



**International Institute of Municipal Clerks  
Board of Directors  
Annual Meeting Agenda  
May 17-18, 2013**

**Trump Taj Mahal  
Atlantic City, New Jersey**



# International Institute of Municipal Clerks

## IIMC Board of Directors Roster

### Brenda M. Cirtin, MMC

**President** Term ends: May 23, 2013  
City Clerk  
City of Springfield  
P.O. Box 8368  
Springfield, MO 65802-8368  
**Phone:** (417) 864-1650  
**Fax:** (417) 864-1649  
**Email:** bcirtin@springfieldmo.gov

### Marc Lemoine, MMC

**President Elect** Term ends: May 23, 2013  
Deputy City Clerk  
City of Winnipeg  
Council Bldg-510 Main Street  
Winnipeg, MB R3B 1B9  
CANADA  
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**Fax:** (204) 947-3452  
**Email:** mlemoine@winnipeg.ca

### Brenda Kay Young, MMC

**Vice President** Term ends: May 23, 2013  
Town Clerk-Treasurer  
Town of Nashville  
P.O. Box 446  
Nashville, IN 47448-0446  
**Phone:** (812) 988-7064  
**Fax:** (812) 988-5527  
**Email:** byoung@townofnashville.org

### Colleen J. Nicol, MMC

**Immediate Past President** Term ends: May 23, 2013  
City Clerk  
City of Riverside  
3900 Main St.  
Riverside, CA 92522-0111  
**Phone:** (951) 826-5818  
**Fax:** (951) 826-5470  
**Email:** cnicol@riversideca.gov

### Shawn Cullinane, MMC

**Region I Director** Term ends: May 20, 2015  
Admin./Clerk/Treasurer  
Village of Lindenhurst  
430 S. Wellwood Ave.  
Lindenhurst, NY 11757  
**Phone:** (631) 957-7500  
**Fax:** (631) 957-4605  
**Email:** shawncullinaneclerk@gmail.com

### Linda L. Spence, MMC

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

### Vincent Buttiglieri, MMC

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

### Kimberley A. Rau, MMC

**Region II Director** Term ends: May 23, 2013  
Clerk to the City Council  
City of Laurel  
8103 Sandy Spring Rd.  
Laurel, MD 20707  
**Phone:** (301) 725-5300 X 121  
**Fax:** (301) 725-6831  
**Email:** krau@laurel.md.us

### Kelly J. Lovette, CMC

**Region III Director** Term ends: May 20, 2015  
City Clerk  
City of Goose Creek  
P.O. Drawer 1768  
Goose Creek, SC 29445  
**Phone:** (843) 797-6220 X 113  
**Fax:** (843) 863-5208  
**Email:** klovette@cityofgoosecreek.com

### Tiny B. Washington, MMC

**Region III Director** Term ends: May 23, 2013  
Clerk of Council  
Columbus Consolidated Gov't.  
P.O. Box 1340  
Columbus, GA 31902-1340  
**Phone:** (706) 225-3158  
**Fax:** (706) 653-4016  
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# IIMC Board of Directors Roster

## Pattie B. Dupuis, MMC

**Region IV Director** Term ends: May 20, 2015  
City Clerk  
City of Breaux Bridge  
101 Berard Street, Suite A  
Breaux Bridge, LA 70517-5051  
**Phone:** (337) 332-8302  
**Fax:** (337) 332-6023  
**Email:** pattiecity@yahoo.com

## Mary Kayser, MMC

**Region IV Director** Term ends: May 22, 2014  
City Secretary  
City of Forth Worth  
1000 Throckmorton Street  
Fort Worth, TX 76102  
**Phone:** (817) 392-6161  
**Fax:** (817) 392-6196  
**Email:** mary.kayser@fortworthtexas.gov

## Debra Batliner, MMC

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

## Terri Kowal, MMC

**Region V Director** Term ends: May 20, 2015  
City Clerk  
City of Auburn Hills  
1827 N. Squirrel  
Auburn Hills, MI 48326  
**Phone:** (248) 370-9042  
**Fax:** (348) 364-6719  
**Email:** tkowal@auburnhills.org

## Linda M. Rappe, CMC

**Region VI Director** Term ends: May 20, 2015  
Deputy Clerk  
City of Kasson  
401 5th St. SE  
Kasson, MN 55944  
**Phone:** (507) 634-6324  
**Fax:** (507) 634-4737  
**Email:** zoning@cityofkasson.com

## Roxanne L. Schneider, MMC

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

## Kittie L. Kopitke, MMC

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

## Lana R. McPherson, MMC

**Region VII Director** Term ends: May 20, 2015  
City Clerk  
City of De Soto  
P.O. Box C  
De Soto, KS 66018-0001  
**Phone:** (913) 583-1182  
**Fax:** (913) 583-3123  
**Email:** lmcperson@desotoks.us

## Donna M. Geho, CMC

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

## Stephanie Kalasz, CMC

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

## IIMC Board of Directors Roster

### **Kristie L. Smithers, MMC**

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

### **Joann Lynn Tilton, MMC**

**Region IX Director** Term ends: May 20, 2015  
City Clerk  
City of Manteca  
1001 W. Center Street  
Manteca, CA 95337-4302  
**Phone:** (209) 456-8011  
**Fax:** (209) 923-8960  
**Email:** jtilton@ci.manteca.ca.us

### **Gail E. Pomroy, MMC**

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

### **Ronny Frederickx**

**Region XI Director** Term ends: May 20, 2015  
Gemeentesecretaris  
ECG-Expertise Center for City Secretaries  
Hevvelplein 23  
Essen 2910  
BELGIUM  
**Phone:**  
**Fax:**  
**Email:** ronny.frederickx@essen.be

### **Samantha Shippen, CMC**

**Region XI Director** Term ends: May 22, 2014  
Council Clerk  
Seaford Town Council  
37 Church Street  
Seaford, East Sussex BN25 1HG  
ENGLAND  
**Phone:** 011-44-1323 894870  
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**International Institute of Municipal Clerks  
Board of Directors ~ Annual Meeting Agenda  
May 17 – 18, 2013  
Trump Taj Mahal Hotel – Atlantic City, New Jersey**

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**MINUTES**  
**International Institute of Municipal Clerks**  
**Board of Directors Mid-Year Meeting**  
**November 16-17, 2012**  
**Hilton Portland Executive Towers**  
**Portland, Oregon**

**CALL TO ORDER:**

President Brenda Cirtin called to order the IIMC Board of Directors Mid-Year meeting at 3:30 p.m. on Friday, November 16<sup>th</sup>, 2012.

**ROLL CALL:**

**Board Members Present:**

- President Brenda Cirtin, MMC
- President Elect Marc Lemoine, MMC
- Vice President Brenda Young, MMC
- Immediate Past President Colleen Nicol, MMC
- Region 1 Director – Linda Spence, MMC
- Region 2 Directors – Vincent Buttiglieri, MMC and Kimberley Rau, MMC
- Region 3 Directors – Kelly Lovette, CMC and Tiny Washington, CMC
- Region 4 Directors – Pattie Dupuis, MMC and Mary Kayser, MMC
- Region 5 Director – Terri Kowal, MMC
- Region 6 Directors – Linda Rappe, CMC and Roxanne Schneider, MMC
- Region 7 Directors – Kittie Kopitke, MMC and Lana McPherson, MMC
- Region 8 Directors – Donna Geho, CMC and Stephanie Kalasz, CMC
- Region 9 Directors – Kristie Smithers, MMC and Joann Tilton, MMC
- Region 10 Director – Gail Pomroy, MMC
- Region 11 Director – Samantha Shippen, CMC

**Board Members Absent:**

- Region 1 Director – Shawn Cullinane, MMC
- Region 5 Director – Debra Batliner, MMC
- Region 11 Director – Ronny Frederickx

**IIMC Staff Present:**

- Chris Shalby – IIMC Executive Director

**Motion made and seconded to excuse Directors Cullinane, Batliner and Frederickx from the meeting. Motion carried unanimously by those members present.**

**Motion was made and seconded to adjourn into Executive Session to discuss the Executive Director's Evaluation, Headquarters, and personnel. Motion carried unanimously. Meeting adjourned into Executive Session at 3:46 p.m.**

**Motion was made and seconded to reconvene into Open Session. Motion carried unanimously. Meeting reconvened into open session at 5:30 p.m.**

At 5:30 p.m., the Board of Directors Mid Year meeting recessed until 8:00 a.m. Saturday, November 17, 2012.

**CALL TO ORDER:**

President Brenda Cirtin called to order the IIMC Board of Directors Mid-Year meeting at 8:34 a.m. on Saturday, November 17<sup>th</sup>, 2012.

**ROLL CALL:**

**Board Members Present:**

- President Brenda Cirtin, MMC
- President Elect Marc Lemoine, MMC
- Vice President Brenda Young, MMC
- Immediate Past President Colleen Nicol, MMC
- Region 1 Director – Linda Spence, MMC
- Region 2 Directors – Vincent Buttiglieri, MMC and Kimberley Rau, MMC
- Region 3 Directors – Kelly Lovette, CMC and Tiny Washington, CMC
- Region 4 Directors – Pattie Dupuis, MMC and Mary Kayser, MMC
- Region 5 Director – Terri Kowal, MMC
- Region 6 Directors – Linda Rappe, CMC and Roxanne Schneider, MMC
- Region 7 Directors – Kittie Kopitke, MMC and Lana McPherson, MMC
- Region 8 Directors – Donna Geho, CMC and Stephanie Kalasz, CMC
- Region 9 Directors – Kristie Smithers, MMC and Joann Tilton, MMC
- Region 10 Director – Gail Pomroy, MMC
- Region 11 Director – Ronny Frederickx and Samantha Shippen, CMC

**Board Members Absent:**

- Region 1 Director – Shawn Cullinane, MMC
- Region 5 Director – Debra Batliner, MMC

**IIMC Staff Present:**

- Chris Shalby – IIMC Executive Director
- Denice Cox – IIMC Office Manager
- Janis Daudt – IIMC Director of Member Services
- Jennifer Ward – IIMC Associate Director of Education
- Pilar Archer – Finance

**Motion made and seconded to excuse Directors Cullinane and Batliner from the meeting. Motion carried unanimously by those members present.**

**President Cirtin issued the oath of office to newly appointed IIMC Region 2 Director Kimberly Rau.**

President Cirtin presented Director Buttiglieri with a "Stronger than Sandy" t-shirt. She noted these t-shirts would be available for sale through the IIMC website. Proceeds will go to the Hurricane Sandy Relief Fund. President Cirtin welcomed guests who were in attendance at the meeting. Each made a brief introduction.

### **APPROVAL OF AGENDA**

President Cirtin announced Item VI on the agenda would not be discussed today.

**Motion made and seconded to approve the agenda without item VI. Motion carried unanimously by those members present.**

### **APPROVAL OF MINUTES**

#### **Minutes of May 18 & 19 2012 Board Meeting – Portland, OR**

**Motion made and seconded to approve the Minutes of May 18 &19 2012 Board minutes.**

Director Kalasz asked for an update on the Member Benefits survey item listed on page 10 of the May 19<sup>th</sup> minutes. President Cirtin responded final comments have not been received as of this date, however, when received, if Board discussion or action is necessary, a telecom meeting will be scheduled.

**Motion carried unanimously by those members present.**

#### **Minutes of May 24, 2012 Board Meeting – Portland, OR**

**Motion made and seconded to approve the Minutes of May 24, 2012. Motion carried unanimously by those members present.**

#### **Minutes of August 18, 2012 Executive Committee Meeting**

President Cirtin noted these minutes were from an Executive Committee meeting; therefore they will be marked received and filed.

#### **Minutes of August 23, 2012 Board Meeting by Teleconference**

**Motion made and seconded to approve the Minutes of August 18, 2012. Motion carried unanimously by those members present.**

#### **Minutes of October 4, 2012 Board Meeting by Teleconference**

**Motion made and seconded to approve the Minutes of October 4, 2012.**

In response to an inquiry by Director Shippen, President Cirtin noted the inclusion of the Region X and XI certification issue was not included on the midyear agenda since no concerns were raised before the distribution of the agenda packet.

**Motion carried unanimously by those members present.**

## **REPORTS**

President Cirtin announced the Municipal Clerks Education Foundation (MCEF) report will be presented later in the meeting.

### **Executive Director's Update**

Executive Director Shalby gave a brief overview of each of the departments at IIMC headquarters, including the recent staff realignments in the Finance and Administration Departments. He recommended a Director of Education not be hired for the remainder of 2012 and throughout 2013. The current structure is working well and should issues arise, the use of external consultants or committees can be utilized. Shalby pointed out education continues to be the highest priority and believes moving in this direction will be beneficial for the overall membership.

Shalby explained even though IIMC incurred attrition due to the lack of hotel rooms booked for the Portland conference, IIMC will realize a profit of approximately \$10,600. In addition, IIMC marketing and communications areas have achieved great success, especially with the use of social media platforms. The 2012 membership campaign has met all expectations and will continue into next year. The projected year end membership will exceed the \$1million for the fifth consecutive year. With the recent change to Bank of the West, Shalby requested approval for the IIMC account signers to be Office Manager Denice Cox, Member Services Director Janis Daudt and himself. Shalby also wanted the minutes to reflect that if a need arises for a fourth signer, that it be Jennifer Ward, Associate Director of Education.

**Motion made and seconded to authorize Executive Director Chris Shalby, Office Manager Denice Cox, and Member Services Director Janis Daudt to be authorized signers for IIMC on the Bank of the West account, and that if a fourth signer is needed, it be Associate Director of Education, Jennifer Ward. Motion carried unanimously by those members present.**

Executive Director Shalby pointed out IIMC has provided conference grants to 2 members per region utilizing the MCEF Policy 8 funds in the past. He is recommending continuation of this program annually through a board policy.

**Motion made and seconded to direct staff to prepare a policy for board approval to continue the grant program for 2 IIMC members in each Region (I through XI) for free registration at the annual conference, using the MCEF policy 8 funds. Motion carried unanimously by those members present.**

President Elect Lemoine requested board consideration endorsing the strategy outlined by Director Shalby to move forward without a Director of Education.

**Motion made and seconded to endorse the strategy presented in principal and move forward with the direction to operate without a Director of Education for the remainder of this year and 2013.**

**Immediate Past President Colleen Nicol requested an amendment to add the following language to the motion:**

**Reallocate the salary of the Director of Education into the following areas:**

- **Funding work with 3 Institute Directors to**
  - **Provide education visioning to keep IIMC education programs on the cutting edge of emerging education practices and emerging Municipal Clerk topical areas of study; and**
  - **Provide assistance with course review and annual institute report reviews; and**
  - **Funding new programs – on line; and**
  - **Providing additional responsibilities for the Associate Director of Education to work with Institute Directors, Institutes, exploring raising the MMC program to a higher level, etc.; and**
  - **Verification Specialist to take on more conference responsibilities; and**
  - **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.**

**Agreed to the amendment as presented. The Motion as amended carried unanimously by those members present.**

#### **Education Department Report**

Jennifer Ward, Associate Director of Education gave a brief overview, including the most up to date certification numbers, new opportunities for on-line education programs, and the newest IIMC institute in Wyoming. Ward reviewed the educational session topics planned for the 2013 conference, highlighting a new interactive component and a roundtable session. In response to a concern raised by Director Shippen, Ward noted the roundtable topics will be global in nature, which should appeal to the Region XI members. Continuing with her report, Ward summarized the current online educational programs and continual exploration of new courses for members.

In response to an inquiry by Director Frederickx, Ward explained the Bulgarian Institute program is currently in transition, however, it remains a recognized program. The Board discussed in length the membership requirements for using the certification designations. Janis Daudt, Membership Services Director pointed out the membership renewal letters and reminders include this membership criteria language necessary to utilize the certification designation. President Cirtin explained IIMC cannot legally take away the certification once obtained, however, a letter could be sent stating if they are no longer a member of the organization, they have no right to use the designation. Immediate Past

President Nicol believes educating the members on the certification program will be the key to compliance.

### **Member Services Report**

Janis Daudt, Director of Member Services, presented the member services report highlighting the personal touch effort they offer to members. Since the beginning of 2012, the membership drive has added 192 members. Detailing the process, Daudt believes the specialized attention and availability of the on-line membership application/payment process has been instrumental in obtaining new members. They will continue the campaign into 2013. In response to an inquiry by Director Smithers, Daudt noted if a membership application is incomplete or questions are raised regarding eligibility criteria, personal follow up will be made with the applicant. Director Shalby commended the Membership Services Department for their passion and personal attention to all IIMC members.

### **Communications Department Report**

Director Shalby presented the report for the Communications Department. He commended Communications Director Emily Maggard for her creative marketing approach using social media tools to improve communication and keep members apprised of the latest IIMC news. Members of the Board expressed their appreciation to staff for the work keeping IIMC's presence known around the world.

## **COMMITTEE REPORTS**

### **President's Blue Ribbon Committee on Education**

Colleen Nicol, Immediate Past President presented the report and requested endorsement from the Board on the recommendations as outlined.

#### **Motion made and seconded to endorse the following beliefs/tenants/foundational statements:**

1. The quality of the educational 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 Director 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.

The Motion carried unanimously by those members present.

In regards to the Institute Director annual reports, Nicol recommended a reduction in the content requirements. Director Kayser applauded the Committee for allowing the Institute Directors to focus their energy on educating members instead of the abundance of details currently required in the reports.

**Motion made and seconded to 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 CMC and MMC courses offered, or an Institute brochure that provides this same information will suffice.**

**The Motion carried unanimously by those members present.**

Nicol requested a conceptual endorsement to the current language in the Institute Guidelines regarding the annual Institute report review (items #3 and #4). This replacement language will include more state involvement in the review process. Executive Director Shalby pointed out this issue was referred to an attorney for legal review and approved.

**Motion made and seconded to conceptually endorse an amendment to the Institute Guidelines regarding Annual Institute report review to replace items #3 and #4 of the current policy with the following 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 Motion carried unanimously by those members present.**

Nicol noted the Committee will work with staff to develop final policy language. She also reviewed the latter part of her report on the Athenian Dialogue and the course listings on the web site.

Executive Director Shalby requested Board reconsideration of the current practice of covering shipping costs for the certification plaque and pin in Regions X and XI. These costs are higher than the fees paid.

**Motion made and seconded to have staff revisit the costs associated with shipping the certification plaque and pin to members in Region X and XI and then forward this report to the Budget and Planning Committee and Region X and XI Region Directors with a final referral back to the Board for possible action. The Motion carried unanimously by those members present.**

#### **Budget and Planning Committee Report**

Vice-President Brenda Young presented the Budget and Planning Committee report. Young praised staff for their diligence and attention to keeping the financial welfare of IIMC a high priority. Young highlighted several of the budget areas, including the slight salary increase for staff, funding the Region XI consultancy, funding the IIMC/NAGARA region workshops, the annual membership dues increase of \$10, and the increase in the annual conference registration fee of \$15. President Cirtin expressed her appreciation to staff for making adjustments to the budget process. She was also excited to announce that for the fifth year in a row, IIMC will end the year in the positive. Director Shalby explained some of the cost savings measures implemented in the past four years also include the \$400,000 savings realized by producing the News Digest electronically.

**Motion made and seconded to accept the Budget and Planning Committee Report. The Motion carried unanimously by those members present.**

#### **Policy Review Committee**

Director Kristie Smithers reviewed the Committee's recommended language for two constitutional amendments. The first adjustment would eliminate the step allowing for a vote on a constitutional amendment to take place at the annual business meeting prior to being sent to the entire membership. This will allow the entire membership to be apprised of the amendment rather than the small majority who are in attendance at the business meeting. Voicing his concern with the continued minor amendments made over the years, Director Frederickx noted the general overall vision and respect of the constitution may become lost. Director Smithers noted the inclusion of policy issues within the constitution are of concern and it may be beneficial to begin an overall review. Upon further discussion, the Board believed it may be the appropriate time to start a full review of the constitution.

**Motion made and seconded to take no action at this time on the process for proposed constitutional amendments and wait for the completion of the review process. The Motion carried unanimously by those members present.**

Smithers pointed out the second recommendation contained in the report were the inconsistency on the election procedures in relation to the ballot process. Smithers noted the Committee has interpreted the definition of ballot to include the use of an electronic ballot.

**Motion made and seconded to interpret the constitution as allowing for the use of electronic ballots for the election of Vice President. The Motion carried unanimously by those members present.**

**Motion made and seconded that President Cirtin appoint a Task Force for a comprehensive review of the IIMC constitution and forward their recommendation to the Board of Directors.**

The Board discussed the overall task of reviewing the constitution for conflicting language, grammatical errors, and removing policy issues. The possibility of hiring a consultant to participate in the review was also suggested. Executive Director Shalby noted it will be necessary to include a legal review due to the non-profit C-6 status.

