thinks we're fine with this policy as is. No action as needed.

#### **Chapter 6.15 MEMBERSHIP INFORMATION**

Sections:

- 6.15.010 Purpose
- 6.15.020 Scope
- 6.15.030 Policy

##### **6.15.010 Purpose**

To establish a policy governing the release of membership information. [October 27, 2006; December 6, 2002; August 2002. Policy M-6

6.15.020 Scope

All members. [October 27, 2006; December 6, 2002; August 2002. Policy M-6]

6.15.030 Policy.

A. IIMC shall not release any membership information to a third party save and except the following:

1. Confirmation that an individual is or has been a member of IIMC.
2. Certification level attained.

B. Notwithstanding the above, IIMC may release detailed membership information to a third party upon receiving a written request and subject to the following:

1. The member in question will be contacted and requested to provide a written release authorizing IIMC to release the requested information.

C. IIMC may at its discretion release the name, title and business mailing address of members without obtaining written permission to do so; however, any member who does not wish to have their name and addresses release may request so in writing.

D. Notwithstanding the above, the names, titles and mailing addresses of members of the Board of Directors will appear on the IIMC website with their photographs. [October 27, 2006; December 6, 2002; August 2002. Policy M-6]

**Management's Comments:**

Both Constitutional Amendments need to be created in the format required to present to the membership. We agree with the committee that the first Amendment regarding Proposed Amendments can be distributed as is since we're looking for membership participation in the voting process first and foremost. Any revised or additional wording to the process can always be added. The second Amendment is clarification regarding how IIMC conducts an election. Removing the words "conducted by ballots" allows IIMC to conduct an election in any format it wishes – electronically (survey monkey), hard ballots or E-vote.

The third party policy as it currently exists meets the criteria of third party requests for a membership association.

The simple, yet clear, statement about campaign guidelines regarding Executive Committee assistance is concise and unambiguous.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To: Board of Directors**

**From: Mary Johnston, MMC**  
**Conference Committee Chair**

**Date: September 24, 2012**

**Subject: 2012/2013 Mid-Year Board Meeting Report**

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## **Background**

The purpose of this Committee is to review and recommend conference education topics, speakers, sessions, and general session speakers; and work with staff in achieving the overall conference design and how to improve upon existing formats.

**Committee Members:** Vice Chair, Stephanie C. Kelly, John Bazzano, Denise Carey, Susie Corbitt, Tracy Davis, Joyce Mascena, Pamela Morley-Chappelle, Kassie Van Remortel, Kate Wall, and Vikki Zuehike. **Board Liaisons:** Vincent Buttiglieri and Roxanne Schneider. **Staff Liaisons:** Chris Shalby, Emily Maggard, Ashley Carroll and Jennifer Ward.

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

The goals set for the committee this year are:

1. Evaluate and review the content and suitability of the proposed educational sessions of the Annual Conference collaborating with IIMC's Education Department to ensure that the varying levels of education, experience, and job responsibilities of all IIMC members are being met. Forward any recommendations for improvements to the Education Department.
2. Recommend Annual Conference education sessions to the Education Department by July 1, 2012.
3. Evaluate and review changes in conference practices (as needed).

## **Discussion**

Goal #1 - the Committee reviewed and rated the Conference Education Proposals for the 2013 annual conference. Results were forwarded to the IIMC Education Department (final rankings from Committee is attached). **Completed.**

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

Goal #3 – The Committee has been asked by the Education Department to provide input on the suggested “Conference Innovations” for the 2013 Conference. **Ongoing**

- **Roundtables** – The Education Department proposes to have roundtable discussions instead of the normal type of presentation offerings that are regularly scheduled on the afternoon of Wednesday, May 22<sup>nd</sup>. This would be the proposed method:
  - We will have 7 rooms. All attendees would find a seat in a room.
  - Each room will have one moderator who will facilitate a discussion on a topic of their expertise. Examples include: Ethics, Records Management, Working with Elected Officials, Human Resources, Leadership, Budgeting, etc.
  - Each moderator will facilitate the discussion and have a set amount of time (for example 30 minutes) to do so.
  - After the set amount of time is up, the facilitator will move to the next room to moderate that discussion. A new facilitator will enter the room to moderate a discussion on a new topic.
  - Delegates will not change rooms, only the facilitator will change rooms.
- Delegates will engage with each other, network and exchange ideas, issues and solutions. These sessions will last 2.0 hours, so each Delegate will see multiple presenters and topics. The moderators will come from a myriad of backgrounds such as Institute Directors, experienced Clerks and professionals.
- Suggested title for Roundtable discussions:
  - “Inspiring Possibilities: Looking Beyond Your Organization”*
  - “The Hall of Ideas and Innovative Exploration”*
  - “Clerks at the Roundtable”*
  - “Merry Go Roundtable”*
  - “Cracker Barrel”*
- What the Committee is to provide is:
  - Suggested topics
 

*Multi-jurisdictional agreements and shared services; citizen engagement; train newly elected city officials on role; social media; going paperless (Council packets); green ideas and implementation; perks to engage employee performance; techniques and methods to reduce costs/expenses; improve health; working with the media; manners in the workplace; making your office work with less; parliamentary procedure; professional development (CMC,MMC); become more involved in IIMC.*

*Suggestions for reporting: Each table would have flip chart paper that would have a recorder and people would report to the group their findings. Attendees would have the advantage of hearing from everyone and taking back lots of ideas.*
  - How long do you think each topic should be discussed?
 

*I like the idea of the 30 minute session, quick to the point – next topic.*

*I don't think you would want less than 30 minutes per topic – you are going to lose a certain amount of time while facilitators move.*

*I think the session should last 45 minutes in order to continually re-energizing the attendees and provide them a myriad of topics. Assuming the chairs will be set up “classroom” style, if possible, have the chairs facing each other so that as the topics are discussed people aren't staring at the back of heads. This will hopefully promote enhanced dialogue.*

*I like the 30 minutes between classrooms.*
  - If you have any concerns or other ideas that could enhance this type of format.
 

*The roundtable concept sounds interesting. I guess I don't understand the logistics – if you have seven topics and time allows you to participate in four, I don't see how you can avoid participants moving, but I'm sure it will be figured out.*

*My suggestion would be to have a Municipal Clerk co-present on a given topic (if possible). Let's be honest, no one knows our profession like our own. When we've done this, I find the interaction is much better when a Municipal Clerk helps facilitating the dialogue.*

*As you know, we call our Roundtable discussions "Cracker Barrel." I thought the suggestions from K. Van Remortel were good. We use this format in Ohio and it is very well received. A great idea to share information between seasoned and new clerks.*

*My first impression of it was it was a good idea, but could be difficult with all the different levels of municipalities that we have (populations and varying degrees of involvement for example) so the topic would need to be something very universal. The moderator should be aware of that going into the session and should be able to guide it as such. Also, when breaking it out, maybe have the smaller groups be from similar size communities...again, depending on the topic. I shared this with our PEC Chair to see what her reaction was and this is what she thought "in theory it's a great idea – in practice, I think that there are so many different levels of attendees and varying backgrounds that it may be hard. Or – sessions will be dominated by a few. I think that a shorter time frame for the Roundtables would be good – that way if a session 'bombs' you only have 30 minutes to fill".*

- **Interactive Sessions** – The Education Department would like to re-energize our session format. Instead of Delegates sitting in their seats for 2.0-2.5 hours listening to a presenter, we'd like for the presenter to present their topic for the first 1.0-1.5 hours and then open the presentation up for discussion (much like the roundtables). This again will engage Delegates and allow for an exchange of ideas.

➤ We would like your input regarding this format.

*I set all of my programs in classroom style or round tables depending on what I am trying to accomplish. I like classroom style, 3 to a table set because people can turn around and talk to the table in back of them as well as at their table.*

*Depending on the topic we have the students build an implementation plan. So as they learn they are figuring out how they will be bringing it back to the office. We mix teaching and application of knowledge together. For example, in a Finance class we will teach them the concept and then they do an exercise to apply the knowledge. We work hard at active learning and group participation.*

*Love the idea. We can apply what the instructor is saying to our work and network at the same time.*

*I think there is value in trying a few sessions with this format to see what the feedback is. I would hope there isn't a wholesale change to all of the sessions.*

*I think it's an excellent idea anytime you can engage each other because that's when the real learning occurs. I think the topics have to be open ended enough so that the delegates can spin them to relate to their own municipalities. For example, if the topic is "paperless meeting packages" perhaps a presenter can discuss various ways to accomplish this and not so much one specific software because, depending on the specifics of that municipality, they may not have the personnel or financial resources to purchase any specific software.*

*I like this idea and keeps the Clerks engaged. We might want to think about a way to capture the discussion so it can be shared after the conference.*

➤ If you have any comments or other ideas that could enhance this type of technique.

*I am not sure how all of this will work when the group is so large. I do have classes of 100 students. I really like the idea.*

*Maybe have a few questions formed in advance to get the conversation going.*

**Summary** – This has been an active committee with full participation from most members and assistance from the Education Department. The Conference Committee is still submitting input on the 2013 Conference Innovations. The Committee hopes to complete this assessment by October 1. It was discussed at our May Committee meeting that the Committee could review the Conference Policy Manual. The Conference Committee is ready to assist with that task, if necessary.

**Recommendation** – There are no recommendations from the Conference Committee.

**Management's Comments:**

This Committee continues to be extremely helpful with their suggestions regarding the 2013 Conference education program, especially with the concurrent sessions and revising the format to give these sessions some “pep.” We will forward the Conference Planning Manual to them immediately following the mid-year meeting for their review and revisions. The Committee was also instrumental with their input and insight into the feasibility of holding the 2017 Conference in Canada (the Board will be discussing the 2017 Conference site selection during the latter part of the Board meeting).

2013 Conference Proposals - Education Committee Rating Scale								
Conference Education Sub Committee – Rating Scale 1-3 w/ 1 = Highly Recommended								

### General Sessions (1.0-1.5 hours) - Intermediate to Advanced Level

Presenter Name & Location	Course Title	Topic or Description	Website or Video Link	Education Department's Comments	May J	Kassie Van Remote!	Kate Wall	Stephanie Kelly	Vinny Buttiglieri	Roxanne Schneider	Vikki Zuelke	Denise Carey	Susie Corbitt	Tracy Davis	Total
<b>Generational Differences</b>															
Seth Mattison	The M Factor: Seven Ways the Millennial Generation is Shaking Things Up At Work	Eighty million Millennials are flooding into the workplace and clashing with the generations already there. Learn the seven surprising trends that shaped this influential generation and the best tips and techniques for managing them. Based on the brand new best-seller, The M-Factor (HarperBusiness 2010). Learn... • How you can win the war for young talent and become the place Millennials want to work • The keys for bridging communication gaps between texters, tweeters, and traditional communicators • How to handle entitlement • What it takes to engage Millennials without alienating the other generations.		Always lots of interest. It is important. It isn't a repeat of what has already been done in 1 other years. 2	1	2	3	2	1-A very timely topic	1	1	1	2		
<b>Leadership</b>															
Dr. Alan Zimmerman	The Leadership Payoff	Please view the link for full course description.	<a href="http://www.dzimberman.com/programs/keynotes/the-leadership-payoff">http://www.dzimberman.com/programs/keynotes/the-leadership-payoff</a>	Due to a contractual agreement, Dr. Zimmerman has already been confirmed as a General Session speaker. We need your comments regarding which topic to select for his session.	1	2	2	2	1 - This would be my choice over "The Payoff Principle"	1	2	2	1		
Dr. Alan Zimmerman	The Payoff Principle	Please view the link for full course description.	<a href="http://www.dzimberman.com/programs/keynotes/the-payoff-principle">http://www.dzimberman.com/programs/keynotes/the-payoff-principle</a>	Due to a contractual agreement, Dr. Zimmerman has already been confirmed as a General Session speaker. We need your comments regarding which topic to select for his session.	1	2	2	2	3 (Seems to be part of the above course)	1	1	1	2	1	3
Commander Kirk Lippold, USS Cole Commander and Leadership Strategist	Leadership & Accountability When It Matters	The privilege and burden of leadership comes with a level of accountability that many aspire to emulate and anyone can rise up to and achieve. Using a devastating suicide terrorist attack as a backdrop, Commander Kirk Lippold conveys how the principle of integrity created an environment for leadership where his crew felt imbued with a sense of ownership, seizing the opportunity to be responsible for their ship and not just their jobs. Their own sense of personal accountability and leadership proved to be a guiding principle in the crucible of combat. Lippold shares why his "Five Pillars of Leadership" are must-have business tenets for any team. Please view video.	<a href="http://www.keeperspeakers.com/speakers/3/speaker=Commander%20Kirk%20Lippold">http://www.keeperspeakers.com/speakers/3/speaker=Commander%20Kirk%20Lippold</a>	Fascinating story, with great leadership lessons & excellent speaker!	1	1 (Very interesting and compelling)	2	1	1	2	2	2	3	3	3

Commander Kirk Lippold, USS Cole Commander and Leadership Development Strategist	Transforming Vision Into Action: How To Lead Your Team To Quantifiable Success	The US Army turned to Colonel Jill Morganthaler repeatedly to repair and reshape 'broken units.' Retired Army Colonel Jill Morganthaler, a combat veteran of two wars who has received the Bronze Star and the Legion of Merit, will present secrets, techniques and tools in a highly interactive workshop to help you regenerate, rejuvenate, and re-motivate your organizations to prepare for the future. Starting with her stare down with Saddam Hussein, the Colonel, an award-winning speaker, will share military leadership skills that you can apply to immediately to up the performance of your organization. Some organizations roar ahead while others stagnate. It all comes down to leadership. In this dynamic workshop, participants will share how to move forward while leading from the front. If you recognize and change certain behaviors, the results will pay off in opportunities for your organization that you never thought possible --and in an image that identifies you as someone with the power and knowledge to lead and succeed. As a bonus, you can easily incorporate these invaluable tips into your social and business life.	<a href="http://www.keedlerspeakers.com/speakers?rspeaker=ComLlander%20Kirk%20lippold">http://www.keedlerspeakers.com/speakers?rspeaker=ComLlander%20Kirk%20lippold</a>	Fascinating story, with great leadership lessons & excellent speaker!	Either program would be good. 1 (either this one or the one listed above)	1 (either this one or the one listed above)	1	3	3	1	1	3	1
Colonel (Ret.) Jill Morganthaler	Leading From The Front - Rejuvenating Your Organization: Leadership Lessons From The US Military	<a href="http://www.youtube.com/watch?v=meippAMWYQ">http://www.youtube.com/watch?v=meippAMWYQ</a>	Fascinating story, and message!	1	1	1	1	1	1	1	1	2	2
Simon Sinek	Inspire Action	Please view the link for full course description.	<a href="http://www.ted.com/talks/lang/leaders_inspire_action.html">http://www.ted.com/talks/lang/leaders_inspire_action.html</a>	2	3	3	2	3	2	2	2	2	1
Gary Minor	Leadership is Influence; How to Build it, How to Use it	Municipal Clerks work with many people who do not report to them; the only way to get things done with and through these people, is through influence, not authority. Learn how to get more accomplished by exerting your influence when you do not have positional power or authority to make things happen. John Maxwell says, "Leadership is influence; nothing more and nothing less." While management has more accountabilities and authority to coerce compliance, leadership is more about casting a vision and giving others reasons to join you. It cannot be forced or "required". While compliance with management standards and rules can be, leadership is more about enlisting the heart and making the case for others to get on board. I will lay out how to do this, in this keynote presentation.	Gary presented an Academy & 2 Concurrent sessions at the 2011 Conference. Excellent presenter who could also be a great General Session presenter!	1	1	1	2	1	2	1	2	1	3
Diversity			I viewed his work and he seems to real. I would like to see him come. Walgreens is very different than Town Government)	1 (Diversity is important but I like the second topic best. 2	2	3	2	3	2	3	2	3	3
Steve Pemberton	Creating Diversity to Bolster Productivity	Please view the link for full video which will help you understand the course description.	<a href="http://www.apbspeakers.com/speakers/steve-pemberton">http://www.apbspeakers.com/speakers/steve-pemberton</a>										