**The Motion carried unanimously by those members present.**

Smithers noted the last action item requested by the Policy Review Committee is to reconvene the Task Force to oversee a new study on associate membership and certification.

**Motion made and seconded to reconvene the former Task Force chaired by Immediate Past President, Mary Lynne Stratta, to create a new survey with simpler and clearer questions regarding associate membership and certification. The Motion carried unanimously by those members present.**

**Meeting recessed at 12:19 p.m. for lunch – Reconvened at 1:06 p.m.**

#### **Conference Committee Report**

In reviewing the Conference Committee report, Director Buttiglieri pointed out the Committee worked with the Education Department to finalize the sessions for the Atlantic City conference, including the new interactive session and roundtable discussions. Proposals for the 2017 IIMC conference were also reviewed by the Committee. In regards to the upcoming annual conference in Atlantic City, Buttiglieri gave a brief overview of the damage caused by the storm at the conference site and summary of the conference events planned for the IIMC delegates.

#### **Education and Professional Development Report**

Director Lovette presented the Committee report. The request for \$1500 for translation services for international members was turned down by the Budget Committee. Director Shippen noted her disappointment the funding request was rejected and requested additional exploration be conducted in order to offer on-line education in other languages besides English. Lovette noted the Committee will resubmit the funding request and continue their work on the other assigned goals and objectives.

#### **Elections**

The Elections Committee report was presented by President Elect Lemoine. He indicated the Committee will be ready in Atlantic City for any possible election that may be required.

### **International Relations Committee**

Director Shippen reviewed the report to the Board. Shippen commended Chair Monica Simmons for her organizational efforts in moving forth with the goals and objectives as outlined. Articles have been submitted for the News Digest and plans for the 2013 Study Abroad Tour are close to being finalized. Executive Director Shalby pointed out his concerns with the educational components of the Scotland Study Abroad Tour and requested the goals and objectives be rewritten to allow staff a lead role in the planning for future Study Abroad Programs. There were no objections raised with this concept.

### **Legislative Committee**

Director Kowal presented the Legislative Committee report to the Board.

### **Membership Committee**

President Cirtin reviewed the Membership Committee report. She applauded the efforts of staff in their personal touch marketing strategy which has made the current membership drive such a success. Cirtin indicated one of the main reasons for membership cancellation is financial. The Committee is exploring a recognition program to recognize members who have attained a milestone in terms of IIMC membership.

### **Mentoring Committee**

Director Kayser presented the Mentoring Committee report. The Committee is working in conjunction with staff to distribute information to new members. Mentor business cards will be available for distribution at the Atlantic City conference.

### **Program Review and Certification Committee**

Director Tilton outlined the report submitted by Chair Chisum. The Committee has been working in conjunction with staff on educational programs and educational needs for the members. Tilton was pleased to announce approval of the newest Institute in Wyoming.

### **Public Relations and Marketing Committee**

Director Rappe gave a brief overview of the Public Relations and Marketing Committee report. The Committee has been considering adjustments to the Good Governance award program and is working with MCEF to assist with a marketing plan. Other promotional ideas are being discussed, including designing a downloadable poster for Municipal Clerks week.

### **Records Management Committee**

Director Kalasz presented the Records Management Committee report. She requested additional assistance in reviewing of the technical bulletins so they can be completed and posted on the website.

### **Research and Resource Committee**

Director Pomroy outlined the report submitted by Chair Brown. The Committee continues to respond to members request for information and providing content for the resource center.

**Motion made and seconded to accept the reports from the Conference Committee, Education and Professional Development Committee, Elections Committee, International Relations Committee, Legislative Committee, Membership Committee, Mentoring Committee, Program Review and Certification Committee, Public Relations and Marketing Committee, Records Management Committee, and the Research and Resource Committee. The Motion carried unanimously by those members present.**

**Municipal Clerks Education Foundation (MCEF) Report**

Marian Karr, Treasurer for MCEF presented the report on behalf of President Dale Barstow. Karr noted voluntary contributions to MCEF have declined 60% over the last 2-3 years. Ideas for improvement in this area are being discussed along with other fund raising plans. The silent auction and raffles have continued to add to the foundation basis. The key to building the foundation is membership giving. MCEF has proudly provided approximately \$723,000 to IIMC Educational Programs to date. Karr indicated MCEF is excited with the decision to allow IIMC to award the scholarships with funds they provide. The strategic plan update is now complete and has been adopted, therefore, MCEF will be moving forward to educate the membership on the importance of the foundation. Karr thanked the Board for their continued support.

**2012/2013 Financial Report/2012 Year End Budget Notes/2013 Projected Budget**

Executive Director Shalby introduced Pilar Archer, IIMC's financial consultant. Archer presented the IIMC financials for the current year and responded to questions. She is projecting a year-end balance of approximately \$49,000. Shalby commended Finance Specialist Janet Pantaleon for her work on the refinancing of the headquarters building which is a great accomplishment and for the fifth consecutive year, IIMC will surpass the \$1 million dollar mark in membership dues. Shalby gave a brief overview of the remaining budget notes for 2012.

Archer and Shalby presented the proposed 2013 budget and the key changes incorporated. The proposed budget includes the budget committee recommendations of including the slight salary increase for staff, funding the Region XI consultancy, funding the IIMC/NAGARA region workshops, the annual membership dues increase of \$10, and the increase in the annual conference registration fee of \$15. In addition, Shalby listed the proposed capital improvement expenditures included in the budget. Archer and Shalby explained several of the line item components to the Board. On behalf of the entire Board, Director Shippen applauded the staff for presenting a sound budget document and keeping IIMC moving in a positive direction.

**Motion made and seconded to adopt the proposed budget for 2013 as presented and to also adopt the Budget and Planning Committee recommendations and revised projected year-end 2012 budget. The Motion carried unanimously by those members present.**

### **Conference Updates and Selection**

Executive Director Shalby updated the Board on preparations for the 2013 annual conference in Atlantic City. He is pleased with the renegotiations of the hotel room contract and does not foresee any problem meeting the food and beverage minimum. Areas of concern remain the current economic problems and possibly delegate transportation into Atlantic City. Director Buttiglieri offered to check with the visitor bureau to see if any additional transportation alternatives could be offered.

Regarding future conferences in Milwaukee (2014) and Hartford (2015), Shalby indicated he is currently working on renegotiations of the room blocks to avoid attrition. The 2016 conference in Omaha has no attrition in the contract.

Regarding the 2017 conference site, Shalby pointed out the Board agreed to hold this conference outside of the United States for this year. Three Canadian cities have submitted proposals and site visits have been conducted. For the third year, an anonymous process will be used to determine the location. The Conference Committee has reviewed the proposal and has made a recommendation. Shalby explained each of the proposals and responded to questions from the Board. After a full discussion of each of the proposals, Shalby announced the Conference Committee recommended city C. He also supported this recommendation.

**Motion made and seconded to select city C for the 2017 IIMC annual conference. The Motion carried unanimously by those members present.**

Shalby announced city C is Montreal and revealed city A was Toronto and city B was Winnipeg.

### **Region Director Reports**

Each of the Region Directors presented their reports and announced upcoming meetings and events.

Reports were given by each member of the Executive Committee which included their travels promoting IIMC.

### **Other Business and Announcements**

President Cirtin announced the time and location for the MCEF/IIMC Board dinner later this evening.

### **Adjournment**

The meeting was adjourned at 4:49 p.m.

Respectfully Submitted:

Tracy L. Davis, MMC

City Recorder – City of Keizer, OR

**DRAFT**  
**Board of Directors Teleconference Meeting**  
**January 23, 2013**

The IIMC Board of Directors Teleconference began at 9:15 am Pacific Time on Wednesday, January 23, 2013. Roll call was taken. Executive Director Shalby. The following were in attendance:

**In attendance**

Brenda Cirtin, President; Marc Lemoine, President Elect; Brenda Kay Young, Vice President; Colleen Nicol, Immediate Past President; Linda Spence, Region I; Vincent Buttiglieri, Region II; Tiny Washington, Region III; Kelly Lovette, Region III; Pattie Dupuis, Region IV; Roxanne Schneider, Region VI; Kittie Kopitke, Region VII; Lana McPherson, Region VII; Stephanie Kalasz, Region VIII; Joann Tilton, Region IX; Kristie Smithers, Region IX; Gail Pomroy, Region X; Ronny Frederickx, Region XI; and Chris Shalby, Executive Director.

**Not in attendance**

Shawn Cullinane, Region I; Kimberly Rau, Region II; Mary Kayser, Region IV; Debra Batliner, Region V; Terri Kowal, Region V; Linda Rappe, Region VI; Donna Geho, Region VIII; and Samantha Shippen, Region XI

A motion was made and seconded to move into Executive Session at 9:25 am to discuss an ethics complaint brought forth by a third-party against an IIMC member. Executive Director Shalby briefly summarized President Cirtin's letter to all Board members regarding the issue. After discussion, a motion was made and seconded that an Ad Hoc Ethical Standards Committee not be convened to review the complaint. The motion was approved with 14 votes cast in the affirmative and 3 cast in the opposition.

For clarity and the sake of transparency in regards to IIMC, President Cirtin stated that she will work with Executive Director Shalby in putting together a response letter to the third party submitting the complaint. The Board also directed President Cirtin to have the Policy Review Committee review the Code of Ethics and examine the process in how a complaint is brought forward.

The meeting adjourned at 9:55 am Pacific Time.

Agenda  
Executive Committee Meeting  
Friday, February 15, 2013

Updates on Annual Meeting – Atlantic City

IIMC Board Development – Friday 8 am – Noon (Ina Wintrich )

IIMC Board Meeting – Friday 1 -6 pm/Saturday 8 am – 1 pm

Schedule to coincide with MCEF's board meeting

MCEF Board Meeting – Atlantic City, 5/18/13 – 2 – 6 pm

IIMC Board/MCEF President's reception – Saturday night – TBD

Parliamentarian – Kristie Smithers

Minute taking – TBD –

Executive Committee Handbook – FYI – review and input (attached)

Department Updates:

Education department

Education Group

On line Programs

IIMC and Certification – a discussion (attachment)

Communication

Membership

Administration/Finance

Building

Update for on-line publication –

NAGARA

Elections Manual

Policy Manual

Update on 2013 Conference - Atlantic City, NJ

Education – Academies and Concurrent

General Sessions

Athenian Dialogues

Hotel – Trump Taj Mahal

Off site events – Region X and XI education program

President's Region X/XI Board dinner

Future Travels

President

Executive Committee

Executive Director

Staff

Miscellaneous

• Future of Institutes and Universities and IIMC's responsibilities

• Future conference updates – 2014, 2015, 2016, 2017 – Chris

• Bernie White – IIMC Parliamentarian -- Chris

• Region XI Consultant update - Chris

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Chris Shalby  
Executive Director

**Date:** April 10, 2013

**Subject:** Executive Director's Update

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### OVERVIEW

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

### PERSONNEL

In January, IIMC officially entered into a contract with our Region XI consultant, Nick Randle. Randle's report is part of the Executive Director's update. Included in his report are Management's Comments about the tenure of the position and three major recommendations that we support. This year also realized the creation of the Education Resource Group. The Group is comprised of four Institute Directors assigned to work with the Education Department. The Group includes: Kassie van Remortel, Green Bay, WI; Fleming Bell, North Carolina; Jeff Hendry, Florida; and Ina Wintrich of Arizona State University. Our original fourth, Catherine Bennett from Georgia resigned in March to take another position outside of the university.

### ADMINISTRATION

As a whole, IIMC's staff continues to operate efficiently and productively and persists in finding new and creative methods to improve the Organization in every aspect. Staff's tenure ranges from 3 years to approximately 20, bringing with them plenty of IIMC experience and history.

### CONFERENCE – ATLANTIC CITY

We projected 700 Delegates and 100 guests. As of April 10, we have 661 Delegates and 55 guests. With exhibitors, speakers, etc., our total number of attendees is approximately 800. Regions 1 and 2 have registered more than 200 delegates.

Our hotel is the Trump Taj Mahal.

We renegotiated the contract with the Hotel on our site visit last summer, reducing the room block from 792 to 600 on peak nights. As of this writing, IIMC has exceeded its allotment of rooms, eliminating attrition penalties. The Hotel has also been cooperative in adding rooms to our block without penalties.

### Steps To Curtail Losses

- Our food and beverage minimum in the Hotel is approximately \$135,000, which we will meet.
- This is the second consecutive year that we've printed the Conference program in an 8.5" x 11" format – a savings of approximately \$2,000.

- We offered discount programs for Academies, Regions 1 and 2, first timers, and reduced the Region X costs from \$575 to \$460. We have an incentive for any city that sends two or more Clerks to the conference to receive a discounted flat rate of \$460.00 per delegate. These measures were incentives meant to increase attendance. Also, we've provided one year's membership for any New Jersey Clerk (never been an IIMC member) who attends the conference. As of this writing, we have 14 new members from the state that will be in attendance.

The Committee and Board accepted our recommendations in 2011 to reduce expenses for two IIMC events beginning with the 2012 conference. The reduction in expenses in these two events continues in 2013.

- Opening Reception –budget reduced from \$35,000 \$25,000
- All Conference Event – reduce budget from \$50,000 to \$40,000

The overall savings of \$20,000 will help IIMC's bottom line while not reducing the quality of the conference.

The above steps are meant to keep IIMC as proactive as possible to minimize loss and ensure revenue.

## **EDUCATION**

Our Education Department continues to operate efficiently and strives to provide excellent customer service to our members while working with them through the various certification processes. The Department visited the CEPO Institute in California in March and attended a full day at the City Clerks Association of California's conference in April in Long Beach, CA (45 minutes drive from HQ). The Department's full report is in this Agenda. We aim to send our Associate Director of Education to visit at least one more Institute before year-end 2013. Our overall goal with the Department is to visit a minimum of five Institutes in a year's time, depending on budget.

### **Education Group**

This Group began work in January 2013 and as of today has been instrumental in helping with the Colloquium, the Conference and looks to producing more in the coming year.

## **FINANCE**

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2012 witnessed IIMC end in the positive for the sixth consecutive year (2012 year-end review is part of this Agenda). We also were able to refinance the building and resigned a long-term lease with the tenants. When you think of the impact a bad economy has had on our membership and conference attendance these past years, IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, while taking calculated and prescient risks in moving beyond the status quo and its own comfort zone.

One additional highlight in 2012 included increasing IIMC's restricted reserves from \$310,000 to \$331,000.

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

At the 2011 Budget and Planning 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 in 2013 – implemented 1/1/13
- Funded the Region XI Consultancy for 2013 - implemented 1/1/13
- Funded the IIMC/NAGARA region workshops – funded but yet to be implemented
- Annual membership dues increase of \$10 for 2013 - implemented 1/1/13
- Increase Annual Conference fees by \$15 for 2013 - implemented 2013

The recommendation above will be adhered to with future budgets presentations.

### **Headquarter Building New Lease Agreement – Attached**

The attached was distributed to you in the Friday letter of April 12, 2013. As of this writing, the construction is complete and our realtor has begun to advertise the new suite.

### **MARKETING/COMMUNICATIONS**

Emily Maggard continues to divide her time between marketing (75%) and education (25%). Along with coordinating IIMC’s social media platforms, Education Department and General E-Briefings and generating new ideas for communications, Emily worked to create the online payment option for conference, membership and Education. More information is included in the Communications Department Report in this Agenda.

### **MEMBERSHIP**

Although our 2012 membership campaign continues to meet expectations, we will remain focused on membership recruitment and retention and 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. The 2012 membership figures exceeded the \$1 million mark for the fifth consecutive year. The Department’s report is in this Agenda. The initial outlay to create and execute the campaign was \$26,000. The figures below provide a breakdown of income generated from this drive:

**\$36,495.00 -- dues revenue – January 2012 through April 12, 2013**

**\$ 2,350.00 -- 2012 conference revenue – new members attending Conference**

**\$ 5,670.00 -- 2013 conference revenue - new members attending Conference**

**\$ 2,035.00 -- education revenue - new members registering for CMC/online programs**

**\$46,550.00      Total Revenue from 2012/2013 Member Drive (\$20,550 in extra income)**

## **MISCELLANEOUS UPDATES**

### **Local Government Management Association – British Columbia, Canada (LGMA)**

On May 30, I have a teleconference scheduled with the new Executive Director of LGMA to discuss a possible affiliation between our two Organizations, similar to what IIMC and AMCTO currently have. LGMA has an excellent Institute program and we're looking to increase membership in British Columbia and embellish on our relationship.

### **Constitution Task Force**

The Task Force has been working on reviewing and revising the Constitution. The recommended changes will be ready for discussion at the November mid year meeting.

### **Region XI Consultant**

When we initially discussed the Region XI consultant's position and responsibilities, we knew that it would be an ambitious project and certainly not one that can be wrapped up in a 12-month period. Management's comments in the Region XI report touches on the possibility of this position continuing for a minimum of three years. The Region XI report's attachments include 1) Region XI Management Board Draft Terms of Reference and 2) Clarification of Roles between the Region XI Directors and Consultant.

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

### **Contracting Services for Standard Parliamentarian - Attached**

Attached is Bernie White's proposal to become IIMC's standard parliamentarian. For a small annual stipend and travel expenses, White would be IIMC's parliamentarian at all IIMC regular board meetings and the annual business meeting. Having White devote his time to making certain that the Board is in compliance with Parliamentary process during the meetings will help provide consistency and uniformity in how we operate these meetings.

For an annual stipend of \$3,000 (\$250/monthly), White becomes IIMC's resident parliamentarian, will facilitate education sessions regarding this topic at Annual Conferences, and ensure that meeting notes, policies and Constitution amendments are in order and compliant with the Organization's mission and bylaws.

Currently, IIMC budgets \$1,000 toward a Parliamentarian for its two board meetings. We've been fortunate the past few years in having our Region IX Director, Kristie Smithers, act as Parliamentarian during board meetings. The added cost would cover a variety of additional duties as noted above.

If approved, the 2013 budget would realize an overage in that line item only if White comes on Board at the mid year meeting. Otherwise, the 2014 budget would accommodate the change.

## **Region X and XI Shipping costs Regarding Certificates, Plaques and Pins**

At the mid year meeting, we discussed the cost of shipping certificates, plaques and pins to Regions X and XI members.

### **CMC Application Costs-All Regions**

\$100 for pin and certificate and an additional \$35 for the plaque.

### **MMC Application Costs-All Regions**

\$400 for certificate, pin and plaque

### **Shipping costs to Region XI**

Cost to ship certificate, pin and plaque is \$53.55 and Ashley's time at the post office

Cost to ship pin and certificate alone is approximately \$6.30 to \$12.75 with no trip to post office.

### **Shipping costs to Region X (Canada)**

Cost to ship certificate, pin and plaques is \$37.65 and Ashley's time out of the office.

Cost to ship pin and certificate alone is approximately \$3.05 to \$6.10 with no trip to post office.

On the CMC side of costs, it does not make sense to ship the plaques to Regions X and XI since that is nearly 40% to 45% of the total cost of the CMC application. It may be in IIMC's best interest to forego shipping the plaques and only ship the pins and certificates.

On the MMC side of costs, this can be absorbed since those fees are higher.

### **Revise Policy on Selecting Conferences – Attached (Policy 7.15)**

Beginning with the 2011 mid year Board meeting, the Board embarked on a new process of selecting its annual conferences. Rather than reviewing bidding cities by name, the Board now reviews the bidding cities anonymously, ensuring that the selection is made on cost of doing business, financial rebates, support, and the viability of a financially successful conference.

Attached is IIMC's current Policy regarding the Conference Award Criteria. Since this policy is distributed to bidding cities, we recommend revising the policy to reflect current practices. Please see attached changes for your approval.

### **Revise Policy on Committee Appointments and Process – Attached (Policy 2.35)**

At the February EC meeting, we discussed the limit imposed on the number of years a member can serve on a committee. Management believes that if an IIMC member who experienced in a particular field or has a penchant for a specific committee or brings select knowledge to a certain committee, then that individual should be able to serve on that committee without a term limit. The current policy prevents any IIMC member from serving on one committee past six years. We recommend revising the policy below by removing the wording after "however" and adding an additional sentence on Committee Chairs and Vice Chairs

2.35.040

**D. A committee member whose term is expiring may be reappointed to the same committee at the discretion of the president elect and vice-president; ~~however, no person shall be appointed to the same committee for a period to exceed six consecutive years.~~**

**E. Committee Chairs and Vice Chairs cannot serve consecutive terms.**

**INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS**

**To:** **Phil Campbell, IIMC Budget Chair**  
**IIMC Budget Committee**

**From:** **Chris Shalby, Executive Director**

**Date:** **April 10, 2013**

**Subject:** **Utica Building Tenant Update**

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The following update is on our tenant and the new lease agreement. American General (Springleaf) was leasing three offices (suites 100, 130 and 150) in our building. Two offices (100/130) housed the legal department and the other office (150) housed the processing department. One lease was due to expire in April 2013 and the other in April 2014.