Speaker	Title	Description	Website	Score	Comments
Steve Pemberton	Taking Ownership of Your Career and Developing Your Personal Brand	Please view the link for full video which will help you understand the course description.	<a href="http://www.appspeakers.com/speaker/steve-pemberton">http://www.appspeakers.com/speaker/steve-pemberton</a>	1	3 (Great personal story but I think there are better topics)
Change					
Ian Hill	The Changing Point	"The Changing Point is that indefinable moment between success or failure, making it or failing through the cracks. It is the moment when the universe changes for the better or worse. We believe each of us has a moral obligation to be that Changing Point, in the live of individuals, neighbourhoods and communities."		3	1 - I like the subject, but was unable to find anything on the website about the content or course description
Mark Vandemark, Ph.D.	Life's Wake Up Call: The Content to Process Shift	The keynote will introduce four situations where clerks can decide upon the use of a content to process shift in the workplace. 1) When alone - noticing the process of their own thinking, 2) when with one other person - noticing the nature of their interaction, 3) when in a small group or team - noticing the role one plays and the "games" groups play, and 4) when working in an organization - noticing one's contribution and overall role. Four suggestions for shifting from content to process will be offered. The keynote also links to the Academy session I proposed based on the movie <i>People v. the State of Illusion</i> . My intention is to wake up to delegates to the importance of noticing themselves. Their process of living, from the inside out. From how they think and act when alone, to how they think and act with another person, to how they think and act as a family member or as a member of a group at work. My aim is not to put them to sleep with my prescription for their "better lives." Rather, I want to cause an Aha! in them, or perhaps an "I hadn't thought about that." Above all, my keynote is my invitation to "get it." What any of us does in life is important. The degree to which we wake up and notice how we are doing it is the subject of this address.		2	1 - I like the subject, but was unable to find anything on the website about the content or course description
Scott "Q" Marcus	Striving for Imperfection (sic)	If guilt and shame were motivational, we'd all get more done. It doesn't work. Period. Yet, we continually beat up on ourselves for what we cannot accomplish in today's ever-more-frenetic world. The result is it actually lowers our productivity, causes us to feel overwhelmed, and can even damage our relationships and our health. Summed up, the only thing we can adjust is how we handle what comes at us. And with more and more barreling down the pike (and with fewer and fewer resources to handle it), we can feel like we have to run just to stay still. It becomes a never-ending downward spiral. Whether you've been meaning to adjust your attitude to be happier, spend more time with your family, become more productive, or lose those same 25 pounds, this playful, upbeat, presentation is what you need. It will give you simple tools to break down seemingly-insurmountable barriers into small steps, remind you what you do matters, and let you leave feeling that you can indeed move forward once again and be happier at work or at home.	Scott presented an Academy session at the 2012 Conference and received great reviews. He has also spoken at several clerk associations and we've always heard good things.	2	1 - I like the subject, but was unable to find anything on the website about the content or course description

<b>Engagement</b>														
Gary Minor	Building a Culture of Engagement in a Time of Austerity: Getting Ready for the Next Few Years	A Right Management survey tells us that 60% of employees intend to find another job when the economy improves*. Since the Reboot of the economy, government on all levels has had to continue to tighten its financial belt. It does not appear there is an end to this approach coming anytime soon anywhere in the world, with the exception of small pockets. Getting and keeping your key employees engaged when they are continually being asked to do more with less, becomes more and more challenging every year. Learn strategies to build and keep these key employees on your team and in the game.	Gary presented an Academy & 2 Concurrent sessions at the 2011 Conference. Excellent presenter who could also be a great General Session presenter!	1	2	3	3	2	2	1	3	1	2	

### Communication

<http://www.speakoutloud.com>

We have no women key notes except this one. I think great speaker-  
2 we need one.

1 (Great  
speaker-  
topic)

1 1 1 1 1 1 1 1 1 1 1 1 1 1 1

**Proposed Academy Sessions (4.0 hours) - Intermediate to Advanced Level**

Presenter Name & Location	Course Title	Topic or Description	Education Department's Comments	Mary Johnson	Kassie Van Remortel	Vinny Buttiglieri	Kate Wall	Stephanie Kelly	Vikki Zuenike	Denise Carey	Susie Corbitt	Roxanne Schneider	Tracy Davis	Total
Pamela Miller	Strategic Planning	Strategic Planning: Ensuring Government Clerk Operations Has A Voice	This session focuses on the critical role you as a tenured Clerk professional plays in the development of a strategic plan for your department and municipal government as a whole. Strategic planning is approached as a three phase process. You will learn what issues must be viewed from the strategic level and how those issues drive the rest of the planning process. Attention will be focused on the real meaning of mission, vision, and values. Explanation and practice in the areas of developing key results areas, goals, objectives, strategies, action plans, and measurement will also be addressed. You will leave the session with a better understanding of how your participation in the process can make a difference in the successful outcome of the overall strategic plan.											
Pamela Miller	Leadership	Managing Stress in the Midst of Chaotic Times	Changing economic times have us pulled in a multitude of directions and the pressures and demands between work and personal life are blurred. As leaders, our lives are filled with challenges, responsibilities, and the expectation to deliver. This course will focus on stress management. Stress is not an event in itself, but a reaction to an event. <input type="checkbox"/> We will identify: <input type="checkbox"/> Our current stress level and how it impacts us emotionally, mentally and physically as well as how it impacts our personal and professional relationships; <input type="checkbox"/> How we generate our own stress in our life; and <input type="checkbox"/> How we react to stressful situations. Using exercises and techniques, we will identify and practice ways of identifying stressors, managing and even eliminating stress in order to improve the quality of our lives and enhance our professional performance.	1 Important topic 1	3	1	2	1	1	1	3	1		
Sam Senn	Leadership	The Four Imperatives of Extraordinary Leadership - Mentoring For Greatness	Building Trust, Clarifying Purpose, Creating Systems of Success & Unleashing Talent - Taken in sum total the 4 Imperatives of Extraordinary Leadership helps to build a leadership culture worthy of following and emulating. Honor in relationships, clarity of purpose and values, discipline in doing the hard and important work, respect, and nurturing the best in our people...these are timeless principles that will encourage dialogue and sustaining relationships between seasoned and emerging leaders to develop a core sense of leadership purpose that is fully adaptable to changing technology, economic and political times.	Quite a bit done on stress everywhere 3	1	1	1	2	2	2	3	2		
Gary Minor	Leadership	Accepting the Leadership Challenge	In order to be an effective leader, one must know what effective leaders do. In this program, I will present the 5 leadership practices which are revealed by Kouzes and Posner's internationally acclaimed research on leadership. Those 5 leadership practices are: Model the Way, Inspire a shared Vision, Challenge the Process, Enable Others to Act, Encourage the Heart.	Gary presented an Academy & Concurrent sessions at the 2011 Conference. Excellent presenter!	1	2	2	1	3	1	1	1	3	

Engagement												
Marnie Green, Principal Consultant, Education Group, Inc., Chandler, AZ	Engaging Public Employees in Uncertain Times	The nature of public sector employment is changing rapidly. Threats to public sector pensions and reduced benefit packages have made recruiting and retaining top talent more difficult than ever. Long-term employees are being expected to do more with less, in an increasingly uncertain environment. The question we all seem to be grappling with is, "How do we engage public employees in these uncertain times?" This session explores the new realities of working in the public sector and highlights key shifts in what attracts and retains employees. Participants will acknowledge key trends impacting government employment and will identify practical strategies they can implement to engage their staff. By focusing on performance, creating a future with employee input, and strengthening connections, Municipal Clerks can foster a work environment that maximizes the potential of each employee.										
Communication		Influencing people positively is a vital business and personal skill. In today's fast-changing world, where traditional hierarchies are disappearing and demands for creative problem solving are on the rise, it will be those who can learn to be "influencers" who will be successful. For Municipal Clerks, they have a need to be influential without jeopardizing their overall neutrality. They need to be persuasive in activating new councils in electoral years, facilitate investigations through public complaint forums and at the same time meet their own staffing priorities.										
Faith Wood	The 7 Secrets of Persuasion and How to Employ Them With Integrity	The ability to build strong and lasting interpersonal relationships is the key to a successful career as a municipal clerk. Understanding the complexities of our own communication styles and how to interact with others to build rapport is the secret to being persuasive without being perceived as manipulative. This course is designed to allow participants to begin to understand what influencing involves, and allow for opportunities to practice new mindsets in a collaborative environment. As Plato observed, "Persuasion is the key to power." "The greatest ability in business is to get along with others and to influence their actions." John Hancock	One of the difficult dilemmas clerks find themselves in "influence without authority" 1	1	2	1	3	1	1	2	1	
Gary Minor	Is It Time To Update Your Peopleware?	Yes, Peopleware©. You have a computer system which needs to be updated from time to time. You also have a culture and management system inside your organization which needs to be updated from time to time, as well. Used to be, you could wait a year for people to learn the new job. These days, in this new/global/lean/economy you only have a few weeks. When you were promoted in the past, did you awake the next day with the new skills you needed magically placed in your brain and heart? Your team members don't wake that way, either. Give to. I will devise and implement a plan to uncover and remove blocks to success and speed up the learning process to build the leadership and management skills necessary to achieve lasting value.	Gary presented an Academy in 2011 with great reviews.	1	2	1	3	1	1	2	1	3
Stacey McLaughlin	MINDFUL COMMUNICATION – Leadership through Listening	The gift of our complete and focused attention is one of the kindest gifts we can offer. K. D. Singh tells us, "With attention, we feel heard, seen, understood (valued); the power of that experience cannot be underestimated. We feel reconnected to our common humanity in the moment of being present with each other." As the foundation of attention, in this session you will gain insight into the "simple" act of listening and the profound personal change it can create including transforming your relationships at work and at home. We will explore the necessary mindset for good listening, test our listening skills, listen to ourselves, listen in the moment, listen under stress and learn how we can help others listen better.	Gary presented an Academy & 2 Concurrent sessions at the 2011 Conference. Excellent presenter!	1	2	2	2	2	1	3	2	2



Conflict Management													
Sherri Lawless, Public Service Associate, University of Georgia	Conflict Management	Sherri Lawless conducts a full range of management development training for municipal, county, and state government officials and employees. In addition, she conducts training on specific topics and facilitates meetings and retreats. Dr. Lawless also contributes to the Institute's International Center by conducting management development and leadership training to visiting foreign delegations and abroad. She has nearly 20 years of previous practitioner experience in administration and management, having served in local government organizations of varying sizes, primarily in departments of budgeting, internal auditing, and management analysis. Before joining the Institute, she was director of internal auditing and management analysis for the City of Savannah.	We don't have descriptions for the courses she teaches, but Sherri comes highly recommended from our GA Institute Director. She facilitates and presents Masters Level courses for their Institute. She understands the duties of the Municipal Clerk.	People like this topic. I hope she can bring something new to the table? It is a very common offering.	2	2	2	3	2	1	1	2	1
Records Management													
Moving Your Records Safely: Strategies During Renovation, Relocation or Emergencies		I've done this topic & it gives a lot of valuable information. I don't know if there is 4 hours of information however?	1-Although no description I think this is an important topic for an Academy Session. Would also defer to Records Mgmt Committee's recommendation	1	2	3	1	3	2	2	1	2	1

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

Presenter Name & Location	Course Title	Topic	Education Department Comments	Mary Johnston	Kassie Van Remortel	Vinny Buttiglieri	Kate Wall	Stephanie Corbitt	Denise Carey	Vikki Zuehlke	Roxanne Schneider	Tracy Davis	Total
Leadership			This session will allow attendees to examine the concept of legitimate power as a source for accomplishing tasks within their current assignment, as well as how the tenets of process versus content in the communication exchange process either hinders their influence or enhances their influence inherent in their role. a) Delegates will identify their own style of leadership. b) Delegates will explore legitimate and new sources of power. c) Delegates will address methods for conducting sensitive and high profile conversations where they are expected to assume the lead in finding positive solutions. d) Delegates will design a personal plan for their own enhanced leadership upon return to their work environment.										
Teri Traen, Ph.D.	Appropriate Use of Power		Sherri Lawless conducts a full range of management development training for municipal, county, and state government officials and employees. In addition, she conducts training on specific topics and facilitates meetings and retreats. Dr. Lawless also contributes to the Institute's International Center by conducting management development and leadership training to visiting foreign delegations and abroad. She has nearly 20 years of previous practitioner experience in administration and management, having served in local government organizations of varying sizes, primarily in departments of budgeting, internal auditing, and management analysis. Before joining the Institute, she was director of internal auditing and management analysis for the City of Savannah.	Teri has spoken on this topic at our conferences before and a the AZ Institute/Academy. She knows the clerk and always does a thorough job.									
Customer Service			• Do you have customer contact responsibility and want to be a leader in your organization to address improvement of the customer experience? • Have you implemented 311 Customer Service at your organization? • Take away ideas you can use to improve your 311 Customer Service. This session will provide proven ideas and strategies to take 311 Customer Service to the next level. Case studies from the most experienced 311 operations will be presented. Techniques you can use to sell improvements will be provided. You will learn to: • Establish customer service expectations	We don't have descriptions for the courses she teaches, but Sherri comes highly recommended from our GA Institute Director. She facilitates and presents Masters Level courses for their Institute. She understands the duties of the Municipal Clerk.									
Improve Municipal Customer Service by Expanding 311/Customer Experience	Rose Minion												
Disaster Planning			What would you do if the municipal building was shut down because of a terrorist attack, caused by the receipt of an envelope containing white powder Anthrax bacteria, or due to a catastrophic fire, hurricane or other calamity? These emergency events can sometimes cause a government facility to be closed for many weeks or even months. Municipal Clerks will gain useful information and practical materials to develop and implement Continuity of Operations Planning or "COOP" plans in the Clerk's Office – either as a department or as part of wider, catastrophic event preparedness.	Very necessary and a clerk needs to know her EM responsibilities and record keeping before an event nor after it happens and the community loses aid.	1	2	1	1	3	2	2	3	
Alfred Piombino	Averting Disaster! Continuity of Operations Planning (COOP) for Municipal Clerks			2	1	2	2	2	1	1	1	2	