At the end of 2012, American General shuttered the legal department (suites 100/130), leaving us with one office that is rented instead of three. However, because of their contract, they are still adhering to the current lease that was set to expire April 2013. The good news is that they want to rent out suite 130 and expand the processing department into that office, making for one large suite instead of two. Lessee will pay for minor construction to create a new door allowing access from suite 150 into suite 130 and to close off suite 100 from suite 130, thus reducing tenants overall rental space, but creating a smaller, separate office for IIMC to rent (suite 100). We approved this move and the specifics are below.

Even better, we've revised and extended the lease to terminate in February 2018, adding five years and providing us some breathing room regarding rentals. Also, they have been and continue to be an excellent tenant with on time monthly payments. See New Lease Details below for more information.

**Old Lease and Mortgage**

Our current mortgage is \$4,853 of which the old leases used to cover all of this payment. Prior to refinancing the building, IIMC's old mortgage was \$7,264 of which IIMC paid \$2,400 of its own money toward meeting the monthly mortgage. Since the refinance, IIMC has been able to use the \$2,400 savings and put it into its operating reserves each month.

**Revised Lease and Mortgage**

With the revised lease, the tenants will now pay \$3,377.85 (\$1.05/sq.ft) per month, leaving IIMC to pick up the balance of \$1,476, each month. This still leaves us with approximately \$924 to put monthly into the operating reserves.

**Third Office – Suite 100**

By enclosing the office, IIMC now has additional space to lease, approximately 900 square feet of office space. Our realtor will market the new, smaller office immediately with availability beginning April 2013. Our realtor believes it is easier to acquire a renter for a smaller office than a larger one.

**Broker's Commission**

The broker's commission is amortized over a five-year period of approximately \$1,200 per year.

**New Lease Details**

**Premises:** The premises will include suites 130 and 150 combined into one office (suite 100 will be available to rent on May 1). The rentable area will be approximately 3,217 square feet at \$1.05 per square foot. Lessee will be responsible to close the entry between suites 100 and 130.

**Rent:** Beginning April 1, 2013 the rent will be reduced to \$3,377.85 per month. The rent will increase on April 1 of each year by three percent (3%).

**Suite 100:** Lessee will have until April 30, 2013 to vacate suite 100. **Lessee will pay IIMC a one-time termination fee of \$7,307 prior to April 1, 2013 (\$7,307 was paid to IIMC).**

**Term:** The lease term will be extended until March 31, 2018.

**"As-Is" Condition:** Lessee accepts the Premises in its "As-Is" condition.

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Nick Randle  
Region XI Consultant

**Date:** April 11, 2013

**Subject:** Region XI Development

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**This is an initial report to the IIMC Board describing the focus of the work of the Region XI development consultant in 2013. Its purpose is to inform and to seek input and support from the board for a number of initiatives going forward.**

1. **Role.** The Region XI development consultant has the following role description. It is envisaged that these focus areas will be implemented over time.
  - Significantly grow membership of IIMC Region XI
  - Generate regular communications between IIMC, Region XI Directors and Region XI members which supplements and complements the material provided by IIMC;
  - Commission and create value added materials, products and services;
  - Organize meetings and events in Region XI both to support the growth and development of region XI and as an additional benefit to IIMC members in region XI and other regions;
  - Build relationships with national organizations in countries within Region XI and encourage the establishment of affiliation agreements;
  - Market IIMC, facilitate the uptake of IIMC membership within affiliates and among professionals at large;
  - Support and encourage the creation of Institutes in each country in which IIMC operates.
  - Take responsibility for the editorial content of the regular region XI E-news letter. This would be primarily aimed at region XI members but accessible to all IIMC members.
  - Provide information to update the Region XI pages of the website;
  - Commission and create additional value added products and services for members;
  - Organize periodic meetings/ teleconferences for region XI members as appropriate;
  - Facilitate the participation of increasing numbers of Region XI members in IIMC annual conference.
  - Brief IIMC officers on developments within Region XI.
  - Liaise with IIMC to support the central evolution and development of IIMC services for all members;
  - Support IIMC education staff in defining appropriate policies for Region XI certifications; and
  - Undertake any other appropriate activities as required.

**This is a significant remit for a role which is intended to be undertaken in a few hours a week, but I hope that a focussed and systematic approach will start to show benefits for members over time and build momentum in key areas.**

2. **Building Structures.** Up to now Region XI has not had any formal structure to define itself as a region nor communicate within itself. Its members came from a number of different national organisations all of which had a relationship with IIMC at the centre but not necessarily with each other. There were no regional meetings except at conference and no specific IIMC identity outside of the relationship with the centre. In the past year the national organisations in the region have been getting together at meetings held during the SLCC national conference and at a special meeting hosted by the city of Rotterdam. We have also held our first teleconference. These meetings have established a collective view about how region XI should organise itself and we have now formally established a Region XI management board. This board consists of a representative from each national body, plus the sitting and past regional directors and the development consultant (who is also a past regional director). The meeting is chaired alternately by the sitting regional directors and has established an action plan for moving Region XI forward. The format, action plan and minutes are published within the Executive Director's report. I see part of my role as being to encourage and facilitate the Region XI board's work and helping to ensure that the region board, the International relations committee and IIMC staff are able to work fully in concert together on behalf of members
3. **Communications.** Region XI members see communication as a priority. I will work closely with the Regional Directors and IIMC staff on this. It has been agreed that I will take responsibility for producing the quarterly Region XI newsletter as well as generating periodic email bulletins. I also plan to increase awareness of the Global Network and work with National Associations to generate content for this. I have made my email address accessible to all Region XI members and I would encourage them to contact me with queries and suggestions about how IIMC meets their needs. In terms of key messages I plan to:
  - a. Provide a specific communications focus on the International Exchange programme which is a region XI initiative which is important to region XI associations and needs an injection of impetus for it to reach its goals.
  - b. Provide information to Region XI members encouraging them to work for CMC and MMC designations in the context of improving access as discussed below.
  - c. Establish an accessible e forum for region XI members to communicate in open chat room format on topics of mutual interest.
4. **Membership.** A key aspect of my role is to generate membership growth in region XI. Growing membership not only benefits new and existing members but it increases the relevance and ease of delivery of services.  
I believe that there are two components to this effort and that relationships with National Associations are key to both.
  - a. **Membership in Existing National Organisations**

Firstly, growing membership within existing affiliated National Associations is essential and this formed part of the discussion in Bristol. The Israeli Association of Municipal Clerks and Managers has recently arranged for a number of its members to take on IIMC memberships through a bulk membership scheme. It was agreed that other National Associations would be interested in this. I am working with National

Associations and IIMC Head Office to broker an appropriate arrangement whereby other associations feel able to implement this.

It is proposed that the affiliation agreements with National Associations are amended to appoint them as membership agents for IIMC. Under this arrangement they would be able to bulk purchase introductory memberships for their members for up to two years at the very low cost of \$1500 per year for every 100 members. In order to keep the costs of membership down the National Associations would undertake to administer the membership process, and provide the new member's pack locally while remitting member details and the subscription funding to IIMC. National organisations can opt to charge their members within their own membership subscriptions or bulk purchase memberships for all their members.

After two years the subscription will revert to the existing \$26 per annum for region XI members, although overall region XI subscriptions may need over time to be reviewed to ensure that they reflect the benefits that are being offered.

The rationale for this programme is that it will enable IIMC to rapidly increase region XI membership to match that of other regions. It will create a bigger caucus of international members who can apply for CMC and MMC certifications, participate in IIMC programmes and add weight to IIMC's international membership. National Associations will benefit by being able to offer introductory IIMC membership as a benefit of membership in their own organisation.

- b. Secondly I plan during the course of this year to try to establish contact with Organisations across the globe with potential to affiliate to IIMC. I will try to make contact with appropriate National Associations in European Countries particularly in Nordic and Eastern European Countries where English is increasingly widely spoken. The Council of Europe and the UDITE organisations (of which Region Director Ronnie Frederickx is an active member) would appear to be good starting points. It may be possible to procure some European funding for joint initiatives in Europe where organisations from several European Countries are involved. With Ronnie's help I would also plan to research these possibilities.
- c. I also plan to focus on National Associations in Commonwealth Countries where English is either the first or the second language. Establishing relationships here could increase our presence in Africa, Asia, The Pacific and the Caribbean areas. I will try to identify potentially appropriate affiliates and Executive Director Chris Shalby has indicated that it would be possible for IIMC to invite some key individuals to attend conference in future years to build these relationships.
- d. One particularly interesting potential source of new members is India, which has a very large local government population, and I plan to make contact with the **All India Institute of Local Self Government, which** appears to be a key organisation in developing education for professional local government officers. The AILSG may be able to facilitate contact with those in India who meet our membership criteria, or otherwise identify the appropriate organisation with whom we could develop a relationship.
- e. In order to facilitate the above actions I propose to develop, in conjunction with IIMC head office and appropriate committees, some targeted marketing material

which focuses on potential affiliates and answers the key questions which National Associations typically ask when approached by IIMC.

5. **Region XI Events.** The action plan also identifies a requirement for Region XI to provide training and other event opportunities for members. This would of course not only benefit current and potential region XI members but also provide an additional potential benefit for members in regions I through X who were prepared to travel to extend their professional experience. It is important however that any developments in Region XI do not compete with or detract from the flagship IIMC event which is the annual conference. Encouraging region XI attendance at the annual conference remains a key target as this will ensure that region XI continues to develop as part of the whole organisation while bringing the important international dimension to it.
  - a. All Region XI National Associations have their own conferences and training programmes. I propose to work with those associations to facilitate access for IIMC members in individual regions or associations to events run by others. I will also work with the associations to see whether it is possible to establish joint training and technical events as a partnership offering by IIMC and the national associations involved.
  - b. The Region XI management board has agreed that we should investigate the possibility of staging a Region XI symposium in the summer of 2014. It is proposed to attempt to stage a two-day event, which will focus on developments in local government practice within Europe and the differences brought about by the difference between Anglo Saxon and Roman legal systems. It will also include speakers from the European Union as well as those from each national organisation and attempt to hold visits to some of the key institutions in Brussels such as NATO, the European Commission and the European Parliament. The event would be targeted at region XI members, but would be open to members from all regions that were prepared to travel to Europe during the summer.
  - c. The key obstacle for staging events for region XI members is the requirement to travel, including intercontinental travel. I propose to work to minimise the difficulties in two ways
    - i. Work with others in IIMC to achieve a regular availability of webcasts, webinars and e-learning formats
    - ii. Work with potential sponsors to create funds to pay for bursaries for Region XI members to travel to attend Annual Conference and Region XI events.
6. **CMC and MMC** The debate about accessibility of CMC and MMC qualifications for Region XI members is still fresh. IIMC has recently introduced a policy for Region X and XI members, which takes account of their different professional education structure. There is currently in place a dispensation for Region XI members to allow them to use their qualifications and experience evenly to gain CMC and MMC qualifications once they have the correct IIMC membership duration. This dispensation will expire in June 2014. During the first half of 2014 it is proposed to conduct a review of certification as it applies to region X and XI to ensure that it provides a best fit with the professional education systems in the different countries that IIMC operates in. The review would consider

potential enhancements to the CMC and MMC designations to accommodate the different national systems or alternatively consider a new additional certification (the chartered international municipal Clerk?) which will act as a unifying certification for clerks working anywhere in the world. The review would involve IIMC staff as well as the International Relations and Education committees and be discussed at the IIMC board meeting in May 2014 where any decisions arising from it would be taken.

**Members of the IIMC Board are invited to comment on these priorities and work plan.**

**Nick Randle**

**Region XI Development Consultant**

**April 2013**

**Management's Recommendations:**

When we initially discussed the Region XI consultant's position and responsibilities, we knew that it would be an ambitious project and certainly not one that can be wrapped up in a 12-month period. The three areas above that we're requesting Board approval will take time, but in the end, IIMC will come away with one of two important aspects of Region XI: 1) that the decision of having a Region XI consultant was fruitful and all the work borne out of this commitment has provided IIMC with an attractive and healthy membership base in this region; or 2) that after much due diligence, Region XI will never materialize to anything more than friendly associations that are important to IIMC and its affiliations.

Management wholeheartedly endorses the following three recommendations:

**Bulk membership base**

This certainly can create more members, especially with the low membership dues. This is a quick method to grow the Region.

**Region XI Symposium**

This is the next best thing to an IIMC conference being held outside of North America. A symposium that would provide an IIMC approved education program for Region XI members (as well as attendance by members in other IIMC Regions) could be highly attractive and productive. Before we move forward on this project, we would need a budget to determine IIMC's financial responsibility in concert with what the Region could provide. However, the idea of holding a mini education program in this Region is exciting and well worth exploring. Management's recommendation is to work with Nick Randle in the next 45 days to determine a rough estimate of the symposium's costs to add to IIMC's 2014 annual budget.

**CMC and MMC Certification Review**

We are requesting that the Board approve this review in principle. In a year's time, we will have a good indication of how well these certification programs are doing. A thorough review of these programs and how they're affecting Region XI members will be well worth it.

## IIMC Region XI Management Board Draft Terms of Reference

1. The Board shall be the main decision making body in Region XI. It will be subject to direction from the IIMC board and the Executive Director but will otherwise act in the collective interests of IIMC members in region XI.
2. The Board shall consist of the current Region XI Directors, the Region XI development consultant, and one representative from each association in Region XI affiliated to IIMC and having more than 5 paid up IIMC members.
3. Meetings will take place a minimum of 3 times a year. One meeting will be at the IIMC annual conference in May, and one will take place in the autumn on dates to be decided. These will be hosted by the associations in rotation. The third meeting and any others which may be scheduled will take place as a teleconference. The group will acquire the capability to hold Skype teleconferences as soon as possible.
4. The regional development consultant will organise the meeting and establish an agenda.
5. Meetings will be chaired by the regional directors and as agreed by them. This could be in strict rotation or otherwise by agreement.
6. Each Meeting will be minuted by a national association representative. This role will rotate among the national associations so that the workload is shared equally among them over time.
7. Decisions will be taken on a majority vote by the members. Voting will be
  - a. *One vote per association*
  - b. *One vote per board member*
  - c. *Associations will cast votes in proportion to the number of IIMC members residing in their organisation*

## **Region XI Directors and the Region XI Development Consultant**

### **Clarification of Roles**

**Region XI Directors** are working members of IIMC who are elected to represent Region XI members within the IIMC. They have three key roles;

**Representative** – Regional Directors represent all of the Region XI membership in Board meetings setting IIMC policy. They should take steps to understand the views of Region XI members and feed back information to them about the decisions of the Board.

**Decision Making**- Regional Directors form part of the IIMC Board together with Directors from other regions. Collectively they take all decisions affecting IIMC. Region XI Directors will influence Directors from other regions to support Region XI priorities and support proposals which advance Region XI needs.

**Ambassadorial**- Directors represent the organisation and act as a focal point internally for members and externally to other organisations, as directed by the incumbent President.

**The Region XI Development Consultant** is an IIMC member and former Regional Director with experience of association management. He is employed by the organisation to lead certain tasks and to work with directors, the Region XI Management Board, the International Relations Committee and IIMC staff to advance the interests of the organisation and its members. He reports to the Executive Director.

His main focus is on building membership, enhancing the experience of Region XI members through creation (with others) of services and events and ensuring that there is a good communication flow within Region XI and between Region XI and IIMC. In undertaking the latter role his work is complimentary to that of Directors.

The Region XI Directors and the Region XI Development consultant are a team which works to build region XI and serve its members.

**Bernie White MMC RP**

**652 Thompson Street  
New Waterford, N.S.  
B1H-4C6  
Telephone – 1-902-862-  
3126  
E-mail: [bjwhite@cbrm.ns.ca](mailto:bjwhite@cbrm.ns.ca)**

**January 15<sup>th</sup>, 2013**

**Mr. Chris Shalby – Executive Director  
International Institute of Municipal Clerks  
8331 Utica Avenue – Suite 200  
Rancho Cucamonga, CA - 91730**

**Re: IIMC “Parliamentarian Services” – “Unsolicited Proposal”:**

Dear Chris:

I am writing with an “unsolicited proposal” to provide services as a “Registered Parliamentarian” to the IIMC Board of Directors.

As a former Board Member 2006-2010, I was able to observe firsthand the meeting procedures followed by the Board at their annual regular and mid-year meetings.

Over the years a practice has evolved that sees one of our members appointed to serve as Parliamentarian by the President on a voluntary basis.

Although this is a cost effective method, IIMC would be better served to retain a certified individual (even if it isn’t me) with a parliamentary designation to carry out minute preparation and provide procedural advice to the Board.

I obtained my “Registered Parliamentarian” (RP) designation via the IIMC’s partnership with the National Association of Parliamentarians (NAP) as part of an educational initiative at a IIMC conferences in San Antonio, Texas and Columbus, Ohio.

As I move toward early retirement sometime in 2013, I am contacting a number of organizations I have belonged to with a proposal of setting up some consulting contracts. I’ve already been retained by the Union of Nova Scotia Municipalities in my home province to act as their Parliamentarian for their annual AGM(s) and conferences for the past two years.

Noting the fiscal restraints we all are experiencing, I appreciate that there could be some concern about entering into long term financial commitments.

The costs to IIMC noted below, I believe, are quite nominal and would be most competitive if the organization were to seek quotes from “exterior” parties with appropriate qualifications.

I've attached a short biography for your perusal. In addition to the credentials noted above, I would suggest that I can bring somewhat unique and special qualifications to assist the IIMC Board with its ongoing mandate and requirement for procedural advice, due to my past Board membership.

I have a comprehensive knowledge of issues that have been before the Board for debate in the past 5-10 years, which includes some of the turbulent and sensitive issues we faced during the litigations several years ago.

In these litigious times there is always potential in an organization with 9000+ members for complex issues to come forward. The Board requires preparation of minutes and procedural advice that could survive procedural and even legal challenges.

Having noted all of the above I would propose the following:

- ✓ Commencing in 2013 at the conference in Atlantic City or post conference leading to the 2014 conference in Wisconsin I be retained as IIMC Parliamentarian,
- ✓ Attendance at all meetings of the IIMC Board at the annual conference and mid-year to record minutes and offer procedural advice;
- ✓ At discretion of IIMC Education Department, offer a concurrent session during the annual conference, on some aspect of meeting administration – i.e. Basic Parliamentary Procedures or other Effective Meeting practices or Minute Taking;
- ✓ Provide procedural advice at the IIMC Annual General Meeting (AGM);
- ✓ To consult with staff and research (when necessary) any procedural issues;
- ✓ Review periodically any policy changes or Constitutional amendments;
- ✓ To serve as resource to IIMC Policy Review Committee.

### **Cost:**

The fee for these services would be:

- ✓ Payment of all expenses (travel, hotel, meals) for the IIMC annual conference(s) and mid-year meetings;

- ✓ Annual retainer of \$3,600.00
- ✓ Payment of conference registration (retired member rate), \*

If I haven't retired by this year's conference date, I will pay my own conference registration fees as a regular member. \*

### **Conclusion:**

I've enjoyed the network of friends and colleagues that I've come into contact with through my work with IIMC and I see this as an opportunity to continue my participation. I'd be happy to discuss this further, if the proposal is deemed to have merit.

All the best to you and the Board for 2013!

Yours truly;



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Bernie White – MMC RP  
Municipal Clerk – Cape Breton Regional Municipality  
320 Esplanade - Sydney, Nova Scotia – B1P-7B9  
[bjwhite@cbrm.ns.ca](mailto:bjwhite@cbrm.ns.ca)

(Attachment)

/cmi

### ***Bernie White – BA, BSW, MMC, RP***

Bernie White is the Municipal Clerk for the Cape Breton Regional Municipality (CBRM), Nova Scotia, Canada appointed in 1995. Prior to that, Bernie was the Municipal Clerk/Treasurer of the former Town of New Waterford commencing in 1979.

Bernie is a Past President of the Association of Municipal Administrators of Nova Scotia (AMANS) and has served as an Executive Board Member of the Union of Nova Scotia Municipalities (UNSM).

He graduated from St. Francis Xavier University with a Bachelor of Arts (**BA**) and also has a Bachelor of Social Work degree (**BSW**) from Dalhousie University – Maritime School of Social Work. He is a Registered Parliamentarian (**RP**) and he holds the designation as a Certified Municipal Manager **CMM** from AMANS and has the Master Municipal Clerk (**MMC**) designation from the International Institute of Municipal Clerks (**IIMC**).

Bernie joined the International Institute of Municipal Clerks (IIMC) in 1995 and completed a 4 year term as a Director on the IIMC Board in May, 2010, representing Region X, Canada. He has served on numerous IIMC Committees, including Policy Review, Mentoring and International Relations.

He is the 2011 recipient of the prestigious **IIMC Quill Award**.

In recent years he has been a speaker at several IIMC workshops and conferences in the United States and has presented at conferences in several Canadian Provinces on such topics as Effective Meeting Practices, Parliamentary Procedures, Minute Taking Standards and Election Reform.



## IIMC Annual Conference Award Criteria

### Policy Chapter 7.15 REQUEST FOR PROPOSAL (RFP) 7.15.030

A. Eligible bidders may be any city, City Clerk, hotel property or conference center regardless of IIMC Membership.

B. Staff shall prepare a preliminary **anonymous** short list of completed RFPs received to no more than five (5) entities using the following criteria:

1. Requirements met as listed in this RFP
2. **Preference shall be given to bidders that offer resources for a strong education program**
3. Physical ability to host a Conference (sleeping rooms, meeting space, appropriate venues to accommodate 800 to 1,000 attendees)
  - ~ Preference shall be given to bidders that provide housing in a single hotel close to meeting space
  - ~ Where multiple hotels are specified, preference shall be given to cities where hotels are within a 5-10 minute walk of meeting space
  - ~ Preference shall be given to cities that offer unique or off-site venues for the Opening Reception, Opening Ceremony, All-Conference Event and Private Receptions
4. Local Support. Preference shall be given to bidders that demonstrate a high level of support from:
  - ~ The Host City
  - ~ The Host City Clerk
  - ~ The CVB
  - ~ The State, Provincial or National Association and/or Municipal League
5. The net cost of meeting space, audio/visual, food and beverage, off-site venues, transportation and hotel sleeping rooms
6. Financial Support - Preference shall be given to bidders that offer financial support by way of venue waivers, sponsorship of Conference events, in-kind services and **minimum or no food and beverage requirements. assistance with developing corporate sponsorships**
7. Date Availability - IIMC's preference is to hold its Conference in May from Saturday through Wednesday the week prior to the traditional U.S. Memorial Day weekend
8. Regional Rotation - Preference will be given to bidders that are not located within a Region that has hosted a Conference in the past five (5) years

C. After conducting a site visit of all short-listed proposals, Staff will present a minimum of two (2) but no more than five (5) **anonymous** potential sites to the Board along with a **staff recommendation from staff and IIMC's Conference Committee**.

D. The final short list with staff **and IIMC's Conference Committee's** recommendation shall be based upon the following criteria:

1. Items 1-7 above
2. Results of the site visit
3. **The proposed education program**
4. The proposed **social program-off site programs/events**
5. The estimated budget

## Chapter 2.35

### COMMITTEES – CREATION AND APPOINTMENT

#### Sections:

- 2.35.010 Purpose.
- 2.35.020 Scope.
- 2.35.030 Standing committees.
- 2.35.040 Appointment process (all committees except the executive committee and budget and planning).
- 2.35.050 Executive Committee.
- 2.35.060 Budget and Planning
- 2.35.070 Conference
- 2.35.080 Education and Professional Development
- 2.35.090 Election
- 2.35.100 Ethical Standards – Ad Hoc
- 2.35.110 International Relations
- 2.35.120 Legislative
- 2.35.130 Membership
- 2.35.140 Mentoring
- 2.35.150 Policy Review
- 2.35.160 Program Review and Certification
- 2.35.170 Public Relations and Marketing
- 2.35.180 Records Management
- 2.35.190 Research and Resource
- 2.35.200 Committee goals and objectives
- 2.35.210 Meetings
- 2.35.220 Finances
- 2.35.230 Ad-hoc committees and task forces

#### **2.35.010**

##### **Purpose.**

To establish a policy for the creation of committees and the appointment thereto. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September, 2002. Policy B-1].

#### **2.35.020**

##### **Scope.**

Board of directors. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

#### **2.35.030**

##### **Standing committees.**

A. IIMC shall maintain the following standing committees:

1. Executive Committee
2. Budget and Planning
3. Conference
4. Education and Professional Development
5. Election
6. International Relations
7. Legislative
8. Membership
9. Mentoring

- 10. Policy Review.
- 11. Program Review and Certification
- 12. Public Relations and Marketing
- 13. Records Management
- 14. Research and Resource

B. Reformatting of standing committees shall be based upon the recommendation of the president and require a vote of the Board of Directors.

C. Each committee shall have a chair, vice-chair and an appropriate number of members as needed to accomplish its particular goals and objectives. (See IIMC 2.35.060, Budget and Planning for the exception.)

D. There shall be one or more members of the Board of Directors appointed to each committee who shall:

- 1. Be voting members of the committee and act as liaison between the committee and the Board.
- 2. Monitor the activities of the committee and, if required, advise the chair of any concerns.
- 3. Keep the president, executive committee and board of directors apprised of the committee's activities and progress and recommend any action if necessary.

E. There shall be at least one staff member appointed to each committee to serve as staff liaison who shall:

- 1. Be a nonvoting member of the committee and provide administrative support to the committee.
- 2. Provide technical expertise where appropriate and requested.
- 3. Keep the executive director informed of the committee's activities and recommend action if necessary. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

## **2.35.040**

### **Appointment process (all committees except the executive committee and budget and planning).**

A. Unless otherwise specified, appointments to committees shall be made by the president elect and vice-president, prior to the end of their term for the following year. The board of directors ratifies appointments to committees.

B. The president elect selects the committee chairs and the vice-president selects the committee vice-chairs. Unless due to extenuating circumstances, the vice-chair shall move to the position of chair the following year.

C. Unless otherwise specified, appointments to committees shall be for a period of one year commencing on the first day of the annual conference. (See IIMC 2.35.090, Election committee, for the exception.)

**D. A committee member whose term is expiring may be reappointed to the same committee at the discretion of the president elect and vice-president; however, no person shall be appointed to the same committee for a period to exceed six consecutive years.**

E. At least six months prior to the annual conference, the executive director, or his/her designee, shall place an advertisement in the News Digest soliciting volunteers to serve on committees.

F. Members interested in serving on a committee shall submit their name, address, phone and fax numbers, e-mail address and their committee(s) of choice to headquarters in advance of the closing date.

G. All applicants who are not appointed to a committee shall be placed on a reserve list and shall be considered for appointment should a vacancy occur during the year.

H. The president may, at his/her discretion, remove a committee member, chair or vice-chair.

I. The president elect shall appoint all board liaisons to standing committees.

J. The president shall appoint all board liaisons to ad hoc committees.

K. The executive director shall appoint all staff liaisons. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Board of Directors

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

**Date:** April 1, 2013

**Subject:** 2013 Education Department Report

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Over the past year the Education Department has been reviewing new online education opportunities, worked with our respective committees, implemented several new and exciting innovations into the 2013 Conference Program and completed several other projects. Please see the highlights below:

- **2013 Annual Conference Education Program** – With the assistance of the Conference Committee we were able to finalize the program ahead of our planned deadline. The education schedule was posted on the website in March – this is one month earlier than past conference schedules! We are confident you will enjoy this program as much as last year's.
  - **8 Academy Session** – Topics range from 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. We are still offering the discount program and transcripts will be provided approximately 4-5 weeks after the conference.
  - **General Session topics** – Leadership – with Dr. Allan Zimmerman; Emergency Management – with Colonel (Ret) Jill Morgenthaler; and Communication – with Colette Carlson.
  - **Concurrent Sessions** – We will offer 42 concurrent education sessions on various Municipal Clerk related topics.
  - **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 has worked closely with the Host Committee to develop this session. Our International Delegates will be visiting the Atlantic City Utilities Authority (ACUA). The session will focus on the multiple programs at ACUA and their effects on municipalities.

The Wastewater Treatment Facility operates 24 hours a day, seven days a week to meet clean water standards and ensure the purity of the County's marine and fresh water environments. The treatment facility is also the world's largest hybrid wind and solar powered treatment facility. The wind farm is the first commercial development of its kind in the state and the first coastal and urban wind farm in the nation. Delegates will also visit the Environmental Park. As part of a public/private partnership with the Hudson Baylor Corporation, in order to bring single stream processing to Atlantic County, Hudson Baylor has retrofitted the existing facility utilizing advances in technology and new equipment to sort and process mixed recyclable materials on site. This session will provide our International Delegates with new ideas and innovations to bring back to their respective municipalities and countries.

- **Conference Handout CD ROM** – We will continue to provide the Delegates with a CD ROM of the concurrent education session handouts.
- **Crucial Conversation Sessions (roundtables)** – The Education Department and the Conference Committee have implemented 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 type of session format will allow Delegates to engage with each other, network and exchange ideas, issues and solutions. These sessions will last 2.25 hours, so each Delegate will engage in 3 different topics. The moderators come from a myriad of backgrounds - Institute Directors, seasoned Clerks and professionals.

These sessions will work like this:

- We will have 7 session rooms. All attendees will find a seat in a room. Topics will not be listed on the signage.
- Each room will have facilitators who will lead a discussion on a topic of their expertise. Topics are:
  - Agenda and Meeting Management
  - Communication
  - Emergency Management
  - Ethics
  - Performance Management
  - Records Management
  - Technology in the Clerk's Office
- Each moderator will facilitate a 45 minute discussion.
- After the 45 minutes 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.
- **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 and then open the presentation up for discussion (much like the roundtables). This again will engage Delegates and allow for an exchange of ideas.
- **Breaks** - Short breaks have also been incorporated into the program in order to accommodate the presenter and Delegates needs. General Sessions and the Crucial Conversations sessions will not include breaks.
- **Athenian Program** – This program continues to grow. We have seen an increase in Dialogues and recently approved several new Athenian Facilitators and Fellows. We currently have 29 Facilitators and 32 Fellows. We also continue to add new books to the approved book list.
- **Committee Work** –
  - **Blue Ribbon** – The 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.
  - **Conference** - The 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 that we have titled “Crucial Conversations” into the program and suggested an interactive format change for the way our education sessions are presented (see 2013 Education Program below).
  - **Education and Professional Development** – The Department asked the committee to review our proposal for an online education provider, Captus Press, Inc. The committee had a few questions and agreed with the department that Captus Press, Inc. would provide the platform for the courses that the membership needs.
  - **International Relations** – The Department worked with the committee to implement the education program for the 2013 Study Abroad Program in Scotland. The program has been approved for 11 CMC Education points or 11 MMC Advanced Education points.
  - **Program Review and Certification** - The Department asked the committee to review our proposal for an online education provider, Captus Press, Inc. The committee had a few questions and agreed with the department that Captus Press, Inc. would provide the platform for the courses that the membership needs.

- **Education Resource Group** – Per the Department's recommendation and Board approval at the Mid-Year Meeting. We invited four Institute Directors to serve as the Education Resource Group (ERG) to assist the Department in fulfilling their goals and objectives on an as needed basis.

The Institute Directors are Fleming Bell (North Carolina), Jeff Hendry (Florida), Kassie Van Remortel (Wisconsin) and Ina Wintrich (Arizona). They all stated that they are honored to be asked to serve on this group.

The ERG is very excited to get to work. Their first task is to work with their fellow Institute Directors to find out what they would like to see on the Colloquium agenda and what type of education session they would like to have on Tuesday, May 21<sup>st</sup>. We held a conference call with our Colloquium Facilitator, Dr. De Hicks, scheduled for April 17<sup>th</sup> to discuss their findings so we can build the meeting agenda.

- **Institute Update –**
  - **2012 Institute Annual Reports** - Out of 48 IIMC-approved Institute programs, the Education Department has received 39 Annual Reports (five more than last year!).
    - **Reports Not Received:**  
As of the date of this report, the department has not received 8 Annual Reports. Several reminders have been sent prior to the 12/31/12 report deadline, as well as after it. We will continue to try and get the reports in house.
  - **Louisiana** – Region IV Directors, Mary Kayser and Pattie Dupuis have been continuing the work toward bringing this Institute back. On 3/28/13 Mary sent an email to Louisiana Municipal League Education Director, Nikki Samrow, inviting her to experience the conference, meet with the Institute Directors, review our guidelines and see our education program in action. We are hoping she will show some interest as we'd like to help bring the Institute back.
  - **South Dakota** – The proposal from the South Dakota Municipal League and the University Center of South Dakota did not work out as planned. The Municipal League is very enthusiastic about having an IIMC-approved Institute program. They are currently submitting RFPs to other universities and plan to submit a new proposal this summer.
  - **The Netherlands (approved 2/29/12)** – The Dutch Institute for Municipal Clerks (DIMC) completed its first year as an approved program. Institute Director Robert Ritsema has been instrumental in signing up new IIMC members and mentoring them while they submit their CMC applications. As of this date we have approved 4 CMC applications. There are an additional 10 applicants that have also met the CMC point requirements. These applicants are in the process of fulfilling the fee and membership requirements and will be awarded their CMC upon completion of them. We are also happy to announce our first MMC in this country – Jaap Paans!

- **Wyoming (approved 9/6/12)** – The Wyoming Institute program completed its first year as an approved program. They offered great sessions and received high evaluations from the participants.
- **Media Center** - The Department is working with the Communications Department to put together short, informational video clips that will assist the members with the certification process and answer some of the most frequently asked questions. Ashley Carroll was the first staff member to bravely record and post two videos to the site, which have been met with positive feedback.
- **Online Education Programs** - The Ed2go approved course list is now up to 27. We added an additional online program from Professional Registered Parliamentarian, Eli Mina and continue to announce Institute webinars that are available to the entire membership. Implementation of courses through the Captus Press online course management system is in the works as well.
- **Verification** –
  - **CMCs** - CMC applications are currently at 2 weeks. Since the Mid-Year Meeting on November 15, 2012 we have awarded 110 CMC designations.
  - **MMCs** – MMC applications are currently at 2 weeks. Since the Mid-Year Meeting on November 15, 2012 we have awarded 15 MMC designations.
- **Website** - In the upcoming months, the Department plans on creating additional pages under the Education tab of the website that will be dedicated to the certification step by step processes. There are currently step by step documents available. However, the Department feels that an actual, easy to find page, will increase web traffic and be more accessible to the membership.

The Education Department thanks you for your support this past year.

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

It's been a busy year for the Department. The Education Resource Group will be up to full speed by Conference time. Projecting the next few years with this Group, we anticipate a greater involvement in research and discussions to extrapolate the future of Clerk education and IIMC's role and contributions toward that outcome.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** **Brenda Cirtin, President**  
**Chris Shalby, Executive Director**

**From:** **Shawn Cullinane, Region I Director**

**Date:** **April 16, 2013 (report originally written 6/14/12)**

**Subject:** **Accord of Trust and Confidentiality Agreement**

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Per our discussion on Thursday, May 24, 2012, I have amended and signed the above referenced agreement and forwarded it to Chris Shalby. The amended portion is noted below. I have dated it effective for one year, giving time for the concerns I am raising to be reviewed and revised by May 2013 when a new agreement can be presented.

I agree with the principle of an Accord of Trust and Confidentiality Agreement (ATCA) for the Board of Directors (BOD). It is essential for any governing body to understand and adhere to a policy pertaining to confidential matters, as well as the consequences of violating such a policy. My concerns are:

- 1- The specific language of the current agreement and how it was presented.
- 2- The contents of the ATCA policy as a whole.

First, the Agreement form distributed at the May 24<sup>th</sup> Board meeting was not the same as the Agreement form in the IIMC Policy Manual (2010) Chapter 2.10. Specifically, 2.10.030 Agreement form, Number 6, has different language than that which was presented at the May 24<sup>th</sup> Board meeting. To comply with the IIMC Policy Manual, I have amended the attached agreement to recite exactly what is in the Manual.

Second, I recommend that any future Agreement forms be presented as an agenda item to each new Board when it first meets, not just given to each member without discussion, explanation, comment, etc. It is an important procedural matter and should be treated as such.

Third, I would recommend, as part of the election process each year, notice be given to all candidates for IIMC office (ie: Region Directors, Vice President) that upon taking office, certain responsibilities will be required of them, including signing an ATCA. In Chapter 2.30, meeting attendance is already listed as a responsibility. The requirement to sign an ATCA could be added as well. A copy of this specific chapter could be forwarded to all candidates, fully advising them of their duties once they become a member of the BOD.

With complete and adequate advance notice given, no individual, whether an incoming BOD member or a candidate for office, should be surprised or need to claim ignorance of the responsibilities and duties expected of them.

Regarding the ATCA policy as a whole, my legal background and personnel experience in this subject area compels me to ensure this is done right. Again, the purpose of this policy is not in question but it can clearly be more to the point in addressing confidentiality.

As it now stands, much of the Agreement Form recites certain language that has nothing to do with confidentiality. The opening paragraph ("Respect for confidentiality ...) is fine and speaks directly to the need for it. It is the following section (Numbers 1-6) where conflicting issues are present.

- Number 1 repeats what is already in the Oath of Office. This has nothing to do with confidentiality.
- Number 3 speaks of Personnel Benefit. This has nothing to do with confidentiality.
- Number 4 is excellent but has nothing to do with confidentiality.
- Number 5 speaks of potential conflict(s) of interest. This has nothing to do with confidentiality.
- Number 6 calls for a penalty without any due process or evaluation of the gravity of the supposed breach of the ATCA. Any disciplinary procedure must have due process. No agreement should call for a resignation simply on the majority vote of the BOD, without a process outlined as to how the BOD gets to the position of making that determination. I do have a proposal as to how this should be done.

These are important issues that should be addressed in separate language elsewhere, not lumped in with confidentiality.

Only Number 2 is to the point and addresses the spirit of what a confidentiality agreement should incorporate: 1- All matters in Executive Session must be kept confidential; 2- All BOD members shall keep all information and communications regarding confidential matters confidential; and 3- Breaching the ATCA may result in disciplinary action against the violator.

Lastly, the word Trust is used, as in an "Accord of Trust and Confidentiality Agreement", but Trust is not defined or expanded upon in Chapter 2.10. My assumption is that Trust, in this context, means we trust that each BOD member will respect and abide by the ATCA. My assumption however; is not policy. A clearer application of the word Trust should be included in a revised ATCA.

Let me know if you have any questions. I would be happy to assist in addressing these concerns with the appropriate forum.

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

In reading this report, management agrees that 1) future Agreement forms be presented as an agenda item to each new Board when it first meets, not just given to each member without discussion, explanation, comment, etc. This procedure will start with the May 23, 2013 Board meeting; 2) adding language to the election process that incoming Board members are required to sign an Accord of Trust is easily remedied should the Board approve this procedure; 3) Lastly, we concur that a closer review of the Accord of Trust is required based on Director Cullinane's overall comments.



## IIMC BOARD OF DIRECTORS

### ACCORD OF TRUST & CONFIDENTIALITY AGREEMENT

Respect for confidentiality is the cornerstone of trust and confidence. All matters dealt with by The Board of Directors during Executive Session, confidential e-mails, and matters related to confidential personnel matters must be held in the strictest confidence.

Confidentiality means Board Members may not relate such matters to anyone. The duty of confidentiality continues indefinitely after a Board Member has left the Board of Directors. IIMC Board Members shall agree to an Accord of Trust and Confidentiality Agreement upon assuming office.

I, Kimberley A. Rau, MMC, a member of the IIMC Board of Directors declare that in carrying out my duties I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interests of IIMC.
2. Keep confidential all matters of confidence including matters dealt with during executive sessions and sensitive or confidential e-mail.
3. Neither seek nor accept any form of personal benefit for performing my duties.
4. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Board of Directors and subordinate my personal interests to the best interests of IIMC.
5. Immediately declare any potential conflict of interest.
6. Immediately resign my position as a member of the IIMC Board of Directors in the event that I, or a majority of my colleagues on the IIMC Board of Directors have concluded that I have breached my "Accord of Trust and Confidentiality Agreement." The IIMC Board of Directors should consider an advisory opinion from the Ethics Committee if time permits.

My signature indicates that I have read, understood, and agreed to abide by the terms and conditions of this agreement.

Signature: \_\_\_\_\_

"NAME"

Region \_\_\_ Director

Date: \_\_\_\_\_



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To: Board of Directors**

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

**Date: April 4, 2013**

**Subject: 2012/2013 Year End Annual 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).

This report is a follow-up to the September 24, 2012 Mid Year report submitted to the IIMC Board.