		Communicating in a crisis is different than routine situations. All too often, demands are now being placed upon Municipal Clerks beyond the customary role of mere records custodians. As community leaders, Municipal Clerks are regarded as the "go-to" source of credible information, especially during and after a crisis – during a Pandemic influenza outbreak, terrorist attack or other catastrophic situation. The traditional role of Municipal Clerks continues to evolve and often involves the duties as a spokesperson – desired or not. Crisis Emergency Risk Communications or "CERC" is an approach used by emergency communicators to provide information during natural or manmade disasters when an individual or an entire community has to make decisions under time constraints. Municipal Clerks need to know this information.									
Alfred Piombino	Crisis Emergency Risk Communications (CERC)										
<b>Ethics</b>											
Dave Nemo	The Foundation and Pillars of Local Government Ethics	Participants will acquire new knowledge regarding ethics laws and their applications, nurture a desire to exemplify ethical decision making, make behavioral changes that enhance the ethical climate in the workplace, cultivate attitudes that foster an ethical culture in organizations and take positive corrective action where misconduct is observed or perceived.									
Dave Nemo	Leadership by Integrity: Ethics Seminar	Participants will learn about the circumstances that lead to ethical lapses in judgment and gain insights regarding the dangers of gifts, favoritism, impaired objectivity & confidentiality breaches.									
Various staff members from the City of Alexandria, VA	Elected Officials and Staff Relations – How to Navigate the Minefield The City of Alexandria Ethics Initiative: 'Lessons Learned and Applied'	The City of Alexandria, VA had an unfortunate spate of ethics related issues over a short period of time. In response, the City launched a wide ranging review process that culminated in a citywide Ethics Initiative that incorporates training, reporting mechanisms and background checks in a comprehensive system designed to significantly improve the City's ethical environment. This session will discuss the process, problems, solutions and lessons learned from legal and HR perspectives.									
<b>Records Management</b>											
Jannette Goodall, CRM, Records Manager, Austin, TX	Electronic Posting of City Meeting Notices	The City of Austin, Texas has been engaged in implementing an enterprise electronic records management system. Built on the OpenText eDOCS DMRM platform, the system enforces standardized records management practices, retention requirements, and destruction procedures for municipal electronic records. The system also makes a wide variety of public electronic records accessible to citizens, elected officials, and City staff via the Internet -- a key project objective. Leveraging this technology, the City has implemented an automated process to posting meeting agendas, notices, and backup documentation for the City Council; over 60 Boards and Commissions and a variety of non-City bodies that rely on the City for posting its agendas and documents. Transparency and compliance with Open Meetings Act requirements were key project drivers. To facilitate this, the City Clerk's Office has implemented a solution that automates these postings, pushing the information to the City Web and to the City's Electronic Bulletin Board for postings. There are currently 100 – 200K document views per month using this section of the City Clerk's website. In this case study, we will explore the process and challenges of implementing this system. Participants will benefit from the City of Austin's lessons learned as they evaluate the implementation of their own automated posting systems.	Practical, hands-on knowledge. Would be a good try!	1	Excellent	1	1	1	1	1	1

	Managing Records On Limited Resources	No description provided	Suggested by the IIMC Records Management Committee	3	1	3	3	1	2	1	2	1	1
	Creation, Collection and Storage	Identifying and locating records, establishing records retention, the selection and development of local government records storage facilities and developing a records storage system.	Suggested by the IIMC Records Management Committee	2	2	2	3	1	2	2	1	1	2
	Preservation, Promotion and Use and Access	Archival programs for local governments, protecting records, email management and selecting the right document imaging systems.	Suggested by the IIMC Records Management Committee	2	2	2	2	2	2	2	1	1	2
	Records Management for Social Media and E-Records	No description provided	Suggested by the IIMC Records Management Committee	1	1	1	2	2	1	2	3	1	3
	Auditing Records Management Programs to Ensure Success	No description provided	Suggested by the IIMC Records Management Committee	2	3	2	3	3	2	3	3	1	3
	Moving Your Records Safely: Strategies During Renovation, Relocation or Emergencies	No description provided	This has also been suggested as an Academy session by the Education Department. Suggested by the IIMC Records Management Committee	2	2	2	1	2	2	2	3 - Feel it would be better served as an Academy Session	1	
	Fundamentals of Grantsmanship: Funding Your Records Management Program	No description provided	This has also been suggested as an Academy session by the Education Department. Suggested by the IIMC Records Management Committee	2	2	2	1	2	2	2	3 - Feel it would be better served as an Academy Session	1	
	Social Media and E-Records Policies and Retention	No description provided	Suggested by the IIMC Records Management Committee	1	1	1	3	2	1	1	2	1	1
Communication		This course will present a few tools which can be used in small groups, work teams or strategy sessions to generate more quality ideas, to improve the pool of choices one has, when it is time to make a decision which otherwise is not coming easily. Namely, Edward De Bono's "Six Thinking Hats" will be presented as well as Roger Von Oech's Creative Whack Pack. We will break up into small groups and ask each group to select a problem they are struggling with and test a proposed solution using Roger's tool. The main points presented will be • Your potential choices are limited by your own creativity • Just because a solution will work, does not mean it is the best solution • If you generate more choices, you will most likely select a better solution	Gary presented an Academy & 2 Concurrent sessions at the 2011 Conference. Excellent presenter!	1	1	1	3	2	1	1	2	1	1
Gary Minor	Problem Solving and Finding the 2nd Right Answer		I like the hands on and the work group exercises 1	1	1	1	1	1	1	1	3	1	2

Gary Minor	Building Employee Engagement and Morale While Doing More With Less	Sherri Lawless, Public Service Associate, University of Georgia	Sherri Lawless conducts a full range of management development training for municipal, county, and state government officials and employees. In addition, she conducts training on specific topics and facilitates meetings and retreats. Dr. Lawless also contributes to the Institute's International Center by conducting management development and leadership training to visiting foreign delegations and abroad. She has nearly 20 years of previous practitioner experience in administration and management, having served in local government organizations of varying sizes, primarily in departments of budgeting, internal auditing, and management analysis. Before joining the Institute, she was director of internal auditing and management analysis for the City of Savannah.	Gary presented an Academy & 2 Concurrent sessions at the 2011 Conference. Excellent presenter!	1 2 or 3	1	1	1	2	3	1	1	1		
Peter A Crist, MD	Communication Confusion in Our Electronic Age		The topic dealt with the communication positives and pitfalls dealing with email and text messaging versus the letter format or telephone conversation. The dangers of miscommunication when dealing with email and text messaging were emphasized.	We don't have descriptions for the courses she teaches, but Sheriff comes highly recommended from our GA Institute Director. She facilitates and presents Masters Level courses for their Institute. She understands the duties of the Municipal Clerk.	1 I'd like to try her.	1	2	2	2	1	1	2	2		
Gary Minor	Shrinking your Staff to Match Your Shrinking Budget		Acknowledging that every jurisdiction has its own legal requirements, there are general principles which apply to every team. We will discuss and "build the case" to reduce staff by letting a certain individual go, in the most humane and least disruptive manner that can be.	Gary presented an Academy & 2 Concurrent sessions at the 2011 Conference. Excellent presenter!	1 2 or 3	2	1	1	2	1	2	1	1	1-Timely subject	
Mark Vandemark, Ph.D.	Judgment and Decision Making	Understanding and Using Advanced Employee Training and Development Techniques to Design Internal Efforts in These Areas	Delegates will develop knowledge about decision-making, judgment, and problem-solving related to areas such as vigilance behavior, employee selection, choice behavior, and human performance in complex environments. Tools such as decision matrices, decision trees, and steps for dealing with biases will be introduced. Delegates will have the opportunity to apply judgment and decision-making tools and processes related to back-home situations while attending the session.	1	2	2	2	2	3	1	3	2	3	2	
Teri Traen, Ph.D.			This session will allow attendees to examine and explore all facets of the principles of learning that serve to create solid professional development programs. Often leaders are expected to 'train and develop' their subordinate staff, not only in terms of technical skills but also in early leadership understanding. However, often senior leaders have not had the advantage of building their internal training programs on solid foundational techniques for the adult learner. This session will cover all aspects of the field of adult learning and education including the key principles of learning.	Teri has spoken on this topic at our conferences before and a the AZ Institute/Academy. She knows the clerk and always does a thorough job.	2	3	3	2	2	2	1	1	3		

Teri Traen, Ph.D.	The Dynamics of Labor Relations and Its Impact on Public Sector Organizations	This session will assist attendees to examine history and the current impact of the labor relations and union movement in the U.S. Many Municipal Clerk's serve in non-union environments, however the impact of a union or employee work group is still felt within their organization (push for competitive salary and benefits packages, working conditions, etc). Even though Clerk's office staff are typically considered confidential and therefore exempt employees from belonging to an organized employee group or union, it is imperative that this unit understand how union or similar employee conversations will affect the overall organization. This workshop also allows a question and answer period with a career management union negotiator on the tactics used to negotiate labor agreements.	This session will assist attendees to examine the concepts behind successful and accurate public policy development and implementation. Often Municipal Clerk's in smaller to mid size jurisdictions find themselves either serving in the joint role of Municipal Clerk and HR Director/Manager. This joint assignment often requires the review and authorship of public policies especially in the human resource area of the organization. Learn the tenets of public policy writing as well as the key areas where sound policy is mandatory, regardless of the size of your organization. Sample policies and methodology will be included in this session. Attendees will try their hand at scribing a sample policy during this workshop session.	Teri has spoken on this topic at our conferences before and a the AZ Institute/Academy. She knows the clerk and always does a thorough job.	3	It only takes one for a union and many small municipalities clerks are involved. Good topic.	1	2	2	1	2	3
Teri Traen, Ph.D.	Public Policy Writing For Municipal Clerks	An excellent speaker, Esther has been a regular at many New Jersey education sessions. Her ability to make this topic informative and educational is a testament to her speaking skills. Esther is a no nonsense speaker and does not hold back when speaking about any type of workplace harassment whether a hostile work environment situation, race discrimination, or sexual harassment.	Teri has spoken on this topic at our conferences before and a the AZ Institute/Academy. She knows the clerk and always does a thorough job.	1	Excellent and valuable topic. Many small community clerks serve as the HR Mgr.	1	1	2	1	1	1	
Esther Nevarez, NJ Division of Civil Rights	Harassment in the Workplace	Suggested by NJ Host Committee.	Harrassment many times happens from council members as well as others in positions of authority. Great topic.	1	Excellent	1	1	1	1	2	1	
Budget/Finance	Developing and Managing Your Municipal Budget	This course will help municipal staff reduce budget stress by providing strategies to improve the year-round budget management process. Specifically, we will demonstrate how to set up, implement and monitor your budget. Techniques will be presented to help build the budget, manage fund balances, adjust for changing financial conditions and provide for interfund transfers. Communication techniques will be discussed to help you present your budget to both the governing body and the public. Participants will also have an opportunity to share their challenges and ideas.	Great topic will give people tools to bring home. That's what we want to do so people will come.	1	1	1	1	2	1	1	1	
Conflict Management	Using Conflict To Build Healthy Relationships & Organizations	This session will allow attendees to examine the concept of 'intractable' conflict as researched and identified by Dr. Peter Coleman. This includes the 57 forms of intractable (allegedly unsolvable) conflict. Session attendees will have the opportunity to examine their own response to conflict, their organization's response to conflict and to identify strategies for effective management of conflict that allows both individuals and organizations to move to higher levels of health and competence.	Teri has spoken on this topic at our conferences before and a the AZ Institute/Academy. She knows the clerk and always does a thorough job.	1	3	1	1	2	1	2	2	



Innovative Ideas								
Shared Services and Democratic Modernisation James Doble	In the UK and US there has been an increasing focus on the development of shared services as a way of cost saving, ensuring resilience and providing new opportunities for municipalities. Earlier in the year IIMC produced an article outlining some examples of shared working in the US. In the UK whilst there has been partnership working for many years and services provided by municipalities working together, over the last 5 years there has been a growing trend of municipalities taking this to a new level with shared City Managers, Directors, Heads of Services and joint teams supporting two or more municipalities. This session will give a brief background to UK local government at unitary, metropolitan, county, district, parish levels highlighting the similarities that these councils have with differently sized municipalities in the US and how shared services and democratic renewal can be applied. The session will be tailored throughout to ensure that UK examples are matched with international (and in particular US) comparisons.  The session will provide an outline of what shared working is, consider the different methods of shared working, consider the challenges and some of the legal implications of shared working and provide examples of how the models being developed in the UK could offer opportunities to municipalities on an international basis. The session will also provide examples from an experienced practitioner of the issues that municipal clerks need to consider with regard to shared working and governance arrangements. The session aims to help clerks consider a possible new solution to some of the daily problems they face, in a way which takes account of the acute financial crisis facing municipalities globally.  One of the first tasks facing a democratic and elections team created as part of a shared service is to review the democratic (decision making and governance) arrangements at both municipalities. This is a process known as democratic renewal. Many municipalities' decision making arrangements have evolved over time and consideration has not been given to whether they are necessary, whether they need to be carried out in the way they currently are and whether they are efficient, effective and offer value for money. This session will consider democratic renewal, how to carry out a review of governance arrangements and what the benefits of these are for municipalities.	1	GREAT TOPIC 1	2	2	2	1	1



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** David Calder, CMC, Chair  
Peggy Hawker, MMC, Vice Chair

**Date:** September 24, 2012

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



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### Assigned Goals for 2012/2013

The Education and Professional Development Committee was assigned 3 goals and objectives for the year:

- 1) Identify resources for existing education opportunities and forward to the Education Department for review, both on-line and on-land;
- 2) Recommend new online course topics for consideration by the Education Department;
- 3) Provide the Education Department with quarterly feedback on:
  - Specific unmet education needs
  - Current education opportunities that members find valuable
  - Certification celebration models
  - Education concerns
  - New trends in education
  - Questions from the membership

The Committee met in Portland on May 22, 2012 during the annual conference and had a number of email exchanges since that time. The committee membership decided on 4 action items for the time being. The intent is to follow up with the full committee membership via a conference call in the fall. The following is a brief outline of each action item and the status at the time of this report.

### Action Items

1. Provide the Associate Director of Education with any suggestions for education topics for the 2013 IIMC Conference by July 1, 2012. One suggestion for a key note speaker was provided but to date no other items from the committee membership have been provided to Jennifer Ward.
2. If online courses are offered, it was suggested that there was a need for translation services in order for international members to take advantage of any relevant online courses. Subsequently, a committee budget request in the amount of \$1,500.00 was submitted to the Budget and Planning Committee. The Chair was advised on September 17, 2012 that the budget request was not approved. The committee will need to discuss next steps on this initiative during their fall teleconference.

3. The Committee has discussed briefly the need for possible suggestions or topics for online course offerings. The committee will be following up on this topic as the Board has requested the committee to “recommend new online course topics for consideration by the Education Department.”
4. The final item the Committee has discussed was the topic of Democracy Planning. The committee will be discussing this further in order to obtain a common understanding of the terminology and associated actions for this subject.