## **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 **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. **Completed.**

### **2013 Conference Innovations!**

The Committee provided input on proposed education session changes for the 2013 Annual Conference. These interactive roundtable sessions hope to re-energize our current session format. This new format will engage delegates and allow for an exchange of ideas. The Conference Committee provided input on suggested topics, length of sessions and ideas to enhance this type of format. The Conference Committee embraced the new concept and looks forward to receiving the delegate’s response after the conference. The Education Department scheduled these roundtable sessions as part of the curriculum during the 2013 conference on Wednesday.

### **2017 Conference Site Selection**

A schematic prepared by Director Shalby of the three finalists for the 2017 conference site was distributed to the members of the Conference Committee. Director Shalby went over each line item during the November 8, 2012 telecon call and answered questions. The three finalists were identified as City A, City B and City C. A summary of the telecon call was distributed to those members unable to participate. Committee members again complimented Executive Director Shalby on the fairness of this process. The Committee unanimously selected City C which turned out to be Montreal, Canada.

### **2013 Conference Education Update**

The education program is complete and we are offering 8 Academies, 2 Athenian Dialogues, 3 General Sessions and 42 Concurrent Education sessions. This year the program has been approved for several dual certification credits from other organizations. This is a true testament to our organization and the education programs that we offer to be recognized by so many organizations.

**Summary** – This has been an active committee with full participation from all committee members and assistance from the Education Department. It has been an honor to serve as Chair and I am appreciative of the assistance provided by Vice Chair Stephanie Kelly. I also appreciate the willingness of the committee to provide input and ideas when asked to respond. The Conference Committee also appreciates and thanks our Board Liaisons Vincent Buttiglieri and Roxanne Schneider.

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

**Financial** – None requested

### **Management’s Comments:**

We thank this Committee for their support, input and feedback of the education process as it relates to the Annual Conference. For the third consecutive year, the committee was extremely helpful in working with the Executive Director on finalizing the process for future conference site selection. Testing this process with the committee works out all the glitches prior to the Board’s presentation.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: IIMC Board of Directors

FROM: David Calder, CMC  
Chair, Education and Professional Development Committee

Peggy Hawker, MMC  
Vice Chair, Education and Professional Development Committee

DATE: April 4, 2013

SUBJECT: 2012-2013 Report to Board of Directors

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### **Assigned Goals for 2012-2013**

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

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

### **MEETINGS**

The Committee met on May 22, 2012, during the IIMC Conference in Portland; by telecon on November 28, 2012 and April 4, 2013.

### **COMMITTEE ACTIVITIES**

The Committee reviewed, discussed, and endorsed a staff proposal to develop online courses provided by Captus Press.

The Committee suggested rather than providing quarterly feedback to IIMC; it provide feedback twice annually. IIMC staff agreed to create a “question of the week regarding educational and professional development,” to be included in the IIMC E-Briefings. Staff followed through very nicely on this. Thanks, Emily.

The Committee discussed the translation of on-line courses for international members, and recommended that \$1,500 be budgeted for this service. This request was denied, however, there is an electronic translation tool on the IIMC website that translates into many different languages, and applies to pages on the site. More study is needed as to whether translation of on-line courses is warranted; which languages would be translated; which courses would be translated. This is an issue that warrants further study.

The Committee discussed democracy planning (the development of a civil society through more active citizenship). IIMC has scheduled an education session on democracy planning, on May 20, during the annual conference. Education Committee member Jaap Paans will lead this session. It also was suggested that the International Relations Committee may be working on this topic, and that it might be a good topic for a News Digest article.

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
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**Management's Comments:**

We thank this Committee for their work and collaboration with the Education Department. The translation services have been up and running on our web site for several months; Captus Press is in process; and any items for the Digest are always welcome.



**To:** IIMC Headquarters  
**From:** Sandy Hart, Elections Committee Chair  
**Date:** April 1, 2013  
**Subject:** Elections

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**Background**

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

**Discussion -- None**

**Financial -- None**

**Summary -- 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.

**IIMC has two candidates nominated for the office of IIMC Vice President. They are Stephanie Kalasz, CMC, City Clerk for the City of Moscow, ID and Monica Martinez Simmons, MMC, City Clerk for the City of Seattle, WA.**

**The Election Committee has reviewed and presented suggestions for revisions to the Ballot to distribute to all eligible IIMC Members to vote on April 2, 2013. Deadline for return of ballots will be April 30, 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.

**There were no Constitutional Amendments submitted for review and the committee does not expect any voting during the Annual Business Meeting in Atlantic City. However, the committee will be prepared to take a vote if the need does arise.**

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.

**Final results will be announced during the Annual Business Meeting on May 23, 2013.**

**Management's Recommendation**

We thank the committee's input and suggestions regarding the final ballot for the Vice President's election.

The Elections Manual still needs minor revisions, but that is mostly due staff's time for not meeting the deadline. This will be a priority after the conference.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors  
Chris Shalby, Executive Director

From: Monica Martinez Simmons, Chair  
International Relations Committee

Cc: Poonam Davis, Vice Chair  
International Relations Committee Members

Date: April 5, 2013

Subject: *International Relations Final 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.

## 2012/2013 Committee Members

Denice Cox, HQ-CA	Nick Randle, UK
Poonam Davis, CA	Sam Shippen, UK
Susan Dorman, CA	Monica Martinez Simmons, WA
Ronny Frederickx, BGM	Lisa Small, FL
Tami Kelly, OH	Mary Lynne Stratta, TX
Howard Midworth, UK	Charles Tokar, IL
Tony Russell, CA	

## Committee Summary

On behalf of the International Relations Committee, I am pleased to report on the progress made toward the established goals and objectives. Participation of the committee was excellent, and efforts of the committee this year will continue with the leadership of incoming Chairperson, Poonam Davis (CA). Of particular mention for 2012/2013, is the diligent work of Tami Kelly and Neville Dundas in planning the Scotland Study Abroad program. With the excellent support of IIMC's Education Department, their efforts helped produce another outstanding study program for our members in 2013. IIMC's new Region XI Consultant, Nick Randle, was an excellent addition to the organization. Communication is critical in our global environment, and Nick's expertise will greatly support initiatives focused on our international membership and affiliations.

The full Committee held four scheduled teleconferences as noted with excellent participation, and minutes are available for reference.

## 2012/2013 Schedule

August 1, 2012 9:00-10:00 PM PDT	November 7, 2012 9:00-10:00 AM PDT	February 6, 2013 9:00-10:00 AM PDT	April 3, 2013 9:00-10:00 AM PDT
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The 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.

## Goals & Objectives

### Goal 1

#### Assist in developing acquiring information, materials, and education content for the 2013 Study Abroad Tour and submit to the Executive Director

- The Scotland Study Abroad Program was developed and finalized in 2012/2013
  - Dates of Study Tour: September 27-October 6, 2013
  - Program approved for 11 CMC Education points
  - Program approved for 11 MMC Advanced Education points
- Program information is currently available on the website, and IIMC **(as of 4/1/13) has received 14 registrations for the program. The Municipal Clerks Education Foundation will be providing funds toward the education portion of the program.** The program cost is estimated at \$1,705. The cost could fluctuate with the currency exchange at the time of finalizing. A program brochure has been developed for marketing purposes.
- Participants will have until November 18 to submit a 750-word essay.

Additional program details can be found at: <http://www.iimc.com/index.aspx?nid=164>

### Goal 2

#### Create and/or identify content for the "Global Exchange" component of the IIMC website

- The Exchange program was promoted at the Region XI meeting and will also be promoted in Atlantic City. Committee members have recommended the increased promotion of this program in the off-years of the Study Abroad programs in an effort to avoid confusion over the two programs. Global Exchange would be featured during future conference exhibits, in the digest, and in other communications more prominently after each Study Abroad program wraps-up.

### Goal 3

#### Prepare a plan and recommendations for a study tour of the United States for 2015

- Information and suggested U.S. study tour destinations were discussed at great length by the Committee and communicated to the Executive Director for consideration and further development. Staff will communicate program development with the Committee as plans develop. The 2012/2013 Committee focus has been on a successful Scotland study tour in September and October.

### Goal 4

#### Explore options for the Study Abroad program for 2015 and 2017

##### European Study Abroad 2017 Update

- The Board approved that all future study abroad programs will be handled by staff with input from the International Relations Committee. Staff plans to establish procedures which ensure IIMC is in a failsafe mode. Our Region XI Consultant's input will be valuable in presenting additional recommendations and options to the Board.

### Goal 5

#### Explore holding an Annual Conference in Region X (Canada) in 2017

- The Board previously approved researching the viability of holding a conference in Canada in 2017, and the decision to hold the conference in Montreal has been confirmed.

## 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.

## **RELATED MATTERS INVOLVING IR COMMITTEE**

### **Region XI Consultant, Nick Randle**

Nick joined IIMC in his new consultant role at start of 2013. Nick's responsibilities are far reaching and include the development of Region XI membership. Nick will be focused on European countries where English is widely spoken (e.g. the Nordics) and also commonwealth countries. There are 52 commonwealth countries in Africa, Caribbean and Far East considering they are primarily English speaking, and he is focused on increased membership through existing associations. The Israeli region purchased a bulk membership, and one goal is to develop bulk membership opportunities so additional countries can also participate. Overall, Nick is working to better understand Region XI desires from its membership, and gathering that information from the members is key. Nick's efforts will support expanded communication with our global membership.

### **IRC Exhibit Booth in Atlantic City**

We are working with HQ to host an Exhibit Booth for the purpose of promoting IRC programs in lieu of hosting a scheduled program session. IIMC has purchased a flag for the booth, and our Scotland affiliates are providing promotional items such as posters and brochures. A drawing has been discussed for the booth, and that effort will be coordinated with our Executive Director. Various suggestions were considered during our April 3, committee telecom and will be developed. The Committee suggested the involvement of our Region XI Consultant, along with past participants of the Global Exchange and Study Abroad Programs. Global Exchange articles will be available for distribution along with Study Abroad details. The staffing sign-up sheet for the exhibit booth will be distributed this week.

### **Region XI Directors: Shippen/Frederickx**

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.

Sam and Ronny have developed the Region XI newsletter, which is available online under the Global Network/ [Region XI Newsletter](#). The most recent newsletter was approximately 13 pages. Information on the annual conference and study abroad was included. An action plan is in place for moving forward, and all associations have been requested to review the global network.

### **Communication**

Region XI members Rodabe Rudin (UK), Bruce Poole (UK), Jaap Paans (Netherlands), and Tom McClean (New Zealand) were contacted by our committee members in 2012, inviting each to submit articles promoting a global information exchange.

### **Conclusion**

Serving as Chair of the International Relations Committee has been gratifying, and the efforts and accomplishments of the Committee clearly demonstrate their commitment to IIMC. President Cirtin, thank you for providing us the opportunity to work on behalf of our esteemed colleagues.

### **Management's Recommendations**

This Committee was extremely active this past year. The Scotland Study Abroad program surpasses all similar programs with the most education points ever provided; Nick Randle's addition to the IIMC team will develop into a more fruitful collaboration with Region XI; the Region XI newsletter was a standout this year, and providing the IRC a booth at future Annual Conferences should generate excitement into what this committee is doing to improve overall collaborations between Regions I through XI.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**TO:** **Board of Directors**  
**FROM:** **Legislative Committee**  
**Randi Johl, Chair**  
**DATE:** **April 5, 2013**  
**SUBJECT:** **Board Meeting Report**



### **BACKGROUND**

The Legislative Committee has had standing committee status for one year. 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**

The Committee has met via conference call several times over the last year and discussed a variety of topics including the following:

- Creation and implementation of *Federal Watch*, an annual legislative newsletter
- 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

The first inaugural issue of *Federal Watch* was released in February 2013 and electronically delivered to all IIMC members. *Federal Watch* is an annual legislative newsletter designed by and for IIMC members to enhance awareness of legislative matters that affect the municipal clerk profession. The current issue can be found on IIMC's website. The Committee continues to conduct an inventory of legislation-related processes in the different regions and states 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.

### **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**

The Legislative Committee has been busy and is focused on providing long-term value to the membership as a standing committee by continuing its above-referenced work.

### **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 began as an Ad Hoc and it has taken a consistent effort to reach their stride in becoming a vehicle for members to learn about new legislation in their states and regions. The inaugural launch of the informative *Federal Watch* newsletter was well received. As this committee's band of network increases, IIMC members will benefit from its sources.





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

**From: Bernice K. Dixon, CMC**  
**Membership Committee Chair**  
**Lynnette Ogden, MMC**  
**Vice-Chairman**

**Date: April 1, 2013**

**Subject: Membership Committee – Final Report**

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**Since May 08, 2012:**

The Membership Services Department worked hard to assist our committee with our goals and tasks. We found it such a pleasure to work with the Staff in an attempt to increase and retain IIMC Members. The Staff should be commended for their efforts as they are an important part of the Membership Committee and much of our success, as a committee, is due to their work with us and other members of IIMC.

**New 2013 Membership Drive** – We are very excited and delighted to report the up-to-date (03-26-2013) results from the Membership Services Department as follows:

- **New Clerks** that have joined IIMC through the Membership Drive 2013 = **60**
- **Recruit A Member** – July 1, 2012 to April 1, 2013 = **4 new members**
- **Region Director Challenge** = **37 new members**

**Total Members as of March 31, 2013 = 9,396**

The last 10 months have shown an increase in membership over the prior year's numbers for the first time since 2009. We believe that much of this increase is attributable to the personal telephone calls made by staff and committee members to IIMC members who have not renewed their membership. The result is either renewed memberships or new memberships from individuals who have replaced the former members in their place of employment. We have also had an increase of 70 certified clerks since April 2012.

The Committee has enjoyed supplying articles for the IIMC News Digest highlighting our own "Inspirational Heroes." However, quarterly articles, rather than monthly, may be a more manageable goal for this committee. This goal is one that was accomplished without any monies and we believe it that it should be continued to promote membership in this great organization.

It has been a pleasure to work with such dedicated individuals who know the importance of our IIMC membership in all of our regions. We are encouraged by the new member numbers and are looking forward to further growth in 2014.

**Management's Comments:**

This Committee and the department continue to work off each other, especially in relations to recruitment. Our membership numbers have increased in the last year and a half and that's part of the overall team effort exerted by both of these entities. IIMC's 2012 membership campaign continues to thrive in a variety of ways including recruitment and increasing brand awareness. We welcome any and all articles for the Digest and realize that writing these for some members can be time consuming. Quarterly as opposed to monthly articles are also fine. We will leave that option to the committee, but we want to stress that IIMC members truly enjoy reading articles from their colleagues.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 5, 2014

**Subject:** Mentoring

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**Background** Mentoring Committee has continued to work to contact mentors/mentees, as well all new IIMC members.

Committee members participated in a committee conference call on February 7, 2013.

Discussion was relative to mentoring committee liaison report to the Board, mentoring/mentee assignments working out well, mentoring articles for the News Digest, attendance at the IIMC Conference and sign-up sheet to man the first-timer table.

We now have 42 Mentees and 38 Mentors with 60 Mentors waiting to be matched with Mentees.

**Recommendation** None

**Management's Comments:**

Per the Committee's suggestions, we've printed IIMC Mentoring Committee business cards for mentors to provide contact information and distribute at conferences. We welcome all article for the Digest.





**To:** IIMC Board of Directors

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

**Date:** April 5, 2013

**Subject:** Year End 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.

### **Discussion**

Several past presidents of IIMC and former board members served on the Policy Review Committee. We used this wealth of knowledge to tackle our issues rather quickly. This group was highly motivated and used our time wisely.

The Policy Review Committee ended up working as a team on all matters this year instead of utilizing the committees that were originally formed. This may not necessarily be the best way of operating this committee for the future, but it worked for this year.

### **Financial**

No funding was needed for the Policy Review Committee. We made use of teleconferencing and email to conduct our business.

### **Summary**

Most of the work of the Policy Review Committee was completed in the first half of the year. The Committee tackled the following issues of which were presented to you in our midyear report:

- 1) A constitution item to 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 recognized that the Board of Directors has some concerns and wanted more language changes, but we felt this was a good first step. If the language does go to the membership for a vote and it is approved, we suggested that further language changes be looked at by next year's PRC.
- 2) Another constitutional item was language for an amendment that corrected an inconsistency in the Constitution regarding elections.

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

No assignments were given to the committee from the Board of Directors' midyear meeting. There was, however, an assignment that resulted from an early year Board teleconference.

We were asked to evaluate Article X, Ethical Standards, of the IIMC Constitution, to determine if there needs to be clarification as to who may request an investigation regarding a possible violation of IIMC's Code of Ethics.

The committee recommends Article X Section A.4 be amended to say that complaints against a member for a violation of the Code of Ethics may be submitted by IIMC members only. The Article with the recommendation is...

## **ARTICLE X ETHICAL STANDARDS**

### **A. Comprehensive Code of Ethics.**

#### **1. Statement of Intent and Principles of Conduct for Members of the International Institute of Municipal Clerks:**

The following Code of Ethics was adopted by the membership of IIMC on May 26, 2007.

IIMC members are required to carry out their duties on an impartial and objective basis so as to reinforce confidence in their integrity and their dedication to IIMC's best interests.

This Code of Ethics clarifies IIMC's expectations of its members, reaffirms its commitment to caring for the members' needs and provides a guide for a fair and consistent behavior by its members.

It is critical to IIMC that its members be committed to the highest standards of ethical behavior. It is in this spirit that this Code of Ethics was adopted.

#### **2. Conflict of Interest:**

For the purposes of this Code of Ethics "conflict of interest" is defined as any situation in which a member has a personal or financial interest that may affect the performance of their duties and/or adversely affect the reputation of IIMC, such as:

- a. engaging in any business or transaction or having financial or other personal interest which is incompatible with the discharge of member's official duties;
- b. any activity that adversely interferes or conflicts with a member's duties;
- c. the use of IIMC's name, property or information in any form whatsoever in the pursuit of personal gain;
- d. any activity, representation or conduct outside of the course of a member's official duties which could appear to be official acts of the IIMC Board or could appear to represent the policy of IIMC without the official sanction or approval of the Board;

and

- e. the acquisition of goods, services or facilities in the name of IIMC from any entity/vendor without the consent of the organization.

### **3. Fraud and Breach of Trust:**

Members shall not engage in behavior that is fraudulent or that constitutes a breach of trust. Such behavior includes without limitation:

- a. using deceit to gain a personal advantage or benefit for oneself or others;
- b. illegally obtaining money, including the solicitation and/or acceptance of bribes;
- c. intentionally providing false or incomplete information;
- d. intentionally falsifying official records; and/or
- e. intentionally circumventing IIMC policy or procedures to gain personal advantage for oneself or others.

### **4. Code of Ethics Violations:**

References in this Code of Ethics to guidelines and policies reaffirm IIMC's commitment to integrity, objectivity and professionalism. Maintaining confidence and trust in IIMC is primary. The high standards of this Code of Ethics are intended to insure that the public trust is not compromised in any manner.

Every member is expected to be aware of, shall act in compliance with, and shall disclose to the Ethical Standards Committee of IIMC any conflict of interest in respect to this Code of Ethics and its related policies. Complaints against a member for a violation of the Code of Ethics may be submitted by IIMC members only. Violations of this Code of Ethics and its related policies shall be dealt with in accordance with Article X, Section B of the IIMC Constitution.

...

The committee also felt that this needed to be clarified in the Policy Manual. An amendment to Chapter 6 is copied below which says all members shall abide to the IIMC Code of Ethics. An IIMC member may file a request to investigate an allegation of improper conduct of another member by filing a complaint with the Executive Director.

## **Chapter 6.05 CODE OF ETHICS**

Sections:

6.05.010 Purpose.

6.05.020 Scope.

6.05.030 Policy.

### **6.05.010 Purpose.**

To establish a code of ethics for members of IIMC. [November 2008; December 6, 2002. Policy M-2].

### **6.05.020 Scope.**

All members shall abide to the IIMC Code of Ethics. An IIMC member may file a request to investigate an allegation of improper conduct of another member by filing a complaint with the Executive Director . [November 2008; December 6, 2002. Policy M-2].

### **6.05.030 Policy.**

The International Institute of Municipal Clerks hereby adopts the following Code of Ethics for all classes of membership:

International Institute of Municipal Clerks

Professional, Personal Code of Ethics

Believing in freedom throughout the World, allowing increased cooperation between public officials, and others, nationally and internationally, I

MEMBER'S NAME & TITLE

EMPLOYER

do hereby subscribe to the following principles and ethics which I affirm will govern my personal conduct as a member of IIMC:

To uphold constitutional government and the laws of my community;

To so conduct my public and private life as to be an example to my fellow citizens;

To impart to my profession those standards of quality and integrity that the conduct of the affairs of my office shall be above reproach and to merit public confidence in our community;

To be ever mindful of my neutrality and impartiality, rendering equal service to all and to extend the same treatment I wish to receive myself;

To record that which is true and preserve that which is entrusted to me as if it were my own; and

To strive constantly to improve the administration of the affairs of my office consistent with applicable laws and through sound management practices to produce continued progress and so fulfill my responsibilities to my community and others.