As the Board can appreciate, there are a number of items that the Education and Professional Development Committee will need to focus on during the fall teleconference. It is anticipated that for the remainder of committee’s term, more information will be obtained on the action items as identified in this report and on the goals and objectives assigned by the Board. The committee will continue to consult along the way with the Education Department and use staff as a valuable and knowledgeable resource to assist with meeting the mandate as assigned. The committee looks forward to its future work and providing the Board with a year-end report.

On behalf of Ms. Hawker and the committee members, we thank the Board for the opportunity to serve IIMC and advance the Education and Development mandate.

Respectfully submitted by:

David Calder, CMC  
Chair

Peggy Hawker, MMC  
Vice Chair

**Management’s Comments:**

We look forward to the Committee’s input on online courses, since this will be a growing interest with our members. According to David Calder, “Region XI member, Jaap Paan, the Netherlands, brought forward the topic of Democracy Planning at the Committee meeting in Portland. The Committee needs to do some research on it to determine what exactly he means. It may have to do with planning for public engagement in various aspects of the democratic process so that democracy is more inclusive throughout the governance process and not just at election time.” As for the translation services, the initial request of \$1,500 was modest, but we are not certain which program would be translated and in which language. The request did not make it in the 2013 budget.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Headquarters  
**From:** Sandy Hart, Elections Committee Chair  
**Date:** September 14, 2012  
**Subject:** Elections

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### Background

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

### Financial

None

### Summary

#### *2012/2013 Goals & Objectives*

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

**No applications have been received by headquarters at present. Application deadline is January 18, 2013.**

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

**Nothing has been submitted to the Elections committee at this time. Elections Committee is awaiting direction from the Board of any possible changes.**

3. Conduct elections for Constitutional amendments at the Annual Business Meeting, provide voting tabulation and Election Officers.

**The Elections Committee will be ready in Atlantic City for any possible election that may be required during the Annual Business Meeting.**

4. Approve all elections results to be disseminated to the membership.

**The Election Committee is prepared to disseminate any results if there is an Election to be held. Nothing at this time.**

### Management's Comments:

The Committee's work usually begins in the second part of the year as we prepare Amendments to the Constitution and a possible election for Vice President and Region Directors.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
Chris Shalby, Executive Director

**From:** Monica Martinez Simmons, Chair  
International Relations Committee

**Cc:** IR Committee Members  
Poonam Davis, Vice Chair

**Date:** September 24, 2012

**Subject:** International Relations Committee Report

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### Background

The purpose of the International Relations Committee is to facilitate the exchange of information, knowledge and experience between IIMC members, recommend to IIMC'S Education Department educational programs that would benefit Regions X and XI and increase the number of members in Regions X and XI.

The IR Committee is pleased to report on the five goals and objectives identified for 2012-2013 by the Board of Directors, as well as related initiatives which support and advance the IR committee purpose.

### Portland Kick-off

During our committee kick-off in Portland, OR on May 22, we took the opportunity to review our goals and objectives and also highlighted specific opportunities for improving communication globally and within Regions X and XI. The following IR Committee members were able to participate during Oregon Annual Conference meeting: Susan Domen (CA), Ronny Frederickx (Belgium), Tami Kelly (OH), Howard Midworth (England), Samantha Shippen (England), Monica Martinez Simmons (WA), Mary Lynne Stratta (TX), staff liaison Denice Cox (HQ-CA), along with Tony Russell (CA) and Chuck Tokar (IL).

### Committee Telecom Schedule

Since Portland, we have established a telecom schedule for 2012-2013, designated team champions for each of the goals/objectives in an effort to keep the full committee moving forward. Our first telecom was conducted August 1, and the following members were able to participate: Poonam Davis (CA), Susan Domen (CA), Ronny Frederickx (Belgium), Howard Midworth (UK), Sam Shippen (UK), Monica M. Simmons (WA), and Mary Lynne Stratta (TX). Our remaining members were excused due to travel and personal/professional obligations. Between scheduled telecons, each committee will remain in contact to further our goals and objectives. The following telecom schedule was confirmed:

**IRC Telecom Schedule:** August 1, and November 7, 2012;  
February 6, and April 3, 2013

### Communication

In support of the overall committee goals, there is an overarching area of opportunity we are committed to. Strengthening communication and increasing information exchange opportunities between our colleagues within Regions X and XI and across all regions. We support the efforts and leadership of the Board and Executive Director in securing a part-time Region XI development consultant for IIMC. This key position will be responsible for working closely with Region XI Directors, IIMC Staff and the IR Committee to increase international participation in IIMC and develop and deliver services to IIMC members particularly in the international community. Growing membership in Region XI, generating regular communications between IIMC and Region XI directors and members, creating value added materials, product and services and organizing meetings and events to support growth and development in this region. The RFP was distributed to Region XI members in early September 2012.

During telecom discussions, additional communication opportunities through the newsletter/global exchange site channels were shared. Engaging the various members by reaching out and inviting them to submit personal introductions, articles of interest, educational articles, accomplishments, republished articles with the appropriate permission, and articles from the state leagues is a priority. Committee member Stratta recommended a structured calendar to accomplish this effectively.

Other suggestion included having Tom Peters present a summary of his Oregon presentation as well as requesting the recipients of two bursaries for members from the UK attending the Portland conference. The recipients jointly produced a report on their experiences which is due to appear in the Society's 'The Clerk' magazine in September. After the article has appeared in the UK it could certainly be made available for wider publication.

In discussions with our Executive Director, the IR Committee was recognized for having developed ambitious goals for expanding communication, and it was noted the Region XI development consultant will help IIMC realize these priorities. Our IIMC staff has uploaded on our web site an entire collection of best practices from South Africa. This exciting news was announced in our E-briefings.

Region XI members Rodabe Rudin, Bruce Poole, and Jaap Paans have been contacted by our committee members inviting them to submit an article which promotes the information exchange across the organization. The committee's current schedule of contact with Region X and XI members follows.

Designated Month	Region XI Contributing Member	Region XI Country	IR Liaison Contact
September	Jaap Paans, CMC ( <i>contact made/pending</i> )	THE NETHERLANDS	Simmons, Monica M.
October	Rodabe Rudin ( <i>contact made/received for October Digest!</i> )	ENGLAND	Domen, Susan
November	Bruce Poole, MMC ( <i>contact made/pending</i> )	ENGLAND	Midworth, Howard
December	Tom McLean, CMC	NEW ZEALAND	Davis, Poonam

### Education Guidelines

We are looking forward to the Board's update relating to education guidelines changes for Regions X and XI following their October 4, telecom.

### Region XI Directors

Ronny Frederickx, Essen, Belgium was elected Region XI Director joining the UK's Samantha Shippen as the second international director. IIMC welcomed its third Institute in Region XI, making the Netherlands the newest addition to this Region along with the UK and Bulgaria.

### **Discussion/Goals Update**

**Goal 1-** Assist in developing information, materials, and education content for the 2013 study abroad tour and submit to Executive Director (*Champions Tami, Sam, Mary Lynne, Chuck, Tony*)

- **2013 Scotland** - Tami Kelly and Neville Dundas have been working closely to formalize the itinerary and education program. Tony Russell and I took the opportunity to participate in a planning telecom with Tami and Neville September 13. Education sessions were reviewed, and Tami is focused on submitting education detail to Jennifer for approval of points in the near future. The itinerary and group travel details are also near completion in preparation for a year-end roll-out by our Executive Director. Neville is currently meeting with colleagues during SOLAR meetings to iron out further program details. This is will prove to be an outstanding study tour based on efforts to date.

**Goal 2-** Create and/or identify content for the “Global Exchange” component of the IIMC website (*Champions: Denice, Sam, Ronny, Howard*)

- The Committee is looking for fresh ideas that are education focused to include on the site. Suggestions for including a link to the approved institutes were recommended, including: ILCM, DUD, and Bulgaria. Sam Shippen will be sending the upcoming Region XI meeting agenda/program information to Denice for the site.
- There are quite a few entries on the Calendar of Events for Region XI and continues encouragement for ongoing updates from Sam, Ronny and the full Region XI membership.
- The web site does offer a global dialog opportunity for members to communicate. Members were reminded of the postcard module located in *Members Only* section of the website stating it serves as a great resource for soliciting information or for wishing members well on a particular event, accomplishment such as certification. The IRC can promote this resource for Region XI member communication. Staff will be sending the link to the committee.

**Goal 3-** Prepare a plan and recommendation for a study tour of the United States for 2015[2016] (*Champions: Monica, Tami, Mary Lynne, Poonam, Melissa, Susan, Tony*)

The 2015 Annual Conference is schedule to be held in Connecticut. Discussions surrounding the planning of a U.S. history study tour are under development. There appears to be interest in taking advantage of this opportunity considering our host city's proximity to various landmarks.

Howard Midworth offered that the addition of a 'mini study tour' to the annual conference certainly seems to make sense for promoting international relations, as most international delegates will have invested a significant amount in both time and air fares to attend the conference, and indeed many stay longer on vacation to maximize the value of their time and funds to explore the area. If this idea could be made more formalized with a degree of educational content it would be an attractive proposition to promote to members. In respect of limited time, Howard's view is that 2 or 3 days feels about right as delegates have just attended a quite intensive conference and therefore much longer may stretch the capacity to take everything on board. A short tour could also avoid competing with the longer, more distinctive study tours, as he did not believe the conference add-on should seek to replace the current study tour programme. Connecticut would certainly be an attractive destination for such a tour with its history and scenery.

- Initial discussions during our August teleconference focused on the development of this idea, and the team will be coordinating time to outline the potential for a very successful study tour preceding or following the 2015 Annual Conference in Connecticut.

**Goal 4-** Explore options for European Study Abroad program for 2015 and 2017 (*Champions: Ronny, Howard, Tony, Melissa*)

- Although it is some time away from now, Ronny Frederickx reported there is enthusiasm building around having a study abroad program in Brussels/Amsterdam. This goal team will keep us apprised of feedback and developments.

**Goal 5-** Explore holding the annual conference in Region X (Canada) in 2017

- The Board previously approved researching the viability of holding a conference in Canada in 2017. That decision will be made at the mid-year meeting. There will be no further action needed by this committee on Goal 5 at this stage.

## **Financial**

The following funding requests were identified and submitted in support of committee goals and objectives:

- (1) Funding in the amount of \$3,000 was requested for the continued support and extension of the Exchange Program for one additional year;
- (2) Funding in the amount of \$700 was requested for the purpose of securing a travel coordinator for the 2013 Scotland Study Tour in support of Goal 1.

## **Summary**

The IR Committee remains focused on the continued development of communication and information exchange opportunities within Regions X and XI and across the Organization. We look forward to the opportunity to provide feedback to the incoming development consultant.

Ongoing planning for the 2013 Scotland study abroad program is at the forefront, and our Executive Director will provide a Board update during mid-year.

The committee continues its commitment and work on each established goal, and we look forward to reporting ongoing committee progress.

### **Recommendation**

We welcome continued feedback and information exchanges with leadership and staff in support of IR committee goals and objectives.

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

On October 2, Nick Randle, former IIMC Region XI Director and CEO of SLCC, was selected as IIMC's Region XI consultant. We anticipate good things with this new position and are optimistic that having Nick be the conduit with the Region XI directors will embellish IIMC's presence in this Region. On October 4, the Board approved the revisions to the Regions X and XI education guidelines. Both of these items were announced at the Region XI meeting in the UK.

We have published the first of a few articles from our Region XI members, beginning with Rodabe Rudin's feature in the October online *News Digest* and as a teaser in an E-Briefing.

### **2013 Study Abroad – Scotland**

We anxiously anticipate more information regarding this Program. We would especially like to confirm the education track to begin marketing and promoting the benefits of this event. To date, there have been more than 20 interested members in participating.

### **Global Exchange**

As always, staff is ready to help market any information regarding Region XI. In August, we specifically distributed an E-briefing to Region XI members updating on the Portland Board meeting. We realize gathering and disseminating information can be difficult, however, with the consultant coming on Board in January 2013 and staff's help, we anticipate great improvement in communication.

### **2015 Study Abroad Program – United States**

With the 2015 Conference being held in Hartford, this is an excellent City to kick off the program. It's in close proximity to a number of historical cities on the East Coast, all with high educational value and interest. Once again, from a marketing perspective, the earlier we can promote and market, the more interest we can generate.

### **2015 – 2017 Study Abroad Program -**

If IIMC holds a Study Abroad Program in 2015 in the United States, we believe we would be pushing our limits to also hold one the same year in Brussels/Amsterdam. We prefer holding a study program every two years, keeping high interest in demand and realizing the work that is poured into making these programs work. We agree that Brussels/Amsterdam would make for an excellent education program, especially if membership grows in those two countries.

**2017 Annual conference – Canada**

We will be discussing the viability of holding a conference in Canada in 2017 during the conference discussion on the Agenda.

**2013 Funding for Exchange Program and Study Abroad coordinator**

The budget and planning committee approved funding in the amount of \$3,000 the Exchange Program for one additional year; and setting aside a stipend for \$700 toward a travel coordinator for the 2013 Scotland Study Program.

We thank the committee for their continued commitment and work on these goals. They've been busy to date and 2013 ostensibly will be busier.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**TO:** **Board of Directors**  
**FROM:** **Legislative Committee**  
**Randi Johl, Chair**  
**DATE:** **September 24, 2012**  
**SUBJECT:** **Mid-Year Meeting Report**

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### **BACKGROUND**

At its annual meeting in Portland, the Board of Directors unanimously voted to grant standing committee status to the Legislative Committee. The Committee members are as follows: Millicent A. McGinnes (Region 1), Kimberly Rau (Region 2), Bea Meeks (Region 3), Mary Ann Hess (Region 4), Michael Griffin (Region 5), Debra Mangen (Region 6), Bruce McKinney (Region 7), Carol Intlekofer-Martin (Region 8), Randi Johl (Region 9), Robert Carnegie (Region 10), Terri Kowal (Board Liaison) and Chris Shalby (Staff Liaison).

### **DISCUSSION**

Since its inception a little over a year ago, the Committee has met via conference call several 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.

The Committee continues to conduct an inventory of legislation-related processes in the different regions and states. This information is being gathered through regional assessments as background to help the Committee better understand and develop a frame of reference for its ongoing work. The Committee is also in the process of developing a legislative reference sheet for its members with the relevant information (i.e., contact information for state and regional legislative resources, etc.) and in the early stages of creating a newsletter to disseminate legislative information.

## **FINANCIAL**

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

## **SUMMARY**

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

## **RECOMMENDATION**

The Committee does not have a specific recommendation for the Board at this time other than to generally endorse its ongoing efforts.

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

This committee's scope of work will always be ongoing. We appreciate the time and effort and look forward to sharing their information with the members.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** **Board of Directors**  
**From:** **Bernice K. Dixon, CMC**  
**Membership Committee Chair**  
**Date:** **September 24, 2012**  
**Subject:** **Membership Committee – Mid-Year Report**

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**Since May 2012:** The Membership Committee and Members Services have worked toward increasing and retaining IIMC members by working on goals 1-3 in the following manner:

The Membership Services Department is now using a Google document spreadsheet to assist the Membership Committee in performing the assigned duty of contacting those members on the "Soon to be Cancelled" report. We are attempting to do this quarterly, rather than monthly, due to the time constraints and logistics of a monthly schedule. Progress is visible to anyone on the committee or staff at any given time. There is an area to make comments from the personal phone calls made to members on the list. It seems to be more user friendly than the Dropbox previously used. The personal approach is yielding a renewal in membership or new memberships as members retire. The 2012 New Member Drive has added 184 new members to date. This drive will continue into 2013.