These things I, as a member of IIMC, do pledge to do in the interest and purposes for which our government has been established.

\_\_\_\_\_(member signature)

This certificate granted by the authority of the International Institute of Municipal Clerks.

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

IIMC Executive Director

[November 2008; December 6, 2002. Policy M-2].

## **Recommendation**

The Policy Review Committee voted unanimously to recommend amending Article X of the constitution and also amending Chapter 6 of the Policy Manual, as copied above. The recommendation has been forwarded to the President's Constitution Task Force. **No action is needed at this time by the Board of Directors.**

## **Conclusion**

It has been an honor to serve again on the Policy Review Committee and act as the chairperson this year. The level of service and dedication the members of the committee have is a testament of the high quality of people we have in our organization. I would especially like to thank Vice Chair Sharon Cassler for her help and guidance.

## **Management's Comments:**

In regards to the Code of Ethics, Management agrees with the Committee's recommendation that only IIMC members can bring forth an ethical complaint regarding another member (noted for the Task Force review). As for the other reviews regarding the Constitution, the Constitution Task Force continues to assess and revise the entire Constitution for board review and approval at the November 2013 mid year meeting.

As always, this committee's work reaches beyond current policies and looks outward toward future situations that may affect IIMC's guiding principles.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 5, 2013

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

---



The Committee respectfully submits the following report on the progress for established goals.

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

As reported mid-year, the Committee reviewed the Wyoming Association of Municipal Clerks and Treasurers (WAMCAT) program plan and after performed a thorough review of the proposal, recommended acceptance.

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.**

In order to fulfill the growing demand for online courses, the Education Department researched and examined online course programs that could benefit the IIMC membership. The Committee reviewed the program information and provided feedback with encouragement, questions, concerns and suggestions.

Staff responded to the Committee and successfully answered all questions and concerns. (See attached.) We concurred with Staff's suggestion to contract with Captus Press for online courses and the attached letter explains the other issues.

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

Committee members feel this is a worthwhile goal and are anxious to begin, with assistance from Staff.

### **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**

The Committee and the Education Department work very well together and there is excellent, open communication. As shown in the attached communication, both staff and the PR/C continue to find ways to improve the educational opportunities provided to members of IIMC.

**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.”**

This goal is on-going and the Committee is eager to begin.

**Management's Comments:**

As always, this Committee is extremely helpful to IIMC's Education Department. While this past term may not have been as busy as prior years, a good part of that has to do with the current balance of the education programs and staff's growing capabilities and its work with the Institutes.

The Committee's goal to assist IIMC staff in providing input for the Educational Ambassador Program is no longer an objective for this Committee. We recommend this goal several years ago when IIMC needed assistance in implementing its education program. However, with the changes made in 2010, this goal is now obsolete.



# CITY OF LEE'S SUMMIT

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November 9, 2013

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

FROM: Denise Chisum, Chair  
Program Review and Certification Committee

RE: Online Course Education Program – Captus Press

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Thank you for including the committee in your deliberations. Members of the Program Review and Certification Committee (PRC) eagerly reviewed the memo regarding online courses. We all thoroughly support every opportunity available for education and reaching as many members as possible. As a committee, we applaud your pursuit to provide such a valuable tool.

Upon review, there were several excellent points to the proposal. However, we would be remiss if the questions and concerns were not enumerated, along with some suggestions. Below is a summary of the comments received from the members.

**Pros:**

- On-line training is an important tool and the “way of the future”.
- Many members have been requesting such a program.
- Some state associations are discussing the use of limited on-line training
- Custom-tailored classes, created and developed by IIMC Institute Directors specifically for clerks, rather than generic college courses, would be exceptional.
- Contracting with this company would be propitious, since they have the expertise to host courses, freeing IIMC staff from setting up and monitoring the programs.
- The proposed price per class is much more manageable than a university course.
- Clerks in rural areas will be able to receive the education needed to perform their duties and work toward certification.

**Concerns:**

- As stated in the memo, minimum participation would be 150 per year, per course. We felt this was perhaps an unreasonable expectation, especially the first year. Some classes might not have any participants, which could place IIMC in a financial bind. **Please review the cost example. If this were to happen, the majority of the time the fees become a wash.**
- All members were concerned about the possibility of further diminishing conference attendance and emphasized the value in networking. These courses should be supplemental to those offered by state organizations and IIMC. Members adamantly communicated that academies and institutes must remain the primary means of learning and certification, due to the personal interaction that occurs through open dialogue and the exchange of information. **The Education Department agrees. However, we are fulfilling the goals of the IIMC Strategic Plan and answering the call of the membership. IIMC currently offers online courses, as do many other associations, and a few Institutes, and they actually enhance the programs available at these programs. IIMC also plans to allow IIMC Institute Directors who create online courses a short program advertisement at the end of their course. In addition, the target audience for these courses are those members who cannot get out of the office and attend an Institute program or only need 1 or 2 points to complete their application.**

**Questions:**

- What would be the estimated cost of contracting with an Institute Director to provide the classes and is that factored in the tuition cost? (We know they love us, but creating and developing these courses will take valuable time.). **The Education Department is working with Executive Director, Chris Shalby, to finalize the cost. We are estimating approximately \$500-750 per course.**
- Would IIMC be contractually obligated to use Captus Press for three years? **Yes.**
- In what account would any profit be placed? Perhaps funds could be used to offset conference costs? **The profits would go back into education. Conference is a separate line item. Allocated funds cannot be moved from one line item to another.**
- If there were an IT problem with the web site, who would answer those questions, especially since the classes will be 24/7? **Captus Press. If there were an issue with the website participants can call their phone line.**
- Since the classes will be tailor-made for clerks by an Institute Director, who will be available to answer questions from the participants? **To be clear, IIMC plans to use Institute Directors and experienced professionals to write the courses.** As you are aware, clerks are not shy about asking a lot of questions! **Asking questions is always good! Captus Press is available for all technology questions. IIMC is responsible for content related inquiries.**

**Suggestions:**

- The classes should be copyrighted and/or a clause included in the contract so the sessions could not be used by or for other organizations and entities. **They will be copyrighted. Once a course is created, it becomes the property of IIMC. Courses offered through Captus will only be available to IIMC members.**
- Perhaps there should be a limit on how many online courses can be used for certification, which would hopefully encourage conference attendance. **The**

**Education Department does not see a conflict between online courses and conference. They are two totally different experiences, and marketed as such. IIMC's Board of Director's removed all caps on Education in 2008. Additionally, we still have members overseas, and in isolated areas of the US and Canada with no access to an Institute, and we would hate to do them a disservice.**

Respectfully Submitted,

*Denise Chisum, MMC*  
Program Review and Certification Committee Chair



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

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

**Date:** April 5, 2013

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

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## Background

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

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

### **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

It was noted that the Five-Year Marketing Plan was completed and incorporated into IIMC staff's duties.

Concerning the goal to submit articles for the News Digest, best practices, management and leadership, it was noted 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. The PRMC will continue to search and seek out members who might be interested in providing an article.

The PRMC reviewed the application submitted for the Program Excellence in Governance Award and recommended that it be granted to the City of Corvallis, Oregon.

The PRMC was directed to postpone consideration of developing a marketing plan for MCEF, as there are experiencing some restructuring.

The PRMC developed several posters to promote Municipal Clerk's Week. The posters were made available via the IIMC website for the members to download and post throughout their community to promote the profession.

## **Summary**

The Committee continues to work toward the creation of a marketing plan for the Good Governance Award to be reviewed by the Committee 2013. In addition, the PRMC continues to review promotional materials and suggestions to promote Municipal Clerk Week and will continue to work with staff and MCEF to work on a more modernized marketing plan in November for MCEF.

## **Management's Comments:**

The Committee did an excellent job creating two new Municipal Clerks promotional posters in hopes of raising Municipal Clerk awareness. The Good Governance Award was thoroughly reviewed and awarded to Corvallis; however, IIMC still needs a more extensive method of promoting this Award. We thank the Committee for their overall service and look forward to working on new goals and objectives.



**To:** IIMC Officers and Board

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

**Date:** March 2, 2013

**Subject:** Records Management Committee Annual Report

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## 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 achieved the vast majority of its goals, with just two technical bulletins in their final stages prior to publication.

1. Recommend records management educational sessions for the Annual Conference.

*Status:* Completed.

2. Prepare a minimum of two articles regarding records management for the News Digest.

*Status:* Completed.

3. Cooperatively with the Executive Director, monitor implementation of the grant for records management technical bulletins.

*Status:* 98% Completed (a three-year, very complex project managed by Paul Bergeron)

MCEF received a grant from NHRPC to publish the bulletins, with joint assistance by National Association of Government Archives and Records Administrators

(NAGARA.). The grant did not require any funds from IIMC; our grant costs were in-kind (26 reviews of each bulletin and formatting for on-line presentation.)

The IIMC's Records Management Committee has been working on the project three years. Many of the Records Management Committee members served as authors of the bulletins.

IIMC members completed the required 26 reviews for 15 bulletins as our “in-kind” contribution, which ended up being a huge undertaking, as it was not easy finding members willing to review the bulletins and complete the required review form.

There were **177 different IIMC reviewers who completed 390 reviews** of the 15 bulletins.

NAGARA required various review forms, including an “in kind contribution form.”

**Current Status:** IIMC has published six titles. Another eight should be published by the end of April. Another bulletin is in its final review prior to submission to IIMC for publication.

The attorneys who had committed to writing the bulletin on E-discovery did not produce a draft. Since this bulletin was not published, we have \$1,000 in NHPRC grant funds that will be returned to the Commission.

In lieu of this bulletin, the Committee received a request to write a more technical bulletin regarding document imaging. Project Manager Paul Bergeron is currently reviewing this bulletin; it will then be sent to the NAGARA Board and the IIMC Records Management Committee for comments. Because there are no matching grant requirements for this potential bulletin, it does not require the 26 reviews that the other bulletins required.

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:* An initial compilation has been done. It is recommended further compilation of these stories and publication of them (which will assist other municipal governments in investing in, and making progress with, their records management projects, be continued by next year's committee.

## **Financial**

The funding for the Records Management Technical Bulletin project came from NAGARA, and the project was managed at no charge by Paul Bergeron, so there was no expenditures by IIMC for the committee for the year.

## **Summary**

The completion of the Records Management Technical Bulletins is a prestigious, important, high-profile project that IIMC should be proud of, as it was funded by NAGARA, who partnered with MCEF and IIMC. The bulletins will benefit IIMC members and others by improving their knowledge, and the efficiency and effectiveness of their Records Management programs.

The committee has accomplished all of their goals for the year, and we appreciate all the contributions made by our many members.

## **Recommendation**

Suggestions for Goals for Next Year's Records Management Committee:

1. Recommend records management educational sessions for the Annual Conference.
2. Prepare a minimum of two articles regarding best practices for records management.
3. If not completed prior to the end of the term for this Committee, complete the review and comment for the potential bulletin regarding the technical aspects of document imaging technology.
4. Continue to 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.

## **Management's Recommendation:**

We thank the committee for their outstanding work on the Technical Bulletins. The Bulletins are on our web site and have been promoted in the E-Briefings and News Digests. The April Digest also featured an article by this Committee. As of this writing, there are six Bulletins uploaded to our web site that are complimentary to IIMC members.

We extend a special thank you to Paul Bergeron, the Project Manager of the IIMC/NAGARA Records Management Bulletin project for his efforts, direction and overall contribution to this complex, important, multi-agency, and multi-year project.

As always, we appreciate and publish any Digest article regarding Records Management.



## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Buster Brown, Chair  
**Date:** April 10, 2013  
**Subject:** Research & Resource 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 did not receive any request for surveys or questionnaires and we did not receive any inquiries from other clerks. We are in the beginning stages of developing a Resource Center of ordinances, policies, and best practices..

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

### Management's Comments:

We realize this committee is more reactive than proactive, thus the somewhat slow year. We've talked about creating an online Resource Center and we believe this should be a priority with the Committee going into the next year.



# INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

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

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

**DATE:** **APRIL 12, 2013**

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



## **BACKGROUND**

Following the mid-year Board meeting, the Education Blue Ribbon Committee (BRC) met one final time to wrap up the remaining matters in their scope of work. At the mid-year meeting the Board of Directors conceptually approved an amendment to the Institute Guidelines regarding the process for Institutes that are not in compliance. The final recommended policy language is shown on Attachment A.

Directly related to the Committee's remaining work was the Board's mid-year decision shown below regarding structure of the Education Department:

*"Reallocate the salary of the Director of Education into the following areas:*

- *Funding work with 3 Institute Directors to*
  - *Provide education visioning to keep IIMC education programs on the cutting edge of emerging education practices and emerging Municipal Clerk topical areas of study; and*
  - *Provide assistance with course review and annual institute report reviews; and*
  - *Funding new programs – on line; and*
  - *Providing additional responsibilities for the Associate Director of Education to work with Institute Directors, Institutes, exploring raising the MMC program to a higher level, etc.; and*
  - *Verification Specialist to take on more conference responsibilities; and*
  - *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."*

As to the remainder of the BRC's work plan, the Committee considered the bolded items below collectively. In light of the Board's decision to endorse the strategy presented above, the BRC agrees and supports the direction and determined that the strategy addressed these remaining items.

1. Institute Annual Reports
  - a. Content/documentation
  - b. Review process**
  - c. Non compliance
2. ***State/Provincial/National Association course review***
  - a. Content/documentation**
3. Teaching methods
  - a. Institutes**
  - b. Athenian Dialogues
  - c. State/Provincial/National Associations**
4. Expand course topics list
  - a. Additions
  - b. Process for future additions
5. ***Referral (Appeals) Process***

On January 31, 2013, President Cirtin requested the Committee convene to review and forward a recommendation on the following:

*Amend the Institute Guidelines:*

- *Eliminate the “Topics Not Accepted” list from the Institute Guidelines. If the coursework is relevant, credit will be given (this includes notary).*
- *Health and wellness topics are deemed – and always have been – “relevant to the municipal clerk profession” and an acceptable topic for CMC and MMC credit.*
- *Training for software commonly used or potentially useful in support of municipal clerk work is “relevant to the municipal clerk profession” and an acceptable topic for CMC and MMC credit.*
- *Rigor of content, not topic, determines CMC and MMC levels of coursework. As such, all topics are acceptable for both CMC and MMC.*

After discussion, the BRC offers the recommendations below to replace the “topics not accepted” (see immediately below) with positive statements and descriptive words explaining how health and wellness, software applications, and other topics are appropriately incorporated into coursework for CMC and/or MMC credit. Replacing the list with explanatory paragraphs serves as an aid to developing credential programming, rather than offering prohibitions.

**“Topics not accepted:**

Computer training (i.e. – Microsoft Office, or other software training)

E-mail

Notary”

This report concludes the work of the Education Blue Ribbon Committee. The Committee thanks President Cirtin and the Board of Directors for the opportunity to serve on these matters of high priority to the membership and IIMC Institutes. Monitoring of these measures over the next year will be key to evaluation of their effectiveness and what policy adjustments, if any, are needed in the future.

The Committee extends its appreciation and gratitude to staff for their time, understanding, thoughtful deliberation, and contribution of solution ideas.

## **FISCAL IMPACT**

There is no fiscal impact associated with these recommendations.

## **RECOMMENDATIONS**

1. Amend the Institute Guidelines regarding Institute noncompliance as shown in Attachment A;
2. Request the Executive Director to evaluate and report the effectiveness of the new Education Department model semi-annually to the Board of Directors with Board Member feedback; and
3. Amend the Institute Guidelines to replace the “Topics Not Accepted” list with these statements:

### Acceptable Courses Using Technology:

Courses that are built around and focus on applicable topics may be enhanced by using technology and computer software. For example, a session on “Budgeting” may utilize Microsoft Excel as a tool to enhance learning, with the focus of the session being creation or presentation of the Budget itself. A session on “Presentation Skills” may utilize Microsoft PowerPoint, with the focus remaining on creating presentations that are both clear and engaging.

### Computer Training (i.e. Microsoft Office, vendor software or other software specific training):

In support of achievement of a municipal clerk credential, coursework should always have a connection to the profession. Standalone software training used across many professions does not meet this test, unless incorporated with its specific application to the duties and responsibilities of a municipal clerk. IIMC and its approved Institute programs do not endorse software specific products. Examples of unacceptable courses would be: how to send e-mails; how to create spreadsheets; basic word processing applications; vendor product usage; creating a database; and similar courses when not incorporated into study of its application to municipal clerk duties.

### Health and wellness:

Health and wellness content is relevant to the municipal clerk profession and an acceptable topic for CMC and MMC credit when tied back to the municipal clerk profession, e.g., risk management, stress management, etc.

### CMC/MMC Level

Rigor of content, not topic, determines CMC and MMC levels of coursework.

## **Management's Comments:**

**Recommendation #1** – non-compliance: Management's comments are part of Attachment A

**Recommendation #2** – Complete updates on the Education Group model will be part of the Board's Agenda at the mid year and annual Board meetings. Of course, the Board will be apprised with any developments by the group regardless of when they occur.

### **Recommendations #3 -- Acceptable Courses Using Technology**

One of the main reasons we do not advocate “brand-type product seminars or courses” has more to do with copyright issues than anything else.

IIMC goes to great lengths to make sure a particular product or brand is not promoted so it's misconstrued as IIMC is in favor of one product or brand compared to another. We've always adhered to learning about the various ways of using the product to enhance your skills toward embellishing your work, and not specifically learning about the product's features. IIMC currently pays an annual copyright fee to BMI (Broadcast Music Incorporated) or ASCAP (American Society of Composers, Authors and Publishers) for the music that it uses at conferences. Promoting a Microsoft type of course or similar course puts IIMC in a tenuous situation as endorsing a specific brand.

The Executive Director and the Department have always counseled IIMC sponsors regarding this same issue: they cannot promote or market their product while facilitating an IIMC session at the Conference. The true measure of how well this works lies in the fact that a Delegate attending this session would never hear the product's name or realize that a sponsor is marketing it. In addition, the department is always happy to speak to anyone who may have questions regarding software or vendor products.

## **Management recommends the following verbiage:**

### **Acceptable Courses using Technology**

IIMC and its approved Institute programs do not endorse software specific products. Therefore, computer training focusing on Microsoft Office, vendor or software specific products and applications are not standard courses for IIMC certification. For example: how to send e-mails; how to create spreadsheets; basic word processing application; vendor product usage; creating a database; and similar courses.

Using technology and computer software enhances courses that are built around and focus on applicable topics. For example, a session on “Budgeting” can utilize the product Microsoft Excel as a tool to enhance learning, but the focus of the session must remain on creating or presenting the Budget itself. A session on “Presentation Skills” can utilize the product Microsoft PowerPoint, but the focus must remain on how to create presentations that are both clear and engaging.

## **Health and Wellness**

Management recommends not including this as a section in the Guidelines. The Education Department works with Institutes and Associations that plan to offer “Health and Wellness” type courses to ensure that the courses are in compliance with the Guidelines. “Health and Wellness”

courses are already accepted when the content is applicable to the profession and at the appropriate level. The examples listed could also be classified under other topics such as Human Resource Management and/or Risk Management. Labeling these examples as “Health and Wellness” narrows the freedom that Institute Directors and Associations have when planning their programs. For these reasons, we do not recommend using a Health and Wellness explanation in the Institute and Education Guidelines.

### **CMC/MMC Level**

The verbiage on Page 11 of the current Education Guidelines states: “The educational requirements for the MMC are more complex and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMC courses shall be more academically advanced.”

Management recommends no further embellishments are required regarding the above verbiage on page 11.

The Education Department’s recommendations above are better suited for the Institute and Education Guidelines and have been vetted by Education Resource Group member, Blue Ribbon Task Force member and Institute Director Kassie Van Remortel.

IIMC\Education Blue Ribbon Committee\BRCBODReport\_041213

## EXCERPT FROM INSTITUTE GUIDELINES INSTITUTE ANNUAL REPORT, PAGE 9

### Noncompliance

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

1. The Director of Education will bring the non-compliance issue to the attention of the Institute Director and ~~try to~~ collaboratively work towards a solution.
2. If a solution ~~is~~ not resolved with the Institute Director within 30 days, the Director of Education will bring the non-compliance issue to the attention of the State/Provincial/National Education Chair ~~in the hope that they can to~~ assist in resolving the issue.
3. ~~If a solution is still not resolved within 30 days, the Director of Education will bring the non-compliance issue to the attention of the Program Review and Certification Committee and ask for their review of the issue and provide a recommendation for a resolution.~~
4. ~~The Program Review and Certification Committee will forward the results of its deliberations to the Director of Education the within 30 days.~~
3. If compliance has not been timely met, a teleconference will be conducted with the Director of Education; Institute Director; State/Provincial/National President and Education Chair; and Chair, Institute Director liaisons, and Board liaisons of the Program Review and Certification Committee. If still unresolved, a second teleconference with the same parties will be conducted. Such teleconferences shall be scheduled by the Director of Education.