The Recruit a Member membership drive continues with positive results. It has brought in 23 new members since January 2012. Our Region Director Challenge has brought in 4 new members since May 2012.

One way we are working on goal #4 is by planning to continue to supply articles for the IIMC News Digest highlighting our own "Inspirational Heroes". It is interesting to be able to share these extraordinary stories with our members around the world. This goal is one that we can accomplish without any financial impact and we believe it goes a long way to promote membership in this great organization by highlighting our members.

We plan on soon implementing a page of recognition in the News Digest for those members who have attained a milestone in terms of IIMC membership beginning with five years and increasing in increments of five years such as 5, 10, 15, 20, and 25. These members could also be recognized in some way at our annual conference or annual meeting. This would be a way of working on goal #5 without any financial impact on the organization.

The Membership Services Department at headquarters is a tremendously valuable part of the Membership team. **The Membership Committee will continue to work on our goals & objectives to increase and retain IIMC members.**

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

We published the Inspirational Heroes in previous online News Digests and look forward to continuing those articles. We are long overdue on recognizing members and are pleased that the committee has made this goal a priority for the News Digest and, especially, those members who have attended and supported IIMC's Annual Conference over the years.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Pamela Smith, MMC  
Mentoring Chair on behalf of the Mentoring Committee

**Date:** September 24, 2012

**Subject:** Mentoring Committee

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## Background

Mentoring Committee has been trading emails on a variety of topics.

First Conference call August 21, 2012.

Members contacting current Mentors/Mentees with attached questions.

- Review relationship and contact
- Type of Relationship
- If the relationship is working
- How the program could be change

Committee will be attending the 1<sup>st</sup> timers meeting as a whole for those attending the IIMC 2013 Conference  
Committee members will monitor the 1<sup>st</sup> timers table set-up beside the registration area.

On Thursday, September 20<sup>th</sup> IIMC Committee Chair conference call requested new IIMC member information so  
Mentoring Committee members could contact each new member by email putting the Mentoring Program in the  
spotlight.

We have 40 active Mentors, 53 Inactive Mentors and 42 Mentees with 2 Mentors having 2 Mentees at this time.  
When a match is made, instead of mailing two separate letters, we are now sending one common email with the  
mentor and mentee contact information. A read receipt is attached to verify that both parties have received the  
email.

## Recommendation – No action necessary

### Management's Comments:

We thank the committee for their thoroughness and proactive approach in recruiting new  
mentors and helping mentees. Quite a bit of their work takes place at the conference. In 2013,  
IIMC will produce IIMC Mentor business cards for committee members to distribute to potential  
mentees.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Denise Chisum, Chair  
Bruce Poole, Vice Chair  
Program Review and Certification Committee

**Date:** September 26, 2012

**Subject:** Program Review and Certification Committee Report  
November IIMC Board of Directors Meeting

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The following goals were established for the Program Review and Certification Committee (PRC) for 2012 – 2013. The Committee submits the following mid-year report on the progress for each goal.

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

The Wyoming Association of Municipal Clerks and Treasurers (WAMCAT) submitted a program plan and a thorough review of the proposal was performed by members of the Committee. All comments or suggestions were minimal, mainly needed clarification.

Based upon the Division of Duties document contained within the WAMCAT packet, this proposal appeared to be a true partnership between the University and the clerks' association. Members of the Committee congratulated WAMCAT and the University for a truly excellent, outstanding proposal.

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

The Committee was informed that IIMC would be moving forward without an Education Director. IIMC staff had done a great job of approving educational courses and programs with minimal input or feedback required from the PRC. Education E-briefs provide weekly updates of newly approved educational courses and programs, certification requirements and scholarship opportunities for the membership.

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

This goal is on-going and the Committee is anxious to partner with Staff on the program, which is recommended for inclusion in next year's 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**

Several questions posed by the membership were discussed at the PRC meeting in Portland. These questions were answered satisfactorily by Staff members.

- A. Regional meetings may not be counted for points when the events are not an Institute/Conference.
- B. Education points are issued for educational activity only.
  - 1) Certificates must be issued indicating the type of education and the number of hours.
  - 2) Computer classes may not be counted, i.e., Excel
  - 3) Staff recognizes that Notary laws differ drastically from state to state. In some states, statutes require formal classes while other states are less restrictive and cities may not require clerks to be notaries. Since there is so much of a difference, hours for Notary law may not be counted.
- C. The Committee discussed the parity between state certification and IIMC certification.
- D. Possible reinstatement of recertification was also discussed.

**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 PRC will continue communicating with staff; this goal is on-going.

**Management’s Comments:**

The Program Review/Certification Committee is an excellent resource for our Education Department. As we begin to develop new on-line programs and delve into embellishing the current education and certification programs, the PRC will be called upon often to offer their insight and comments.

**To:** IIMC Board of Directors

**From:** Susan M Phillips, MMC- Chair  
David Bryant, MMC- Vice Chair  
Public Relations & Marketing Committee

**Date:** September 24, 2012

**Subject:** 2012 Mid-Year Report (November, 2012)



## Background

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

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

## **2012/2013 Goals and Objectives**

1. Review and update the Five- Year Marketing Plan. (*Completed- incorporated into Staff's duties*)
2. Submit articles for the News Digest; e.g. best practices, management and leadership.
3. Develop marketing plan for Good Governance Award.
4. Develop marketing plan for MCEF and to encourage contributions from the membership.
5. Develop a Poster to promote Municipal Clerk's Week

## Discussion

The PRMC met via teleconference call September 7, 2012 wherein the members present reviewed the 2012/2013 Goals and Objectives for the Committee.

It was noted that the Five-Year Marketing Plan was completed and incorporated into IIMC staff's duties. A review was not needed at this time.

Concerning the goal to submit articles for the News Digest, best practices, management and leadership, it was noted by IIMC's Communications Coordinator Emily Maggard that the articles that are most welcomed and favored by the IIMC membership are those written by our own colleagues (IIMC members). It was also noted for a way someone to get published. There was agreement with the committee to search and seek out members who might be interested in providing an article. Articles should be submitted to IIMC.

Vice Chair David Bryant, Linda Rappe (Minnesota), Kathryn Weber (Alaska) and Debbie Burke (Washington) volunteered to draft an outline for the marketing plan for the Good Governance Award. It was noted that this program also has another name or was renamed to be the "Excellence in Governance." The draft from the subcommittee will be submitted back to the PRMC for further work with the committee as a whole by the next meeting.

PRMC requested that Emily follow-up with MCEF to find out exactly what the foundation needed from PRMC to focus on with developing a marketing plan for MCEF. It was noted there was a need to promote and encourage contributions from the membership. MCEF was in need of becoming more modernized and to have a fresher look. There was discussion about online funding, auctions and online contributions with several software applications mentioned that could be utilized. Further information was shared with the Chair and Vice Chair via email that MCEF would like the PRMC to wait as they

[MCEF] are going through some restructuring. It was advised to wait until November to have further discussions on this goal.

The PRMC is tasked to develop a Poster to promote Municipal Clerk's Week. Emily shared with the committee ideas and a couple of websites that are marketing promotional items for their events. Copies of the promotional materials from *Movember* and the Center of Disease Control were shared with the Committee to help generate ideas or a poster for IIMC. IIMC does have some funds available for design work. The idea that was suggested is to have something online that IIMC Members could print-off from the IIMC website and use to promote the profession.

Additional ideas were received to include possible contests on Facebook for a Clerk to create our own poster for Municipal Clerk's Week. IIMC Members would submit their own designs for a Municipal Clerk Week poster, and other IIMC Members could vote on most desired poster. Potentially, interest to promote such a contest would include a monetary reward for the artwork to be chosen and used. It was noted that Facebook does not allow "contests" to be run within the parameters of Facebook; however, there are other internet applications and plugins that would be used that are free or available at a low cost to run such a contest. A contest of this nature would be marketed through the IIMC website, E-briefs, News Digest, and other social networks utilized by IIMC.

IIMC staff provided an idea like "Caught you being Awesome" certificate (or something similar) which could be sent to the Mayor or Council recognizing their Clerk.

**Financial** - No financial request was made by this Committee. However, it was noted that IIMC does have funds to assist with design work. There has been discussion regarding funds to promote a design contest amongst IIMC members.

### **Summary**

The Committee continues to work toward the creation of a marketing plan for the Good Governance Award to be reviewed by the Committee in October 2012. In addition, the PRMC continues to review promotional materials and suggestions to promote or design a Municipal Clerk Week announcement or poster for IIMC. The PRMC will also continue to work with staff and MCEF to work on a more modernized marketing plan in November for MCEF.

### **Recommendation**

The PRMC recommends that the IIMC Board of Directors accepts this mid- year report and respectfully requests support regarding financial funding should the PRMC pursue a recommendation to promote a poster design contest for IIMC members or its own design.

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

We have always appreciated new, creative ideas to market IIMC, MCEF and the programs for the membership. We look forward to what this committee is starting and will continue in the coming years. The Excellence In Governance Award needs a facelift. As for the Municipal Clerks Week poster and promotion, we've allocated \$1,000 in the 2013 budget toward the creation of the poster. We also like the benefits of engaging the members in a possible contest regarding the marketing of this special week. Once MCEF finalizes its strategic plan, we believe the Committee will generate fresh ideas to promote and "sell" the Foundation to the membership.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Diane R. Gladwell, MMC,  
Records Management Committee Chair

**Date:** September 3, 2012

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



### Background

The Records Management Committee established the following goals for 2012-2013:

1. Recommend records management educational sessions for the Annual Conference.
2. Prepare a minimum of two articles regarding best practices for records management.
3. Cooperatively, with the Executive Director, monitor implementation of the grant for records management technical bulletins.
4. Continue to work to analyze the survey of the membership to determine their most challenging records management issues. Continue to develop the analysis and recommendations for the future.
5. Gather data and anecdotes 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 and the value of good records management practices.

### Discussion

The committee has made significant progress in achieving its 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: In Progress.*
3. Cooperatively with the Executive Director, monitor implementation of the grant for records management technical bulletins.  
*Status: In Progress. Each Bulletin requires 26 different reviews, and the project is very complex. We are very close to completion, thanks to the excellent project management of Paul Bergeron, and the members who have reviewed the bulletins.*
4. Continue to work to analyze the survey of the membership to determine their most challenging records management issues. Continue to develop the analysis and recommendations for the future.  
*Status: The committee has reviewed and analyzed the survey.*

5. Gather data and anecdotes 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 and the value of good records management practices.

*Status: Some of this information has been presented in the bulletins that are being drafted, which has been the main focus of the committees work in order to complete that important project, as it has grant funding and deadlines. We plan on compiling this in the second half of the year.*

**Management's Comments:**

We always look forward to any article prepared by Committees and we will publish as we receive them. Seven out of the scheduled 16 Technical Bulletins are complete and, as of this writing, are in the design process. We anticipate announcing their availability by year-end. We realize this Committee's number one priority has been the Technical Bulletins. Accomplishing that goal will be a huge boon for the Committee and IIMC and its members.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Buster Brown, Chair Research & Resource  
**Date:** September 24, 2012  
**Subject:** Mid-Year Report



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

**Discussion:** Research and Resource Committee met in May 2012 in Portland, Oregon in conjunction with the 66th Annual IIMC Conference.

### 2012/13 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. Track and respond to website posts.

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

**Financial:** None

**Summary:** The Research and Resource Committee continues to be ready should any questionnaires or surveys are needed and to respond to all website posting. We hope to begin examining the possibility of developing a Resource Center of ordinances, policies, best practices, etc. in the near future.

**Recommendation:** The Committee still needs to provide content for the online Resource Center of ordinances, policies, best practices etc.

### Management's Comments:

This committee's response time from member requests is outstanding. We do need content for the Resource Center to use as an online library. We believe once we have this page up and running completely, the materials on the web site will be an invaluable recruiting tool as well. This is something that our Communications Coordinator and Member Services Department are working to accomplish.



**IIMC Financials**  
**2013 Budget Worksheet**  
**SUMMARY TOTALS**

	Revised			Final		
Department	2012	2009	2010	2011	2012	2013
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME:</b>						
Administration	21,600	23,761	22,025	21,626	21,557	500
Building	59,000	54,535	71,048	63,208	59,000	59,000
Conference	570,775	688,417	532,686	572,013	453,374	533,550
Education	122,700	200,175	168,438	129,671	129,950	104,300
Marketing	40,350	56,284	52,987	39,936	33,533	41,300
Membership	1,056,000	1,021,261	1,040,952	1,054,843	1,067,500	1,114,800
<b>Total Income</b>	<b>1,870,425</b>	<b>2,044,433</b>	<b>1,888,136</b>	<b>1,881,297</b>	<b>1,764,914</b>	<b>1,853,450</b>
<b>EXPENSES:</b>						
Administration	541,272	425,989	493,397	499,314	546,982	586,000
Building	131,832	150,609	156,097	129,078	127,362	129,800
Committee - Board of Directors	99,050	62,713	70,171	90,991	73,737	95,200
Committee - Executive	22,600	17,134	15,657	20,354	22,600	26,800
Committees - Other	15,340	12,752	7,449	17,196	15,331	25,000
Conference	522,500	606,413	509,511	606,082	461,158	490,500
Education	225,731	291,981	205,424	189,171	174,967	212,300
Marketing	119,850	102,012	96,846	90,492	118,700	109,150
Membership	181,900	141,662	153,341	144,372	174,641	173,100
<b>Total Expense</b>	<b>1,860,075</b>	<b>1,811,265</b>	<b>1,707,894</b>	<b>1,787,050</b>	<b>1,715,478</b>	<b>1,847,850</b>
<b>PROFIT/(LOSS)</b>						
Administration	(519,672)	(402,228)	(471,372)	(477,688)	(525,425)	(585,500)
Building	(72,832)	(96,074)	(96,073)	(65,870)	(68,362)	(70,800)
Committee - Board of Directors	(99,050)	(62,713)	(70,171)	(90,991)	(73,737)	(95,200)
Committee - Executive	(22,600)	(17,134)	(15,657)	(20,354)	(22,600)	(26,800)
Committees - Other	(15,340)	(12,752)	(7,449)	(17,196)	(15,331)	(25,000)
Conference	48,275	82,003	23,175	(34,069)	(7,784)	43,050
Education	(103,031)	(91,806)	(36,986)	(59,500)	(45,017)	(108,000)
Marketing	(79,500)	(45,728)	(43,859)	(50,556)	(85,167)	(67,850)
Membership	874,100	879,599	887,610	910,471	892,859	941,700
<b>Net Profit/(Loss)</b>	<b>10,350</b>	<b>233,168</b>	<b>180,242</b>	<b>94,248</b>	<b>49,436</b>	<b>5,600</b>
Controls	0	0	0	0	0	0

**IIMC Financials**  
**2013 Budget Worksheet**  
**Administrative**

	Revised					Final
	2012	2009	2010	2011	2012	2013
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Interest	600	2,661	1,000	626	557	500
Misc Admin Revenue	-	100	25	-	-	-
MCEF Development Contract	21,000	21,000	21,000	21,000	21,000	-
<b>Total Income</b>	<b>21,600</b>	<b>23,761</b>	<b>22,025</b>	<b>21,626</b>	<b>21,557</b>	<b>500</b>
<b>OVERHEAD EXPENSES</b>						
Salary/Wages	268,100	129,800	132,462	246,997	269,000	290,000
Salary Benefits	44,000	22,044	33,247	49,606	43,603	47,100
Payroll Taxes-Employer	20,000	11,856	11,994	22,058	20,000	21,200
Workers Comp Insurance	2,800	1,943	1,426	1,809	2,800	3,000
Contract Labor	60,000	122,437	168,991	61,876	60,000	60,000
Computer/Software Purchase	1,000	948	1,231	741	1,500	7,500
Computer/Software Support	34,200	31,184	31,846	30,164	39,000	34,000
Depreciation Furn/Amortization Exp	7,037	14,265	11,570	7,427	6,500	15,300
Loss on Disposal of Asset	-		3,139	-	-	-
Office Equipment Lease	4,000	2,652	4,266	3,941	3,000	6,400
Office Equipment Maint	3,100	3,618	3,007	2,321	2,500	800
Office Equipment Purchase	1,000	285	-	-	1,000	500
Office Supplies	6,100	6,534	6,724	4,913	5,000	5,200
Telephone	10,200	9,295	9,874	9,891	10,600	10,400
Web Site	3,400	545	10,640	3,380	3,400	3,900
Auditor Fees	14,500	12,900	13,250	12,000	15,500	14,500
Auto Mileage-Staff	300	110	83	67	300	100
Copier	6,500	7,738	7,736	8,022	6,800	6,100
Fraudulent Activity - CC Fees/Exp					3,029	
Credit Card Fees	1,600	1,365	1,187	1,936	1,400	1,600
Bank Analysis Fees	3,700		3,879	6,662	9,250	9,000
Insurance-Retiree (*)	13,000	9,479	11,158	12,016	13,000	14,700
Legal Fees	500	8,322	-	-	500	500
LOC MCEF Interest	-	12,842	6,465	-	-	-
LOC MCEF Payment	-	4,587	2,316	-	-	-
Memberships	800	562	1,039	691	800	800
Payroll Processing	1,800	1,703	1,920	2,008	4,000	4,000
Postage/Courier/Mailing	2,300	2,040	2,615	2,279	2,000	2,000
Printing	2,500	331	2,462	1,304	2,500	2,500
Professional Develop/Training	3,000	42	1,305	237	1,000	3,000
Shipping	500	820	506	244	700	500
Subscriptions/Publications	300		-	-	300	300
Taxes Business	10,035	285	35	35	5,100	5,000
Admin Accommodations	3,300	468	614	780	2,000	3,300
Admin Airfare	6,000	2,223	2,828	3,459	6,000	4,500
Admin Ground	1,300	255	645	514	1,300	1,300
Admin Meals	2,200	211	1,178	801	1,500	2,200
Admin Other	200	7	50	125	100	200
Other	2,000	2,294	1,709	1,010	2,000	4,600
<b>Total Administrative Expenses</b>	<b>541,272</b>	<b>425,989</b>	<b>493,397</b>	<b>499,314</b>	<b>546,982</b>	<b>586,000</b>
<b>Net Profit/Loss prior to Litigation</b>	<b>(519,672)</b>	<b>(402,228)</b>	<b>(471,372)</b>	<b>(477,688)</b>	<b>(525,425)</b>	<b>(585,500)</b>

**IIMC Financials**  
**2013 Budget Worksheet**  
**Building**

Description	Revised						Final
	2012	2009	2009	2010	2011	2012	2013
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>							
Rental Income	59,000	54,535	54,535	71,048	63,208	59,000	59,000
<b>Total Income</b>	<b>59,000</b>	<b>54,535</b>	<b>54,535</b>	<b>71,048</b>	<b>63,208</b>	<b>59,000</b>	<b>59,000</b>
<b>DIRECT EXPENSE</b>							
Amortize Loan Costs	1,606	1,606	1,606	1,606	1,606	1,608	1,600
Association Fees	2,160	2,760	2,760	2,760	2,735	2,460	2,500
Depreciation Building	32,446	28,531	28,531	30,771	31,287	31,968	34,300
Insurance Fire/Property	4,000	3,559	3,559	3,956	3,965	4,166	4,200
Landscaping	4,100	3,360	3,360	4,616	3,603	3,360	4,100
Mortgage Interest	43,000	69,623	69,623	68,276	50,491	43,000	40,400
Office Cleaning - IIMC	3,120	3,060	3,060	3,060	3,180	3,000	3,100
Property Tax	14,500	14,272	14,272	14,214	14,307	13,800	14,000
Repair/Maint Building	6,100	4,433	4,433	5,101	3,541	6,000	7,400
Repair/Maint Grounds	3,900	1,047	1,047	201	40	3,000	2,000
Supplies	-	148	148	345	-	-	-
Utilities	13,800	14,194	14,194	13,466	12,988	12,000	13,100
Allocation to Bldg Reserve	1,000	-	-	-	1,000	1,000	1,000
Office Cleaning - Tenants	2,100	1,562	1,562	1,752	2,012	2,000	2,100
Commissions	-	2,454	2,453	5,973	(1,677)	-	-
<b>Total Direct Expense</b>	<b>131,832</b>	<b>150,609</b>	<b>150,608</b>	<b>156,097</b>	<b>129,078</b>	<b>127,362</b>	<b>129,800</b>
<b>Net Profit/Loss</b>	<b>(72,832)</b>	<b>(96,074)</b>	<b>(96,073)</b>	<b>(85,049)</b>	<b>(65,870)</b>	<b>(68,362)</b>	<b>(70,800)</b>

**IIMC Financials**  
**2013 Budget Worksheet**  
**Committees**

	Revised					Final
	2012	2009	2010	2011	2012	2013
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>EXECUTIVE COMMITTEE:</b>						
Shipping	-	-	26	-	-	-
Telephone	500	793	227	186	500	500
Travel Accommodations	7,000	6,299	3,330	2,892	7,000	7,000
Travel Airfare	10,000	5,567	7,966	13,876	10,000	13,500
Travel Ground	2,000	2,249	983	1,166	2,000	2,000
Travel Meals	3,000	2,176	2,122	2,195	3,000	2,500
Travel Other	100	-	-	19	100	1,000
Other	-	50	1,003	20	-	300
<b>Total Expense</b>	<b>22,600</b>	<b>17,134</b>	<b>15,657</b>	<b>20,354</b>	<b>22,600</b>	<b>26,800</b>
<b>BOARD OF DIRECTORS:</b>						
<b>General</b>						
Election Expense	11,000	-	-	666	1,000	100
Region XI Consultant						7,000
Insurance Officers & Directors	6,600	3,170	5,083	6,904	6,260	7,000
Legal Fees	1,000	176	2,100	1,260	1,092	1,000
Meeting Expenses	-	-	-	1,972	-	-
Strategic Planning	12,000	10,430	12,184	11,134	7,000	12,000
Postage	50	17	68	75	27	100
Shipping	100	45	12	-	100	100
Telephone	2,500	2,427	914	604	1,000	1,500
Memorials	700	350	300	400	350	500
Other Expenses	300	50	272	-	150	500
	<b>General</b>	<b>34,250</b>	<b>16,665</b>	<b>20,933</b>	<b>23,015</b>	<b>16,979</b>
						<b>29,800</b>
<b>Mid-Year</b>						
Travel Accommodations	11,000	8,804	11,314	12,416	11,000	11,400
Travel Airfare	17,000	12,525	10,890	14,199	17,000	15,000
Travel Ground	1,000	1,696	2,340	1,767	1,000	1,000
Travel Meals	10,000	11,340	8,276	14,719	10,000	12,500
Travel Other	300	81	60	108	300	500
Meeting Expenses	1,000	1,500	1,291	500	1,000	1,000
	<b>Mid Year</b>	<b>40,300</b>	<b>35,946</b>	<b>34,171</b>	<b>43,709</b>	<b>40,300</b>
						<b>41,400</b>
<b>Conference</b>						
Travel Accommodations	7,000	8,980	6,846	10,831	7,016	7,000
Travel Airfare	1,000	930	757	-	398	1,000
Travel Ground	500	192	-	75	111	1,000
Travel Meals	2,000		565	803	637	2,000
Board Meeting Expense	10,000		4,009	8,703	6,633	8,000
Board Meeting A/V	4,000		11	3,855	1,663	4,000
Travel Other	-		2,879	-	-	1,000
	<b>Conference</b>	<b>24,500</b>	<b>10,102</b>	<b>15,067</b>	<b>24,267</b>	<b>16,458</b>
						<b>24,000</b>
<b>Total Expense</b>	<b>99,050</b>	<b>62,713</b>	<b>70,171</b>	<b>90,991</b>	<b>73,737</b>	<b>95,200</b>
<b>BUDGET AND PLANNING:</b>						
Meeting Expenses	-	-	-	-	-	-
Travel Accommodations	1,890	4,210	2,674	2,252	1,890	2,000
Travel Airfare	3,600	1,466	2,745	3,109	3,600	4,000
Travel Ground	500	549	242	361	500	500
Travel Meals	1,200	1,451	1,225	1,403	1,200	1,400
Travel Other	200		-	-	200	200
<b>Total Expense</b>	<b>7,390</b>	<b>7,676</b>	<b>6,886</b>	<b>7,125</b>	<b>7,390</b>	<b>8,100</b>

**IIMC Financials**  
**2013 Budget Worksheet**  
**Committees**

	Revised					Final
	2012	2009	2010	2011	2012	2013
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>CONFERENCE POLICY:</b>						
Meeting Expenses	200	36	-	-	200	200
<b>Total Expense</b>	<b>200</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>EDUCATION / PERSONAL GROWTH:</b>						
Meeting Expenses	200		-	-	200	-
Telephone	50	360	59	15	41	200
Shipping	-			158		
<b>Total Expense</b>	<b>250</b>	<b>360</b>	<b>59</b>	<b>173</b>	<b>241</b>	<b>200</b>
<b>ELECTION:</b>						
Meeting Expenses	200		-	-	200	100
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>100</b>
<b>ETHICS:</b>						
Telephone	200	92	213	-	200	100
<b>Total Expense</b>	<b>200</b>	<b>92</b>	<b>213</b>	<b>-</b>	<b>200</b>	<b>100</b>
<b>INTERNATIONAL RELATIONS:</b>						
Exchange Program	3,000	3,060	-	88	3,000	3,000
Study Abroad	-			8,358	-	700
Meeting Expenses	200		-	1,000	200	-
Telephone	-		2	92	-	200
<b>Total Expense</b>	<b>3,200</b>	<b>3,060</b>	<b>2</b>	<b>9,538</b>	<b>3,200</b>	<b>3,900</b>
<b>POLICY REVIEW</b>						
Telephone	200	324	158	146	200	200
<b>Total Expense</b>	<b>200</b>	<b>324</b>	<b>158</b>	<b>146</b>	<b>200</b>	<b>200</b>
<b>MEMBERSHIP:</b>						
Telephone	200		26	13	200	100
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>26</b>	<b>13</b>	<b>-</b>	<b>100</b>
<b>MENTORING:</b>						
Telephone	200	-	-	-	200	100
Promotion	-	-	70	135	-	300
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>70</b>	<b>135</b>	<b>200</b>	<b>400</b>
<b>PROGRAM REVIEW:</b>						
Meeting Expenses			-	-	-	200
Telephone	200	1,053	35	19	200	200
<b>Total Expense</b>	<b>200</b>	<b>1,053</b>	<b>35</b>	<b>19</b>	<b>200</b>	<b>400</b>
<b>PUBLIC RELATIONS:</b>						
Miscellaneous Work						1,000
Telephone	200	-	-	-	200	200
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>1,200</b>

**IIMC Financials**  
**2013 Budget Worksheet**  
**Committees**

Description	Revised					Final
	2012	2009	2010	2011	2012	2013
Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	
<b>RECORDS MANAGEMENT:</b>						
Publications - writing/editing/design	2,500		-	-	2,500	2,500
IIMC/NAGARA Workshops	-					7,000
Telephone	-	63	-	-	-	100
<b>Total Expense</b>	<b>2,500</b>	<b>63</b>	<b>-</b>	<b>-</b>	<b>2,500</b>	<b>9,600</b>
<b>RESEARCH:</b>						
Meeting Expenses	200	63	-	-	200	-
Telephone	-	-				200
<b>Total Expense</b>	<b>200</b>	<b>63</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>RESOURCE &amp; INFORMATION:</b>						
Meeting Expenses	200		-	-	200	100
<b>Total Expense</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>100</b>
<b>TASK FORCE(S): Legislative Committee</b>						
Telephone	200	25	-	47	200	200
<b>Total Expense</b>	<b>200</b>	<b>25</b>	<b>-</b>	<b>47</b>	<b>200</b>	<b>200</b>
Executive Committee	22,600	17,134	15,657	20,354	22,600	26,800
Board of Directors	99,050	62,713	70,171	90,991	73,737	95,200
Other Committees	15,340	12,752	7,449	17,196	15,331	25,000
<b>Total Expense</b>	<b>136,990</b>	<b>92,599</b>	<b>93,277</b>	<b>128,541</b>	<b>111,668</b>	<b>147,000</b>
<b>Net Profit/Loss</b>	<b>(136,990)</b>	<b>(92,599)</b>	<b>(93,277)</b>	<b>(128,541)</b>	<b>(111,668)</b>	<b>(147,000)</b>