If unresolved within thirty days of the second teleconference, the Director of Education will then render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State/Provincial/National Education Chair. The written communication from the Director of Education ~~should~~ shall specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.

The Institute Director in collaboration with the State/Provincial/National Education Chair may respond to the decision ~~within 30 days~~, by contacting the Director of Education in writing. ~~A nonresponse is construed as the acceptance of the decision.~~ A Continued noncompliance may result in revocation of the Institute's approval by IIMC, the Director of Education.

### Management's Comments:

We believe these changes regarding non-compliance places IIMC in a strong and proactive, yet conciliatory, role regarding non compliance. Regarding Recommendation 3, we would like to add the Education Resource Group and delete the Board liaisons and the Program Review Committee. All findings will eventually be communicated with the Board and PR/C. These steps outline IIMC's process in moving forward with any Institute that puts IIMC's Certification programs in jeopardy.

**To:** IIMC Board of Directors  
**From:** Budget and Planning  
 Philip J. Campbell, MMC, Chairman  
**Date:** April 5, 2013  
**Subject:** Annual 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:** IIMC ended 2012 year with a Net Profit of \$65,759, which is \$55,619 over the projected budget of \$10,150. Another stellar year in which IIMC has for the sixth consecutive year, ended with a Net Profit. In addition, this is the fifth consecutive year that IIMC has surpassed the million-dollar mark with dues revenue.

Although IIMC was faced with several challenges throughout the 2012 fiscal year, including but not limited to, fraudulent credit card activity, hotel attrition incurred at 2012 conference, as well, as excessive bank analysis fees, several key factors helped to maintain a healthy bottom line and still provided excellent service to IIMC constituents. Such specific key factors included eliminating the part time position of Director of Education, reduction in conference expenses, no election expenses for VP candidate, and overall due diligence in spending.

**Restricted Reserve Funds:** Our restricted reserve funds are \$331,000 of which \$21,000 is allocated to the Building Reserve. We were able to add \$20,000 at year-end to increase the restricted reserves from last year's amount of \$310,000. This is the Fund that is restricted to Board approval only.

**Headquarters:** Headquarters building, in Rancho Cucamonga, underwent a refinance in late 2012. Staff was able to reduce the monthly mortgage by approximately \$3,000 and eliminate a balloon payment of approximately \$700,000 due in 2016. The renters have signed new lease extensions through March 2018. A complete report on the lease arrangements is part of the Executive Director's Update.

**Committees:** It is projected that the Executive Committee travel budget will be on target of \$26,000 for 2013. This amount has remained steady since 2008 (plus or minus), 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. Our actual net profit was \$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.

**Education:** The Education Department continues to operate well and improve on its education processes. In 2013, IIMC with Board approval negotiated affiliate agreements with four Institute Directors to act as IIMC's Education Group, thus saving a full time Director of Education salary and employing the monies into program development and creating on line courses.

**Membership Campaign:** The 2012 Membership Campaign exceeded the rate of return on its initial investment. As of this writing, the new campaign has realized 258 new members.

**Budget Committee Recommendation:**

The Budget and Planning committee recommends that the Board approve the year-end 2012 budget and adopt any revisions to the 2013 budget, if necessary.

**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 of 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: Phil Campbell, IIMC Budget Chair  
From: Chris Shalby, Executive Director  
Janet Pantaleon, Finance Specialist  
Pilar Archer, Finance Director  
Date: February 20, 2013  
Subject: 2012 December/Year End financials and notes



IIMC ended 2012 year with a Net Profit of \$65,759, which is \$55,619 over the projected budget of \$10,150. Another stellar year in which IIMC, has for the sixth consecutive year, ended with a Net Profit. In addition, this is the fifth consecutive year that IIMC has surpassed the million-dollar mark with dues revenue – an accomplishment of which everyone should be extremely proud.

Although IIMC was faced with several challenges throughout the 2012 fiscal year, including but not limited to, fraudulent credit card activity, hotel attrition incurred at 2012 conference, as well, as excessive bank analysis fees, several key factors helped to maintain a healthy bottom line and still provided excellent service to IIMC constituents. Such specific key factors included eliminating the part time position of Director of Education, reduction in conference expenses, no election expenses for VP candidate, and overall due diligence in spending.

### Reserve Balance

Reserves – Operating	\$ 7,475
Reserves – Restricted	\$331,000 – (NOTE: We've added \$21,000 to this account)

### Administrative

- Administrative YTD budget is over budget - \$4,736
  - **Income** – Income is under budget - \$29
  - **Expenses** – Expenses are over budget - \$4,707
    - **Items over budget:**
      - **Fraudulent Activity** – *Expenses incurred due to compromised credit card merchant account.*
      - **Bank Analysis Fee** – *IIMC changed banks in October to reduce this expense as well as the credit card fees that are currently being incurred by IIMC.*
      - **Payroll Processing** – *Additional expenses incurred with the change of payroll provider to include the implementation of an onsite time clock.*

### Building

- Building YTD is over budget - \$7,067
  - **Income** – Revenue is over budget - \$11
  - **Expenses** – Expenses are over budget - \$7,077
    - **Items over budget:**
      - **Amortize Loan Costs** – *IIMC experienced an increase in loan amortization fees in the amount of \$5,352 for the remaining loan cost from the original mortgage that was required to be expensed.*
      - **Repair/Maintenance Building** – *Unexpected cost incurred for termites and installation of 5 panic door handles.*
      - **Commission/Appraisal** – *Appraisal expense incurred for new mortgage.*

## Committees

- Committees YTD is under budget - \$35,352
  - Executive Committee is under budget - \$10,762
  - Board of Directors is under budget - \$21,267
    - General – under budget \$17,368
    - Mid-Year – over budget \$3,894
    - Conference – under budget \$7,794
  - **General Comments** – *Continuing commitment to the use of IIMC American Express points as much as possible has helped IIMC to reduce travel expenditures. Reduction in expense due to no election expense for VP candidate.*

## Conference

- Conference YTD is under budget - \$37,998
  - **Income** – Revenue is under budget by \$99,007
  - **Expenses** – Expense are under budget by \$61,009
    - **General Comments**
      - **Challenges which lead to less than expected profit:**
        - Hotel Rooms Attrition – \$72,332
        - Registrations – Less than projected.
      - **Reduction in expenses which helped to offset conference challenges**
        - Speaker Fees/Expense – Lower than projected - \$53,308
        - Events Expense – Lower than projected - \$26,000
        - Food & Beverage Expense – Lower than projected - \$35,752

## Education

- Education YTD is under budget - \$50,180
  - **Income** – Revenue is over budget by \$173
  - **Expenses** – Expenses are under budget by \$50,007
    - **General Comments** – *Policy 8 funds came in over budget by \$10,415. Funds from Policy 8 money has been applied to MCEF Scholarship in the amount of \$4,958 and Grants for the 2013 Study Abroad and IIMC Conference in the amount of \$13,660. IIMC had significant savings in this department due to vacancy in the Education Director position to include salary and travel.*

## Marketing

- Marketing YTD is over budget - \$5,321
  - **Income** – Revenue is under budget by \$7,741
  - **Expenses** – Expense are under budget by \$2,420
    - **General Comments** – *The reduction in Advertising revenue is due to the decline in advertising. Several advertisers have either pulled or reduced the rate of their ads due to loss of revenue in their business.*

## Membership

- Membership YTD is over budget by \$25,209
  - **Income** – Revenue is over budget by \$15,410
  - **Expenses** – Expenses are under budget by \$9,798
    - **General Comments** – *Membership revenue has for the fifth consecutive year surpassed the \$1 million dollar mark.*

Year	Dues Revenue
2008	1,023,592
2009	1,017,120
2010	1,035,296
2011	1,049,544
2012	1,066,830

**IIMC Financials**  
**FISCAL YEAR 2012**  
**Statement of Financial Position**  
**December 31, 2012**

**ASSETS**

***Current Assets***

General Checking	\$ 83,483
MMA - Operating	7,475
MMA - Reserves	331,000
Accounts Receivable	1,972
Inventory	13,800
Prepaid Expense	48,278
Prepaid Conference	28,579
<b>Total Current Assets</b>	<b><u>\$ 514,588</u></b>

***Property & Equipment***

Furniture	\$ 73,943		
Accum Deprn - Furniture	(72,823)	\$ 1,120	
Office Equipment	18,794	(18,794)	(0)
Accum Deprn - Office Equipment	(18,794)	(0)	
Building	397,448	(116,347)	281,101
Accum Deprn - Building	(116,347)	281,101	
Building Improvement - No Rent	177,178	(65,969)	111,209
Accum Deprn - Building Improvement	(65,969)	111,209	
Building Improvement - Rent Only	29,962	(28,324)	1,638
Accum Deprn - Building Improvement	(28,324)	1,638	
Land	321,408		321,408
Building Rental	376,400		
Accum Deprn - Bldg Rental	(110,182)	266,218	
Computer Equipment	32,458		
Accum Deprn - Computer Equipment	(20,040)	12,418	
Computer Software	81,278		
Accum Amortization - Computer Software	(74,813)	6,465	
Loan Cost	4,995		
Accum Amortization - Loan Costs	(21)	4,974	
<b>Total Property and Equipment</b>		<b><u>\$ 1,006,551</u></b>	
<b>TOTAL ASSETS</b>		<b><u>\$ 1,521,138</u></b>	

**IIMC Financials**  
**FISCAL YEAR 2012**  
**Statement of Financial Position**  
**December 31, 2012**

**LIABILITIES & EQUITY**

***Current Liabilities***

Accounts Payables	\$ 20,520
Accrued Expense	37,646
Vacation Liability	20,507
Deferred Revenue - Dues	679,282
Deferred Revenue - Sponsorship/Advertising	5,600
Deferred Revenue - Conference	16,365
Sales Tax Payable	6
Grants - Conference	6,160
Grants - Study Abroad	15,000
<b>Total Current Liabilities</b>	<b><u>\$ 801,086</u></b>

***Long Term Liabilities***

Mortgage Loan	\$ 739,713
<b>Total Long Term Liabilities</b>	<b><u>\$ 739,713</u></b>

**EQUITY**

Equity	(112,853)
Property & Equip Reserves	(11,178)
Building Reserves	22,612
Operating Reserves	15,990
Net Income/(Loss)	65,769
<b>Total Equity</b>	<b><u>\$ (19,661)</u></b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>\$ 1,521,138</u></b>

### IIMC Financials

FISCAL YEAR 2012

SUMMARY TOTALS

Department	2012							
	Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	YTD %
<b>INCOME:</b>								
Administration	21,600	1,723	1,800	(77)	21,571	21,600	(29)	99.9%
Building	59,000	4,918	4,917	1	59,011	59,000	11	100.0%
Conference	570,775	-	-	-	471,768	570,775	(99,007)	0.0%
Education	122,700	23,745	8,142	15,604	122,873	122,700	173	100.1%
Marketing	40,350	2,229	3,444	(1,216)	32,609	40,350	(7,741)	80.8%
Membership	1,056,000	89,382	88,000	1,382	1,071,410	1,056,000	15,410	101.5%
<b>Total Income</b>	<b>1,870,425</b>	<b>121,996</b>	<b>106,303</b>	<b>15,694</b>	<b>1,779,241</b>	<b>1,870,425</b>	<b>(91,184)</b>	<b>95.1%</b>
<b>EXPENSES:</b>								
Administration	541,272	45,075	45,870	(795)	545,979	541,272	4,707	100.9%
Building	131,832	15,248	12,194	3,055	138,909	131,832	7,077	105.4%
Committee - Board of Directors	99,050	2,068	28,594	(26,526)	77,783	99,050	(21,267)	78.5%
Committee - Executive	22,600	202	1,883	(1,681)	11,838	22,600	(10,762)	52.4%
Committees - Other	15,540	18	429	(411)	12,218	15,540	(3,322)	78.6%
Conference	522,500	5,128	4,583	544	461,491	522,500	(61,009)	88.3%
Education	225,731	22,129	18,811	3,319	175,724	225,731	(50,007)	77.8%
Marketing	119,850	11,733	9,654	2,079	117,430	119,850	(2,420)	98.0%
Membership	181,900	20,237	15,125	5,112	172,102	181,900	(9,798)	94.6%
<b>Total Expense</b>	<b>1,860,275</b>	<b>121,838</b>	<b>137,144</b>	<b>(15,305)</b>	<b>1,713,473</b>	<b>1,860,275</b>	<b>(146,802)</b>	<b>92.1%</b>
<b>PROFIT/(LOSS)</b>								
Administration	(519,672)	(43,352)	(44,070)	718	(524,408)	(519,672)	(4,736)	100.9%
Building	(72,832)	(10,331)	(7,277)	(3,054)	(79,899)	(72,832)	(7,067)	109.7%
Board of Directors	(99,050)	(2,068)	(28,594)	26,526	(77,783)	(99,050)	21,267	78.5%
Committee - Executive	(22,600)	(202)	(1,883)	1,681	(11,838)	(22,600)	10,762	52.4%
Committees - Other	(15,540)	(18)	(429)	411	(12,218)	(15,540)	3,322	78.6%
Conference	48,275	(5,128)	(4,583)	(544)	10,277	48,275	(37,998)	21.3%
Education	(103,031)	1,616	(10,669)	12,285	(52,851)	(103,031)	50,180	51.3%
Marketing	(79,500)	(9,504)	(6,210)	(3,294)	(84,821)	(79,500)	(5,321)	106.7%
Membership	874,100	69,145	72,875	(3,730)	899,309	874,100	25,209	102.9%
<b>Net Profit/(Loss)</b>	<b>10,150</b>	<b>158</b>	<b>(30,841)</b>	<b>30,999</b>	<b>65,769</b>	<b>10,150</b>	<b>55,619</b>	<b>648.0%</b>
Controls	0	0	0	0	0	0	0	0

## IIMC Financials

FISCAL YEAR 2012

Administrative

12/31/2012

Description	2012							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
<b>INCOME</b>								
Interest	600	(27)	50	(77)	541	600	(59)	90.1%
MCEF Development Contract	21,000	1,750	1,750	-	21,000	21,000	-	100.0%
<b>Total Income</b>	<b>21,600</b>	<b>1,723</b>	<b>1,800</b>	<b>(77)</b>	<b>21,571</b>	<b>21,600</b>	<b>(29)</b>	<b>99.9%</b>
<b>OVERHEAD EXPENSES</b>								
Salary/Wages	268,100	22,830	22,342	488	275,591	268,100	7,491	102.8%
Contract Labor	60,000	5,000	5,000	-	60,000	60,000	-	100.0%
Salary Benefits	44,000	4,234	3,667	568	44,997	44,000	997	102.3%
Payroll Taxes-Employer	20,000	1,620	1,667	(46)	19,386	20,000	(614)	96.9%
Workers Comp Insurance	2,800	152	233	(81)	1,405	2,800	(1,395)	50.2%
Computer/Software Purchase	1,000	39	83	(44)	2,078	1,000	1,078	207.8%
Computer/Software Support	34,200	2,561	2,850	(289)	35,139	34,200	939	102.7%
Depreciation Furn/Amortization Exp	7,037	881	586	295	6,833	7,037	(204)	97.1%
Office Equipment Lease	4,000	645	333	312	3,720	4,000	(280)	93.0%
Office Equipment Maint	3,100	192	258	(66)	2,403	3,100	(697)	77.5%
Office Equipment Purchase	1,000	-	83	(83)	997	1,000	(3)	99.7%
Office Supplies	6,100	462	508	(46)	4,677	6,100	(1,423)	76.7%
Telephone	10,200	857	850	7	10,591	10,200	391	103.8%
Web Site	3,400	-	849	(849)	3,319	3,400	(81)	97.6%
Auditor Fees	14,500	250	1,208	(958)	14,000	14,500	(500)	96.6%
Auto Mileage-Staff	300	-	25	(25)	-	300	(300)	0.0%
Copier	6,500	505	542	(36)	6,397	6,500	(103)	98.4%
Fraudulent Activity - CC Fees/Exp Incurred	-	-	-	-	3,029	-	3,029	0.0%
Credit Card Fees	1,600	(14)	133	(148)	1,567	1,600	(33)	97.9%
Bank Analysis Fees	3,700	526	308	218	8,683	3,700	4,983	234.7%
Insurance-Retiree (*)	13,000	1,054	1,083	(29)	13,307	13,000	307	102.4%
Legal Fees	500	-	42	(42)	636	500	136	127.2%
Memberships	800	-	67	(67)	741	800	(60)	92.6%
Payroll Processing	1,800	363	150	213	4,583	1,800	2,783	254.6%
Postage/Courier/Mailing	2,300	125	192	(67)	1,611	2,300	(689)	70.0%
Printing	2,500	-	208	(208)	1,482	2,500	(1,018)	59.3%
Professional Develop/Training	3,000	-	250	(250)	267	3,000	(2,733)	8.9%
Shipping	500	-	42	(42)	552	500	52	110.4%
Subscriptions/Publications	300	-	25	(25)	23	300	(277)	7.6%
Taxes Business	10,035	1,339	1,035	304	10,042	10,035	7	0.0%
Admin Accommodations	3,300	81	275	(194)	754	3,300	(2,546)	22.9%
Admin Airfare	6,000	424	500	(76)	3,957	6,000	(2,043)	66.0%
Admin Ground	1,300	17	108	(91)	493	1,300	(807)	37.9%
Admin Meals	2,200	-	183	(183)	856	2,200	(1,344)	38.9%
Admin Other	200	-	17	(17)	44	200	(156)	22.0%
Other	2,000	932	167	765	1,820	2,000	(180)	91.0%
<b>Total Administrative Expenses</b>	<b>541,272</b>	<b>45,075</b>	<b>45,870</b>	<b>(795)</b>	<b>545,979</b>	<b>541,272</b>	<b>4,707</b>	<b>100.9%</b>
<b>Net Profit/Loss</b>	<b>(519,672)</b>	<b>(43,352)</b>	<b>(44,070)</b>	<b>718</b>	<b>(524,408)</b>	<b>(519,672)</b>	<b>(4,736)</b>	<b>100.9%</b>
				0			0	

## IIMC Financials

FISCAL YEAR 2012

Building

12/31/2012

Description	2012							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
<b>INCOME</b>								
Rental Income	59,000	4,918	4,917	1	59,011	59,000	11	100.0%
<b>Total Income</b>	<b>59,000</b>	<b>4,918</b>	<b>4,917</b>	<b>1</b>	<b>59,011</b>	<b>59,000</b>	<b>11</b>	<b>100.0%</b>
<b>DIRECT EXPENSE</b>								
Amortize Loan Costs	1,606	21	134	(113)	6,845	1,606	5,239	426.2%
Association Fees	2,160	205	180	25	2,460	2,160	300	113.9%
Depreciation Building	32,446	2,459	2,704	(245)	31,763	32,446	(683)	97.9%
Insurance Fire/Property	4,000	-	333	(333)	3,884	4,000	(116)	97.1%
Landscaping	4,100	402	342	60	3,482	4,100	(618)	84.9%
Mortgage Interest	43,000	4,566	3,583	983	43,153	43,000	153	100.4%
Office Cleaning - IIMC	3,120	300	260	40	3,060	3,120	(60)	98.1%
Property Tax	14,500	-	2,416	(2,416)	14,302	14,500	(198)	98.6%
Repair/Maint Building	6,100	4,066	508	3,558	10,040	6,100	3,940	164.6%
Repair/Maint Grounds	3,900	1,156	325	831	1,449	3,900	(2,451)	37.2%
Supplies	-	-	-	-	-	-	-	0.0%
Utilities	13,800	920	1,150	(230)	13,627	13,800	(173)	98.7%
Allocation to Bldg Reserve	1,000	1,000	83	917	1,000	1,000	-	100.0%
Office Cleaning - Tenants	2,100	153	175	(22)	1,844	2,100	(256)	87.8%
Commissions/Appraisals	-	-	-	-	2,000	-	2,000	0.0%
<b>Total Direct Expense</b>	<b>131,832</b>	<b>15,248</b>	<b>12,194</b>	<b>3,055</b>	<b>138,909</b>	<b>131,832</b>	<b>7,077</b>	<b>105.4%</b>
<b>Net Profit/Loss</b>	<b>(72,832)</b>	<b>(10,331)</b>	<b>(7,277)</b>	<b>(3,054)</b>	<b>(79,899)</b>	<b>(72,832)</b>	<b>(7,067)</b>	<b>109.7%</b>