**IIMC Financials**  
**2013 Budget Worksheet**  
**Conference**

**Revised**

**Final**

	2012	2009	2010	2011	2012	2013
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Registration Members-Full	424,875	476,800	340,398	394,398	366,155	432,850
- Comp - Full Registration	(20,000)	(8,250)	(25,965)	(20,430)	(33,260)	(22,000)
- Discount - First Timer	(10,000)	(12,450)	(6,550)	(9,150)	(7,400)	(8,000)
- Discount - Multi-Attendees	(5,000)				(6,100)	(6,100)
- Discount - Conference Region	(17,000)	(19,750)	(9,900)	(14,500)	(11,850)	(14,500)
- Discount - Region X	(4,000)	(1,100)	(850)	(850)	-	-
- Discount - Region XI					(3,465)	(3,500)
- Discount - Speakers					(560)	
Registration Guest	25,000	28,650	19,250	28,100	12,300	25,000
Donations & Sponsorships	44,000	43,725	46,500	45,350	45,350	46,500
Exhibitor Program	35,000	27,200	26,100	33,400	22,100	35,000
Cancellation Fee	3,000	3,043	3,016	2,686	1,835	3,000
Misc Conference Revenue	65,500	88,959	95,519	81,414	22,824	17,500
Academy Workshop	23,400	47,649	34,209	26,715	38,740	23,400
Athenian Leadership Society	3,000	10,870	7,205	4,555	5,290	3,000
Boutique Sales	3,000	3,071	3,754	325	1,415	1,400
<b>Total Income</b>	<b>570,775</b>	<b>688,417</b>	<b>532,686</b>	<b>572,013</b>	<b>453,374</b>	<b>533,550</b>
Conference Full - Attending		829	570	680	631	
Conference Full - Comp		17	48	36	49	
Conference Full - Paying (*)	750	812	522	644	582	700
Conference Retired	25	38	26	31	25	25
Conference Guest	100	119	77	112	49	100
<b>DIRECT EXPENSES</b>						
Planner - Contract Labor	55,000	53,684	55,008	55,008	55,000	55,000
Planner Travel Accomm.	3,800	112	-	2,576	2,005	1,500
Planner Airfare	1,000	765	765	1,272	2,048	1,000
Planner Ground Travel	300	322	218	248	540	300
Planner Travel Meals	1,600	775	670	1,995	773	1,500
Planner Travel Other	100	587	-	83	250	100
Planner	<b>61,800</b>	<b>56,245</b>	<b>56,661</b>	<b>61,182</b>	<b>60,616</b>	<b>59,400</b>
Academy Speaker Fees	16,000	19,000	22,000	12,000	11,350	16,000
Academy Speaker Accommodations	2,900	1,835	447	3,068	1,092	2,000
Academy Speaker Meals	800	341	495	423	132	800
Academy Speaker Travel	7,800	3,444	2,835	3,053	1,156	5,000
Academy Materials/Supplies	1,000	171	2,265	-	-	500
Academy Speakers	<b>28,500</b>	<b>24,791</b>	<b>28,042</b>	<b>18,544</b>	<b>13,730</b>	<b>24,300</b>
Genl/Plenary Speaker Fees	30,000	25,000	44,250	22,000	21,000	30,000
Genl/Plenary Speaker Accommodations	500		447	877	554	400
Genl/Plenary Speaker Meals	150	-	-	114	185	200
Genl/Plenary Speaker Travel	2,600	1,439	-	251	667	2,500
Gen/Plenary Speaker	<b>33,250</b>	<b>26,439</b>	<b>44,697</b>	<b>23,242</b>	<b>22,406</b>	<b>33,100</b>
Speakers Accommodations	7,700	2,661	2,685	4,051	2,261	5,000
Speakers Fees	27,000	13,800	20,250	17,250	9,850	20,000
Speakers Meals	2,100	486	1,031	921	523	2,100
Speakers Travel	8,000	3,944	5,345	4,989	4,322	12,600
Speakers	<b>44,800</b>	<b>20,891</b>	<b>29,311</b>	<b>27,211</b>	<b>16,956</b>	<b>39,700</b>

**IIMC Financials**  
**2013 Budget Worksheet**  
**Conference**

Revised

Final

	2012	2009	2010	2011	2012	2013
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
Staff Travel Accomm.	14,000	13,394	6,803	14,852	10,187	5,900
Conf. Travel Airfare Staff	5,000	4,159	3,756	1,293	4,142	6,000
Conf. Travel Ground - Staff	500	1,646	921	361	328	500
Conf. Travel Meals - Staff	4,000	6,472	3,450	4,520	3,848	4,500
Conf. Travel Other - Staff	100	360	47	162	230	100
<b>Staff</b>	<b>23,600</b>	<b>26,031</b>	<b>14,977</b>	<b>21,188</b>	<b>18,735</b>	<b>17,000</b>
Conf. Transportation - VIP	-	1,139	-	1,000	1,335	3,000
Travel Accommodations VIP	8,500	4,087	4,922	9,447	6,683	10,000
<b>VIP</b>	<b>8,500</b>	<b>5,225</b>	<b>4,922</b>	<b>10,447</b>	<b>8,018</b>	<b>13,000</b>
Opening Reception	25,000	30,000	35,500	16,000	14,581	25,000
All Conference Event	40,000	59,079	34,100	40,350	24,448	40,000
Opening Ceremony	400	10,350	350	453	350	500
<b>Events</b>	<b>65,400</b>	<b>99,429</b>	<b>69,950</b>	<b>56,803</b>	<b>39,379</b>	<b>65,500</b>
Food & Beverage	85,600	106,560	82,636	146,005	63,161	71,900
Meeting Space/Labor	-	13,199	-	-	3,699	6,000
Colloquim Food & Beverage	700	1,163	547	-	912	1,000
Annual Banquet	38,600	46,733	23,184	53,890	23,506	40,600
Private Receptions	11,000	14,029	10,303	7,555	9,126	2,500
Meeting Expense - MCEF	1,200	4,118	2,563	-	943	-
<b>Food &amp; Beverage</b>	<b>137,100</b>	<b>185,801</b>	<b>119,233</b>	<b>207,450</b>	<b>101,347</b>	<b>122,000</b>
Credit Card Fees	9,000	11,740	7,902	9,070	10,252	10,500
Hotel Room - Attrition				63,016	72,332	-
Athenian Leadership Society	1,000	8,500	4,906	870	-	1,400
Conference Consulting	-	-	435	-	-	-
Telephone/Internet	2,300	5,583	2,796	2,035	1,966	2,000
Awards & Gifts	3,000	3,127	5,493	2,317	2,666	3,000
Office Supplies	200	572	189	161	258	200
Shipping	3,000	2,810	1,643	2,949	2,557	3,000
Lanyards/Bags	2,500	3,189	4,814	2,337	2,902	2,500
Conference Security	2,000	935	1,638	2,555	397	2,000
Colloquium Institute Director	2,850	-	26	2,692	2,189	3,400
Postage/Courier/Mailing	500	800	619	112	10	500
Conf. Transportation	5,000	8,805	11,531	5,750	3,462	5,000
Audio/Visual	50,000	35,326	57,840	47,725	46,735	50,000
Copier	-	11	431	15	-	-
DJ	-	-	2,175	-	-	-
Exhibit Hall	4,000	6,642	3,902	4,569	4,535	4,000
Onsite Labor	-	45,006	-	-	-	1,000
Design Work	1,000	550	-	-	85	-
Photographer	3,500	3,500	2,500	3,359	3,168	2,500
Signage	-	287	-	-	-	-
Conference Printing/Design Work	20,000	21,907	21,521	21,953	17,085	17,000
Merchandise	2,000	1,781	1,872	210	999	1,000
Conference Scanners Expense	6,000	-	9,191	6,581	5,773	5,500
Other	500	491	294	1,739	738	800
Conference CD Handout	1,200				1,862	1,200
<b>Subtotal Operating Expenses</b>	<b>119,550</b>	<b>161,561</b>	<b>141,718</b>	<b>180,015</b>	<b>179,971</b>	<b>116,500</b>
<b>Total Direct Expense</b>	<b>522,500</b>	<b>606,413</b>	<b>509,511</b>	<b>606,082</b>	<b>461,158</b>	<b>490,500</b>
<b>Net Profit/Loss</b>	<b>48,275</b>	<b>82,003</b>	<b>23,175</b>	<b>(34,069)</b>	<b>(7,784)</b>	<b>43,050</b>

# IIMC Financials

## 2013 Budget Worksheet

### Education

#### Revised

#### Final

Description	2012	2009	2010	2011	2012	2013
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME:</b>						
MCEF Contribution/Policy 8	25,000	39,275	44,374	44,227	25,000	25,000
Fees CMC	26,000	45,645	38,820	38,850	37,000	26,000
Fees CMC Recertification	-	6,550	(950)	(200)	-	-
Fees MMC	60,000	75,980	57,620	46,605	41,000	40,000
Pin CMC	100	60	90	180	1,000	100
Pin MMC	200	-	120	60	100	100
Plaques CMC	5,200	8,315	7,645	7,115	6,000	4,600
Plaques MMCA	-	10	16	-	-	-
Distance Ed Registration	6,000	17,990	19,635	11,486	19,000	8,500
Conference CD Rom	-	11,120	8,100	1,200	-	-
Misc Education Income	200	-	192	-	850	-
Grants - Study Abroad/Conference				(13,660)		
MCEF Scholarship	-	(4,800)	(7,224)	(6,192)	-	-
<b>Total Income</b>	<b>122,700</b>	<b>200,175</b>	<b>168,438</b>	<b>129,671</b>	<b>129,950</b>	<b>104,300</b>
<b>DIRECT EXPENSES:</b>						
Salary/Wages	153,714	214,114	125,996	132,698	115,000	110,600
Salary Benefits	18,067	23,767	17,963	20,283	18,000	19,200
Payroll Taxes - Employer	14,000	19,548	11,086	11,351	13,000	10,200
Workers Comp Insurance	1,500	2,193	888	1,524	1,100	1,200
Computer/Software	-	-	19,771	1,305	1,000	1,000
Conference CD Rom	-	222	-	-	-	-
Credit Card Fee	2,600	2,923	1,725	1,850	1,408	1,500
Distance Ed	10,800	13,350	14,385	9,090	10,800	25,000
Memberships	300	-	-	100	300	450
Pins MMC	3,600	-	691	905	1,920	2,000
Plaques	4,500	4,944	5,076	2,680	2,400	3,500
Office Supplies	-	136	-	-	-	-
Postage/Courier/Mailing	2,000	1,071	2,027	1,003	1,100	1,200
Printing	1,500	3,281	(1,275)	767	500	500
Shipping	4,800	4,770	6,139	4,532	4,100	4,000
Professional Develop/Training	2,000	42	767	1,074	500	1,500
Program Development	5,000	1,595	109	-	2,500	25,000
Subscriptions/Publications	500	25	-	-	500	500
Telephone	100	-	75	9	173	200
Staff Travel Accommodations	-	-	-	-	151	2,000
Staff Airfare	-	-	-	-	215	2,000
Staff Travel Ground	250	-	-	-	100	250
Staff Travel Meals	250	-	-	-	100	250
Staff Travel Other	250	-	-	-	100	250
<b>Total Direct Expense</b>	<b>225,731</b>	<b>291,981</b>	<b>205,424</b>	<b>189,171</b>	<b>174,967</b>	<b>212,300</b>
<b>Net Profit/Loss</b>	<b>(103,031)</b>	<b>(91,806)</b>	<b>(36,986)</b>	<b>(59,500)</b>	<b>(45,017)</b>	<b>(108,000)</b>

**IIMC Financials**  
**2013 Budget Worksheet**

**Marketing**

**Revised**

**Final**

	2012	2009	2010	2011	2012	2013
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Advertising	10,800	26,408	22,570	10,700	8,600	10,800
Advertising/Sponsor	19,250	16,001	15,771	15,903	16,800	16,500
Advertising Website	1,000	976	2,004	2,197	2,400	2,000
Royalty - Liberty Mutual	-	934	1,084	-	-	-
Royalty - MBNA MasterCard	1,500	2,774	2,632	2,482	1,400	3,000
Royalty - Robert's Rule of Order	800	1,054	1,037	624	13	1,000
Royalties Other - E.Mina	500	2,190	445	801	800	500
Mailing Lists	500	850	1,700	-	1,000	500
Merchandise	1,000	-	-	-	20	2,000
Publications	4,000	4,557	5,444	6,477	2,000	4,000
Publications - Book 8 NAP	1,000	540	300	752	500	1,000
<b>Total Income</b>	<b>40,350</b>	<b>56,284</b>	<b>52,987</b>	<b>39,936</b>	<b>33,533</b>	<b>41,300</b>
<b>DIRECT EXPENSES</b>						
Contract Labor- Chris		81,900	81,900	-		-
Salary/Wages	86,000			81,900	86,000	78,500
Salary Benefits	12,500				20,182	11,600
Payroll Taxes - Employer	5,800				-	5,500
Workers Comp Insurance	900	342	511	600	624	800
Credit Card Fee	200	516	165	101	80	100
Awards & Gifts	1,000	2,997	1,007	-	500	1,000
Postage	-	11	121	-	-	-
Design Work (non conference)	500	-	310	30	-	500
Merchandise	500	496	-	703	838	1,400
Shipping	100	29	74	31	100	100
Staff Travel Accommodations	600	-	704	-	300	600
Staff Airfare	500	40	50	-	500	500
Travel Exhibit	3,000	2,328	2,294	-	3,000	3,000
Staff Travel Ground	250	75	108	-	250	250
Staff Travel Meals	500	268	232	-	500	500
Staff Travel Other	200	-	-	-	200	200
News Digest/Print/Mail/Design	3,500	9,660	4,041	4,435	3,540	3,000
Printing - Book 8	800	468	260	605	386	600
Printing /Publications	3,000	2,882	5,069	2,087	1,700	1,000
<b>Total Direct Expense</b>	<b>119,850</b>	<b>102,012</b>	<b>96,846</b>	<b>90,492</b>	<b>118,700</b>	<b>109,150</b>
<b>Net Profit/Loss</b>	<b>(79,500)</b>	<b>(45,728)</b>	<b>(43,859)</b>	<b>(50,556)</b>	<b>(85,167)</b>	<b>(67,850)</b>

## IIMC Financials

### 2013 Budget Worksheet

#### Membership

	Revised					Final
	2012	2009	2010	2011	2012	2013
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
<b>INCOME</b>						
Membership Dues	1,053,000	1,017,120	1,035,296	1,049,544	1,061,000	1,111,000
Membership Late Fee	3,000	4,141	5,655	5,299	6,500	3,800
<b>Total Income</b>	<b>1,056,000</b>	<b>1,021,261</b>	<b>1,040,952</b>	<b>1,054,843</b>	<b>1,067,500</b>	<b>1,114,800</b>
Salary/Wages	96,500	94,435	90,377	93,698	96,000	102,100
Salary Benefits	21,500	16,991	18,378	20,254	20,000	22,100
Payroll Taxes-Employer	9,000	8,414	8,119	8,574	9,000	9,300
Workers Comp Insurance	900	881	1,064	672	672	1,000
Auto Mileage	100	-	-	-	50	100
Computer/Software Support	2,800	-	12,361	2,465	1,500	3,000
Credit Card	4,500	5,070	4,824	6,179	7,600	7,000
Dues Mailing	8,000	9,241	8,997	7,995	8,000	8,000
Membership	500	265	-	285	96	400
Office Equipment	-	-	154	44	78	-
Postage/Courier/Mailing	5,500	4,164	5,156	3,314	5,000	3,500
Membership Drive Expense	26,400	1,298	2,434	(131)	25,000	13,000
Professional Develop/Training	1,800	28	202	110	600	400
Promotional	1,100	525	925	536	645	500
Research Salary Survey Services	400	350	350	300	400	400
Staff Travel Accommodations	1,000	-	-	77	-	1,000
Staff Airfare	1,400	-	-	-	-	1,000
Staff Travel Ground	200	-	-	-	-	100
Staff Travel Meals	200	-	-	-	-	100
Staff Travel Other	100	-	-	-	-	100
<b>Total Direct Expense</b>	<b>181,900</b>	<b>141,662</b>	<b>153,341</b>	<b>144,372</b>	<b>174,641</b>	<b>173,100</b>
<b>Net Profit/Loss</b>	<b>874,100</b>	<b>879,599</b>	<b>887,610</b>	<b>910,471</b>	<b>892,859</b>	<b>941,700</b>



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** July 23, 2012 (Updated 9/24/12)

**Subject:** 2012 Projected Year-End Budget Notes

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The 2012 Year End Projected Budget is anticipated to end with a profit of \$49,436, approximately a \$38,000 increase from what was originally projected. Overall, there are several key areas that have helped keep this budget positive: 1) eliminating the part time Director of Education position; 2) a 50% decrease in fees for strategic planning for the 2012 mid year meeting; 3) no election expenses for the VP candidate; 4) a slight increase in income in Education; 5) a slight increase in Membership revenue; and overall diligence in oversight and internal controls. Our reserve is approximately \$310,000 of which \$21,000 is allocated to the building reserve. The following are general comments and highlights:

### **Athenian Program – IIMC Annual Conference**

The revisions to the process and policies to this Program have made it a bottom line venture. Thanks to these revisions, the 2012 Conference witnessed two IIMC Past Presidents, Mary Lynne Stratta and Chuck Tokar, facilitating the two dialogues in Portland, netting IIMC approximately \$5,290 while expensing a total of \$560 for facilitator costs. The cost of doing business with two IIMC members was a 50% reduction in conference registration (\$280 each). Since the Policy allows IIMC to compensate an IIMC member teaching or facilitating a session for us in the form of reduced conference registration, complimentary room nights or other forms as negotiated between the Executive Director and facilitator, these dialogues will always end in the positive providing we continue to use IIMC members/Institute Directors as facilitators.

### **Headquarters Building – (update provided to the Board via email on 9/12/12)**

Springleaf Financial is the company that leases our two suites in the building. One suite belongs to the Service Center (150) and the other to their Legal Office (130). The Legal Office has been leasing space since the late '90s. On September 7, 2012, we were informed that the Company is shutting down its legal division. They have laid-off staff and have moved out of their suite.

In speaking with their facilities management director, Carrie Crawford, she is aware of their lease commitment (expires 12/31/13) for this suite. They are under contract to make monthly payments until the lease expires. They would like to terminate the lease prior to 2013, but that rests with us. To help with negotiations, they offered to extend the other lease (suite 150 – expires 12/31/2014) for another 3 to 5 years if we're willing to work with them.

The lease that will be vacant is the largest of the two – 2,399 sq. feet with a monthly rental of \$2,758 or \$1.15 PSF. I told Crawford that we would be happy to work with her, but that we have some things pending and will not be able to start negotiations for a few months. The price per square foot in both offices is \$1.15 PSF.

## **Executive Committee**

We are projecting that EC travel budget will be approximately right on target of \$22,600. This figure has remained steady since 2008, cementing the Executive Committee's commitment to maintain a strategic travel plan, using our American Express points as much as possible. Great efforts went into keeping Region XI Presidential travels to only those associations with which IIMC has strong presence or working toward an Institute. The trend with board policy approving Region XI travel will continue.

Major Presidential, EC and ED trips for 2012 included: South Africa, Israel and the United Kingdom. ED Shalby also attended the Region XI and SLCC Conference in Bristol, UK, in October. When possible, airline tickets are purchased through AMEX points with South Africa, Israel and the UK providing complimentary hotel accommodations and meals. Out of pocket costs were incurred in the UK as Cirtin and Shalby needed one extra night's stay to attend the Region XI meeting.

## **Board of Directors – General**

There was no election for Vice President in 2012.

## **2012 Conference – Portland, OR**

The 2012 Conference in Portland, which was projected to make a profit of \$48,000, will now end the year with an approximate net profit of \$10,600. Since Portland's attendance projections were below target – IIMC incurred attrition at one of the conference hotels, the Hilton. IIMC was able to negotiate a final attrition settlement of \$72,332 that was paid in May 2012.

Regardless of the deficit, IIMC took extraordinary measures to minimize overall loss, anticipating many of the deficiencies including some Delegates staying at less expensive properties, negotiating transportation costs with Travel Portland and keeping food and beverage costs to a minimum.

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

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

The savings of \$20,000 plus low attendance brought both of those events well under the proposed budget, which, in turn, had a positive impact on IIMC's bottom line.

## **Education**

The Department continues to operate well and improve on its education processes.

The Department has started to search for other distance education companies to create on-line programs for the membership. Today, we have several distance education programs and promote the "ed2go" on-line courses.

## **Marketing**

Since the News Digest is going on four years as an on-line E-zine, IIMC has realized more than \$400,000 in savings these past four years by not printing a monthly edition.

Being an on-line magazine allows IIMC expediency in member delivery, and does not rely on advertising to help pay for costs toward printing hard issues. Due to their own financial struggles, however, many of our advertisers have either pulled their ads or reduced the rate of publishing.

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

### **Membership**

The 2012 Membership Campaign has been doing quite well. As of today, our rate of return on the initial investment is approximately 4% and growing (**see 2012 Member Campaign Drive update**). We're projecting membership to exceed projections by approximately \$11,000.

### **Unrelated Business Income Tax – UBIT - 2011**

IIMC's unrelated tax-exempt business generated unrelated business income tax (UBIT) for 2011. IIMC has two revenue streams that are not related to the Non-Exempt status. One is rental income and the other is advertising income. Compared to 2010, the rental portion generated \$12,000 more in income due to a decrease in expenses namely interest expense and outside services. Income from advertising dropped \$19,000 from \$44,000 to \$24,000 from last year.

In 2010 IIMC used \$38,021 of Net Operating Loss accumulated from prior years in order to remove any taxable income, prior to that there was a total of \$55,144 of NOL available. After the 2010 year there was a balance of \$17,123 in NOL available for 2011 that was used against the \$31,803 of unrelated business taxable income. The past NOLs seem to have been generated due to higher rental expenses such as mortgage interest, and higher advertising expenses.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Budget & Planning Committee

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

**Date:** September 25, 2012

**Subject:** Membership Drive Generated Revenue Update – 9/25/12



At the budget meeting in August 2011, the committee with the Board's approval allocated \$26,000 toward a 2012 membership campaign. **As of September 25, 2012, the IIMC 2012 Membership Drive has brought in 184 new members.** A handful of those new members have also become involved in the certification programs and four attended the Conference in Portland, thus providing IIMC with residual dollars off of the initial membership cost. The breakdown depicts the member category and dollars (including education and conference) generated so far.

## Out of 184 New Members

### Population

8 – Population less than 2,500  
52 – Population 2,501 – 5,000  
90 – Population 5,001 – 20,000  
12 – Population 20,000 – 50,000  
8 – Population 50,001 – 100,000  
1 – Population 100,001 – 200,000  
1 – Population 400,001 500,000  
1- Population 500,001 +  
9 – Deputy Members  
1 – Associate Member

150 paid dues of \$135.00  
21 paid dues of \$175.00  
3 paid dues of \$235.00  
10 paid dues of \$75.00

Grand Total from Dues Revenue - \$25,515

5 – Conference Attendees revenue - \$2,350.00  
8 – CMC Admission applications and a plaque purchase  
1 – Online course  
Education revenue - \$1,115.00

**Generated Revenue overall from Membership Drive is \$28,980.00. A percentage will be recognized in 2012 and the remainder in 2013.**

**To:** IIMC Budget & Planning Committee

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

**Date:** July 23, 2012 (Updated 10/16/12)

**Subject:** 2013 Management's Notes



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The 2013 budget is projected to end the year in the positive with \$5,600. IIMC continues to follow established procedures, to maintain a watchful eye on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources. All departments are fully staffed and operating well.

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

The following areas and departments highlight salient points for information and discussion:

#### **ADMINISTRATION**

Salaries – Management recommended and the Budget and Planning Committee approved a merit increase to staff across all Departments, except the Executive Director. **These costs are incorporated in the 2013 budget.**

#### **Refinancing Building**

As of this writing, we've been approved to refinance the current loan.

#### **CONFERENCE -**

##### **2013 Conference – Atlantic City, NJ**

We are projecting 700 Delegates/100 guests for the 2013 Conference. We believe hotel costs and being in Atlantic City are positive draws for 2013. We will utilize one hotel – Trump Taj Mahal.

##### **Hotel Costs:**

Friday and Saturday = \$225/per night – excludes taxes

Sunday through Thursday = \$90/per night - excludes taxes

**Total average for a seven-day stay is \$128.57 per night excluding taxes.**

**Total average for a six-day stay is \$112.50 per night excluding taxes.**

**Total average for a five-day stay is \$90.00 per night excluding taxes.**

The Hotel is offering IIMC a flat \$10,000 commission and a \$2 rebate on all room nights used.

The 2012 conference included several discount programs that we are continuing in 2013. These are:

- Print the Conference program as an 8.5" x 11" brochure – a savings of approximately \$2,500;
- Offer a \$25.00 discount for each additional Academy session after paying the \$195.00 fee for the first Academy. In 2012, we had 113 Delegates register for 212 Academies. Out of the 113 Delegates, 64 attended 163 Academy classes and 49 Delegates attended one Academy.
- Extend the discount program to cover all of Regions 1 and 2 (IIMC's population in these regions is approximately 1,280). The past two conferences (2011 and 2012), we've extended the discount program to the host region and other regions that we deemed to be within close (driving/train/bus) proximity of the host city;
- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable. Portland had 13 Delegates that took advantage of this discount program.

### **Conference Delegate/Guest Registration Fees - 2013**

On August 23, 2012, the Board approved the Budget Committee and Management's recommendation to increase registration fees by \$15 for Delegates and Guests. Beginning with the 2013 Conference, fees for Delegates will be \$575 and \$265 for Guests. We do not believe the fee increase will deter attendance. IIMC's last conference registration fee increase was five years ago in 2008.

### **MARKETING**

Our News Digest advertising dollars continue to decline as a few of our long time advertisers are also feeling the pinch of the economy. As municipalities cut back spending, our advertisers realize it, too, as our members, their clients, aren't spending as much on products.

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

### **Communications – Social Media/Web Site/Facebook/Twitter**

As we become more proficient in these areas, we will look to optimize advertising sales.

### **IIMC/NAGARA**

At the Board meeting in Portland in May 2012, the Board approved the concept of affiliating with NAGARA to hold joint regional mini workshops, pending staff and the Budget Committee allocating funds in the 2013 budget. The Budget and Planning Committee has approved \$7,000 toward implementing the regional programs in 2013.

## **MEMBERSHIP**

Although we're projecting a healthy 2012 year-end budget of \$49,436, the concern for 2013 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the amount of members in a municipality from two or more to one. Membership continues to be pivotal for the Organization's financial health.

### **2013 Membership Campaign**

Although the campaign was created for 2012, we would like to continue with the membership campaign through 2013. Our approach will be similar to the one we are using in 2012, but we will scale back our annual outreach from eight to four mailings per prospective member. If the campaign begins to lag somewhere around the 18-month period (June 2013), we will then change our criteria to focus more on members from municipalities of 2,500 or less population. 18 months is an acceptable time period to see this campaign through.

### **2013 Membership Dues**

On August 23, 2012, the Board approved a \$10.00 increase in membership dues beginning with the 2013 dues statements. IIMC's last dues increase was in 2011 when it increased dues by \$10 across all three levels of membership.

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

### **Management's Comments – Action Required**

#### **• 2013 Salaries**

The Budget and Planning Committee has provided the Executive Director with a lump sum toward a merit increase to staff across all Departments. Management recommends that the Board approve this recommendation. **These costs are incorporated in the 2013 budget.**

#### **• 2013 Membership Campaign**

We recommend continuing with the membership campaign as stated above and utilize the funds to continue recruiting new members. **These costs are incorporated in the 2013 budget**



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** October 17, 2012

**Subject:** Future Conference Updates – 2013, 2014, 2015 & 2016



### BACKGROUND

At the Board of Directors meeting in May 2012, staff was instructed to revisit each future conference hotel and site and revise and renegotiate its room blocks to avoid hotel attrition. The following is a brief update on each conference site and what we've been able to accomplish.

#### 2013 Atlantic City, New Jersey

The renegotiated room contract allows IIMC to provide the following:

- Friday and Saturday – \$225.00/per night for 275 rooms on both Friday and Saturday, totaling 550 rooms. However, if these rooms on these two days are not picking up, IIMC will release some or all of the rooms by early March 2013 without incurring attrition. NOTE: Once IIMC releases the Friday and Saturday rooms, it will not be able to add back rooms at the original price. Therefore, any Delegate making reservations on these days may be subject to the hotel's costs, which can be double what IIMC originally negotiated.
- Sunday through Thursday – 3,050 rooms total @ \$90.00 each. IIMC needs to occupy 2,288 rooms (75%) or 457 Delegates to avoid attrition.

Our food and beverage minimum is \$135,000. Both the Opening Reception and the All Conference Event will be held in the hotel, with all costs for food and beverage going toward our total commitment. Our F&B costs in Portland were approximately \$140,000.

Our standard discounts that we will continue promoting in 2013 are detailed in the 2013 Financial Notes.

#### Areas of concern in Atlantic City include:

- Economic problems continue to affect attendance and conference goers; and
- Transportation issues for some people. Currently, you can take one of the following modes of transportation depending on where you fly from and into which city: train, shuttle or small plane into Atlantic City. Of course, access is easier from the east coast and parts of the Midwest than most. However, we're confident that members will find their way to Atlantic City.

#### Positive areas to note for Atlantic City:

- Most members in Regions I and II are within a day's drive of Atlantic City, saving on airfare;
- Overall average cost of rooms is significantly less than what Delegates have paid recently;

- Cost of doing business for IIMC is relatively low in comparison to other cities;
- Host Committee has booked interesting and exciting entertainment that should be an attraction;
- New Jersey Association will not hold its Annual Conference separately in 2013, but encourage its members to attend IIMC's Conference;
- Atlantic City seems more of a “destination” for our Conference than previous locations; and
- Education component of Conference will feature some new “twists.”

### **2014 – Milwaukee, Wisconsin**

IIMC has two host hotels – the Hyatt and the Hilton. The Hotels are connected to the Convention Center, where we will hold our functions. Cost per room for each hotel excluding taxes is \$159.00 per night.

Our old obligation for both hotels was a total of 6,335 rooms for a seven-day period. Our overall commitment to avoid attrition was 5,068 room nights combined.

### **Current revisions for Hilton and Hyatt hotels as of September 2012**

Both hotels have agreed to reduce their room blocks to a combined total of 4,151 over a seven-day period. That is a reduction of 2,184 room nights. To avoid attrition, IIMC's overall commitment to both hotels is now 3,321 room nights combined.

Old number of Delegates needed to avoid attrition in 2014 Milwaukee – 724

New number of Delegates needed to avoid attrition in 2014 Milwaukee – 500

### **2015 – Hartford, Connecticut**

IIMC has one host hotel, the Marriott. Our room block is 1,193 over a five-day period of which IIMC needs to meet 955 room nights to avoid attrition. Total Delegates required is 275. Room costs are \$155.00 per night excluding taxes.

IIMC is also negotiating with the Hilton Hotel for approximately 200 room nights over a five-day period for a total of 1,000 rooms.

Hartford has other hotels in the city area where the conference will be held in case more rooms are required.

### **2016 – Omaha, Nebraska**

Our host hotel is the Hilton. We have approximately 500 rooms per night for a total run of the house, meaning IIMC will occupy the entire hotel. There is no attrition in the contract.