# IIMC Financials

FISCAL YEAR 2012

Committees

12/31/2012

Description	2012								
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
<b>EXECUTIVE COMMITTEE:</b>									
Telephone	500	-	42	(42)	122	500	(378)	24.5%	
Travel Accommodations	7,000	-	583	(583)	2,768	7,000	(4,232)	39.5%	
Travel Airfare	10,000	-	833	(833)	6,098	10,000	(3,902)	61.0%	
Travel Ground	2,000	146	167	(20)	1,070	2,000	(930)	53.5%	
Travel Meals	3,000	50	250	(200)	1,688	3,000	(1,312)	56.3%	
Travel Other	100	6	8	(2)	92	100	(8)	91.9%	
Other	-	-	-	-	-	-	-	0.0%	
<b>Total Expense</b>	<b>22,600</b>	202	<b>1,883</b>	<b>(1,681)</b>	<b>11,838</b>	<b>22,600</b>	<b>(10,762)</b>	<b>52.4%</b>	
<b>BOARD OF DIRECTORS:</b>									
<b>General</b>									
Election Expense	11,000	-	-	-	-	11,000	(11,000)	0.0%	
Insurance Officers & Directors	6,600	582	550	32	6,679	6,600	79	101.2%	
Legal Fees	1,000	875	83	792	1,330	1,000	330	133.0%	
Strategic Planning	12,000	-	-	-	6,105	12,000	(5,895)	0.0%	
Postage	50	1	4	(3)	71	50	21	142.5%	
Shipping	100	-	8	(8)	58	100	(42)	57.6%	
Telephone	2,500	-	208	(208)	398	2,500	(2,102)	15.9%	
Memorials	700	-	58	(58)	250	700	(450)	35.7%	
Other Expenses	300	-	25	(25)	20	300	(280)	6.6%	
<b>General</b>	<b>34,250</b>	1,458	<b>938</b>	<b>520</b>	<b>16,882</b>	<b>34,250</b>	<b>(17,368)</b>	<b>49.3%</b>	
<b>Mid-Year</b>									
Travel Accommodations	11,000	-	11,000	(11,000)	15,288	11,000	4,288	0.0%	
Travel Airfare	17,000	579	4,356	(3,777)	13,935	17,000	(3,065)	0.0%	
Travel Ground	1,000	16	1,000	(984)	1,550	1,000	550	0.0%	
Travel Meals	10,000	15	10,000	(9,985)	12,879	10,000	2,879	0.0%	
Travel Other	300	-	300	(300)	42	300	(258)	0.0%	
Meeting Expenses	1,000	-	1,000	(1,000)	500	1,000	(500)	0.0%	
Travel Region Directors	-	-	-	-	-	-	-	0.0%	
<b>Mid-Year</b>	<b>40,300</b>	610	<b>27,656</b>	<b>(27,046)</b>	<b>44,194</b>	<b>40,300</b>	<b>3,894</b>	<b>0.0%</b>	
<b>Conference</b>									
Travel Accommodations	7,000	-	-	-	7,203	7,000	203	0.0%	
Travel Airfare	1,000	-	-	-	398	1,000	(602)	0.0%	
Travel Ground	500	-	-	-	111	500	(389)	0.0%	
Travel Meals	2,000	-	-	-	698	2,000	(1,302)	0.0%	
Board Meeting Expense	10,000	-	-	-	6,633	10,000	(3,367)	0.0%	
Board Meeting Audio Visual	4,000	-	-	-	1,663	4,000	(2,337)	0.0%	
<b>Conference</b>	<b>24,500</b>	-	<b>-</b>	<b>-</b>	<b>16,706</b>	<b>24,500</b>	<b>(7,794)</b>	<b>0.0%</b>	
<b>Total Expense</b>	<b>99,050</b>	2,068	<b>28,594</b>	<b>(26,526)</b>	<b>77,783</b>	<b>99,050</b>	<b>(21,267)</b>	<b>78.5%</b>	
<b>BUDGET AND PLANNING:</b>									
Meeting Expenses	-	-	-	-	-	-	-	0.0%	
Travel Accommodations	1,890	-	-	-	2,258	1,890	368	0.0%	
Travel Airfare	3,600	-	-	-	3,105	3,600	(495)	0.0%	
Travel Ground	500	-	-	-	289	500	(211)	0.0%	
Travel Meals	1,200	-	-	-	1,509	1,200	309	0.0%	
Travel Other	200	-	-	-	-	200	(200)	0.0%	
Telephone	-	-	-	-	23	-	23	0.0%	
<b>Total Expense</b>	<b>7,390</b>	-	<b>-</b>	<b>-</b>	<b>7,183</b>	<b>7,390</b>	<b>(207)</b>	<b>0.0%</b>	
<b>CONFERENCE POLICY:</b>									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	-	<b>200</b>	<b>(200)</b>	<b>0.0%</b>	
<b>EDUCATION / PROFESSIONAL DEVELOPMENT:</b>									
Meeting Expenses	250	-	21	(21)	54	250	(196)	21.5%	
<b>Total Expense</b>	<b>250</b>	-	<b>21</b>	<b>(21)</b>	<b>54</b>	<b>250</b>	<b>(196)</b>	<b>21.5%</b>	
<b>ELECTION:</b>									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	-	<b>200</b>	<b>(200)</b>	<b>0.0%</b>	

# IIMC Financials

FISCAL YEAR 2012

Committees

12/31/2012

Description	2012								
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
<b>ETHICS:</b>									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	-	<b>200</b>	<b>(200)</b>	<b>0.0%</b>	
<b>INTERNATIONAL RELATIONS:</b>									
Exchange Program	3,000	-	-	-	2,216	3,000	(784)	0.0%	
Meeting Expenses	200	-	17	(17)	1,222	200	1,022	610.8%	
<b>Total Expense</b>	<b>3,200</b>	-	<b>17</b>	<b>(17)</b>	<b>3,438</b>	<b>3,200</b>	<b>238</b>	<b>107.4%</b>	
<b>POLICY REVIEW</b>									
Meeting Expenses	200	-	17	(17)	70	200	(130)	35.2%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	<b>70</b>	<b>200</b>	<b>(130)</b>	<b>35.2%</b>	
<b>MEMBERSHIP:</b>									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	-	<b>200</b>	<b>(200)</b>	<b>0.0%</b>	
<b>MENTORING:</b>									
Meeting Expenses	200	-	17	(17)	12	200	(188)	6.2%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	<b>12</b>	<b>200</b>	<b>(188)</b>	<b>6.2%</b>	
<b>PROGRAM REVIEW:</b>									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	-	<b>200</b>	<b>(200)</b>	<b>0.0%</b>	
<b>PUBLIC RELATIONS:</b>									
Meeting Expenses	200	-	17	(17)	26	200	(174)	13.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	<b>26</b>	<b>200</b>	<b>(174)</b>	<b>13.0%</b>	
<b>LEGISLATIVE</b>									
Meeting Expenses	-	-	0	0	45	-	45	0.0%	
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>45</b>	<b>-</b>	<b>45</b>	<b>0.0%</b>	
<b>RECORDS MANAGEMENT:</b>									
Publications - writing/editing/design	2,500	-	208	(208)	1,050	2,500	(1,450)	42.0%	
Meeting Expenses	-	-	0	0	-	-	-	0.0%	
<b>Total Expense</b>	<b>2,500</b>	-	<b>208</b>	<b>(208)</b>	<b>1,050</b>	<b>2,500</b>	<b>(1,450)</b>	<b>42.0%</b>	
<b>RESEARCH:</b>									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	-	<b>200</b>	<b>(200)</b>	<b>0.0%</b>	
<b>RESOURCE &amp; INFORMATION:</b>									
Meeting Expenses	200	-	17	(17)	-	200	(200)	0.0%	
<b>Total Expense</b>	<b>200</b>	-	<b>17</b>	<b>(17)</b>	-	<b>200</b>	<b>(200)</b>	<b>0.0%</b>	
<b>TASK FORCE(S):</b>									
Meeting Expenses	200	18	17	2	339	200	139	169.5%	
<b>Total Expense</b>	<b>200</b>	<b>18</b>	<b>17</b>	<b>2</b>	<b>339</b>	<b>200</b>	<b>139</b>	<b>169.5%</b>	
Executive Committee	22,600	202	1,883	(1,681)	11,838	22,600	(10,762)	52.4%	
Board of Directors	99,050	2,068	28,594	(26,526)	77,783	99,050	(21,267)	78.5%	
Other Committees	15,540	18	429	(411)	12,218	15,540	(3,322)	78.6%	
<b>Total Expense</b>	<b>137,190</b>	<b>2,288</b>	<b>30,906</b>	<b>(28,618)</b>	<b>101,838</b>	<b>137,190</b>	<b>(35,352)</b>	<b>74.2%</b>	
<b>Net Profit/Loss</b>	<b>(137,190)</b>	<b>(2,288)</b>	<b>(30,906)</b>	<b>28,618</b>	<b>(101,838)</b>	<b>(137,190)</b>	<b>35,352</b>	<b>74.2%</b>	

## IIMC Financials

FISCAL YEAR 2012

Conference

12/31/2012

Description	Revised Budget	Monthly	Monthly Budget	Variance	2012			
					Actual YTD	YTD Budget	Variance	YTD %
<b>INCOME</b>								
Registration Members-Full	424,875	-	-	-	368,410	424,875	(56,465)	86.7%
- Comp - Full Registration	(20,000)	-	-	-	(33,260)	(20,000)	(13,260)	166.3%
- Discount - First Timer	(10,000)	-	-	-	(7,400)	(10,000)	2,600	74.0%
- Discount - Multi Attendee	(5,000)	-	-	-	(6,100)	(5,000)	(1,100)	122.0%
- Discount - Conference Region	(17,000)	-	-	-	(11,850)	(17,000)	5,150	69.7%
- Discount - Region X	(4,000)	-	-	-	(2,400)	(4,000)	1,600	60.0%
- Discount - Region XI	-	-	-	-	(3,465)	-	(3,465)	0.0%
- Discount - Speakers	-	-	-	-	(560)	-	(560)	0.0%
Registration Guest	25,000	-	-	-	12,300	25,000	(12,700)	49.2%
Donations & Sponsorships	44,000	-	-	-	45,350	44,000	1,350	103.1%
Exhibitor Program	35,000	-	-	-	22,100	35,000	(12,900)	63.1%
Cancellation Fee	3,000	-	-	-	1,875	3,000	(1,125)	62.5%
Misc Conference Revenue	65,500	-	-	-	41,188	65,500	(24,312)	62.9%
Academy Workshop	23,400	-	-	-	38,740	23,400	15,340	165.6%
Athenian Leadership Society	3,000	-	-	0	5,425	3,000	2,425	180.8%
Boutique Sales	3,000	-	-	-	1,415	3,000	(1,585)	47.2%
<b>Total Income</b>	<b>570,775</b>	-	-	-	<b>471,768</b>	<b>570,775</b>	<b>(99,007)</b>	<b>82.7%</b>
- Conference Full - Attending					631			
- Conference Full - Comp					49			
- Conference Full - Paying (*)	750				582	750	(168)	
- Conference Retired	25				25	25	-	
- Conference Guest	100				49	100	(51)	
<b>DIRECT EXPENSES</b>								
Planner - Contract Labor	55,000	4,584	4,583	1	55,008	55,000	8	100.0%
Planner Travel Accomm.	3,800	-	-	-	2,005	3,800	(1,795)	52.8%
Planner Airfare	1,000	-	-	-	2,048	1,000	1,048	204.8%
Planner Ground Travel	300	-	-	-	540	300	240	180.0%
Planner Travel Meals	1,600	-	-	-	773	1,600	(827)	48.3%
PlannerTravel Other	100	-	-	-	250	100	150	250.0%
<b>Subtotal Planner Expenses</b>	<b>61,800</b>	<b>4,584</b>	<b>4,583</b>	<b>1</b>	<b>60,624</b>	<b>61,800</b>	<b>(1,176)</b>	<b>98.1%</b>
Academy Speaker Fees	16,000	-	-	-	11,350	16,000	(4,650)	70.9%
Academy Speaker Accommodations	2,900	-	-	-	1,092	2,900	(1,808)	37.7%
Academy Speaker Meals	800	-	-	-	132	800	(668)	16.5%
Academy Speaker Travel	7,800	-	-	-	1,156	7,800	(6,644)	14.8%
Academy Materials/Supplies	1,000	-	-	-	-	1,000	(1,000)	0.0%
Academy Transportation	-	-	-	-	-	-	-	0.0%
<b>Subtotal Academy Expenses</b>	<b>28,500</b>	-	-	-	<b>13,730</b>	<b>28,500</b>	<b>(14,770)</b>	<b>48.2%</b>
Genl/Plenary Speaker Fees	30,000	-	-	-	21,000	30,000	(9,000)	70.0%
Genl/Plenary Speaker Accommodations	500	-	-	-	554	500	54	110.7%
Genl/Plenary Speaker Meals	150	-	-	-	185	150	35	0.0%
Genl/Plenary Speaker Travel	2,600	-	-	-	667	2,600	(1,933)	25.7%
<b>Subtotal Gen/Plenary Speaker Expenses</b>	<b>33,250</b>	-	-	-	<b>22,406</b>	<b>33,250</b>	<b>(10,844)</b>	<b>67.4%</b>
Speakers Accommodations	7,700	-	-	-	2,261	7,700	(5,439)	29.4%
Speakers Fees	27,000	-	-	-	9,850	27,000	(17,150)	36.5%
Speakers Meals	2,100	-	-	-	523	2,100	(1,577)	24.9%
Speakers Travel	8,000	-	-	-	4,243	8,000	(3,757)	53.0%
<b>Subtotal Speaker Expenses</b>	<b>44,800</b>	-	-	-	<b>16,877</b>	<b>44,800</b>	<b>(27,923)</b>	<b>37.7%</b>
Staff Travel Accomm.	14,000	219	-	219	10,406	14,000	(3,594)	74.3%
Conf. Travel Airfare Staff	5,000	324	-	324	4,466	5,000	(534)	89.3%
Conf. Travel Ground - Staff	500	-	-	-	328	500	(172)	65.6%
Conf. Travel Meals - Staff	4,000	-	-	-	3,848	4,000	(152)	96.2%
Conf. Travel Other - Staff	100	-	-	-	230	100	130	230.0%
<b>Subtotal Staff Expenses</b>	<b>23,600</b>	<b>543</b>	-	<b>543</b>	<b>19,279</b>	<b>23,600</b>	<b>(4,321)</b>	<b>81.7%</b>
Travel Accommodations VIP	8,500	-	-	-	6,683	8,500	(1,818)	78.6%
Conf. Transportation - VIP	-	-	-	-	1,335	-	1,335	0.0%
<b>Subtotal VIP Expenses</b>	<b>8,500</b>	-	-	-	<b>8,018</b>	<b>8,500</b>	<b>(483)</b>	<b>94.3%</b>
Opening Reception	25,000	-	-	-	14,581	25,000	(10,419)	58.3%
All Conference Event	40,000	-	-	-	24,448	40,000	(15,552)	61.1%
Opening Ceremony	400	-	-	-	350	400	(50)	87.5%
<b>Subtotal Events Expenses</b>	<b>65,400</b>	-	-	-	<b>39,379</b>	<b>65,400</b>	<b>(26,021)</b>	<b>60.2%</b>

## IIMC Financials

FISCAL YEAR 2012

Conference

12/31/2012

Description	Revised Budget	Monthly	Monthly Budget	Variance	2012			
					Actual YTD	YTD Budget	Variance	YTD %
Food & Beverage	85,600	-	-	-	63,161	85,600	(22,439)	73.8%
Meetings Space/Labor	-	-	-	-	3,699	-	3,699	0.0%
Colloquium Food & Beverage	700	-	-	-	912	700	212	130.3%
Annual Banquet	38,600	-	-	-	23,506	38,600	(15,094)	60.9%
Private Receptions	11,000	-	-	-	9,126	11,000	(1,874)	83.0%
Meeting Expense - MCEF	1,200	-	-	-	943	1,200	(257)	78.6%
<b>Subtotal F&amp;B Expenses</b>	<b>137,100</b>				<b>101,348</b>	<b>137,100</b>	<b>(35,752)</b>	<b>73.9%</b>
Credit Card Fees	9,000	0	-	0	10,098	9,000	1,098	0.0%
Hotel Room - Attrition	-	-	-	-	72,332	-	72,332	0.0%
Athenian Leadership Society	1,000	-	-	0	-	1,000	(1,000)	0.0%
Telephone/Internet	2,300	-	-	-	1,966	2,300	(334)	85.5%
Awards & Gifts	3,000	-	-	-	2,666	3,000	(334)	88.9%
Office Supplies	200	-	-	-	258	200	58	128.8%
Shipping	3,000	-	-	-	2,557	3,000	(443)	85.2%
Lanyards/Bags/Gifts	2,500	-	-	-	2,902	2,500	402	116.1%
Conference Security	2,000	-	-	-	397	2,000	(1,603)	19.9%
Colloquium Institute Director	2,850	-	-	-	2,189	2,850	(661)	76.8%
Postage/Courier/Mailing	500	-	-	-	26	500	(474)	5.1%
Conf. Transportation	5,000	-	-	-	3,462	5,000	(1,539)	69.2%
Audio/Visual	50,000	-	-	-	46,735	50,000	(3,265)	93.5%
Exhibit Hall	4,000	-	-	-	4,535	4,000	535	113.4%
Design Work	1,000	-	-	-	85	1,000	(915)	8.5%
Photographer	3,500	-	-	-	3,168	3,500	(332)	90.5%
Conference Printing/Design Work	20,000	-	-	-	17,085	20,000	(2,915)	85.4%
Merchandise	2,000	-	-	-	999	2,000	(1,001)	49.9%
Conference Scanning Expense	6,000	-	-	-	5,773	6,000	(227)	96.2%
Other	500	-	-	-	738	500	238	147.5%
Conference CD Handout	1,200	-	-	-	1,862	1,200	662	155.2%
<b>Subtotal Operating Expenses</b>	<b>119,550</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>179,831</b>	<b>119,550</b>	<b>60,281</b>	<b>150.4%</b>
<b>Total Direct Expense</b>	<b>522,500</b>	<b>5,128</b>	<b>4,583</b>	<b>544</b>	<b>461,491</b>	<b>522,500</b>	<b>(61,009)</b>	<b>88.3%</b>
<b>Net Profit/Loss</b>	<b>48,275</b>	<b>(5,128)</b>	<b>(4,583)</b>	<b>(544)</b>	<b>10,277</b>	<b>48,275</b>	<b>(37,998)</b>	<b>21.3%</b>
					(0)			(0)

## IIMC Financials

FISCAL YEAR 2012

Education

12/31/2012

Description	2012							
	Revised Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
<b>INCOME:</b>								
MCEF Contribution/Policy 8	25,000	35,415	-	35,415	35,415	25,000	10,415	0.0%
Fees CMC	26,000	2,850	2,167	683	37,200	26,000	11,200	143.1%
Fees CMC Recertification	-	-	-	-	(250)	-	(250)	0.0%
Fees MMC	60,000	3,275	5,000	(1,725)	45,210	60,000	(14,790)	75.4%
Pin CMC	100	-	8	(8)	840	100	740	840.0%
Pin MMC	200	30	17	13	90	200	(110)	45.0%
Plaques CMC	5,200	700	433	267	7,135	5,200	1,935	137.2%
Distance Ed Registration	6,000	94	500	(406)	14,930	6,000	8,930	248.8%
Conference CD Rom	-	-	-	-	-	-	-	0.0%
Misc Education Income	200	-	17	(17)	892	200	692	0.0%
MCEF Scholarship	-	(4,958)	-	(4,958)	(4,958)	-	(4,958)	0.0%
Grants - Study Abroad/Conference	-	(13,660)	-	(13,660)	(13,660)	-	(13,660)	0.0%
<b>Total Income</b>	<b>122,700</b>	<b>23,745</b>	<b>8,142</b>	<b>15,604</b>	<b>122,873</b>	<b>122,700</b>	<b>173</b>	<b>100.1%</b>
<b>DIRECT EXPENSES:</b>								
Salary/Wages	153,714	11,371	12,810	(1,438)	112,863	153,714	(40,851)	73.4%
Salary Benefits	18,067	1,669	1,506	164	18,130	18,067	63	100.4%
Payroll Taxes - Employer	14,000	1,088	1,167	(79)	10,607	14,000	(3,393)	75.8%
Workers Comp Insurance	1,500	90	125	(35)	1,113	1,500	(387)	74.2%
Computer/Software Support	-	-	-	-	3,408	-	3,408	0.0%
Credit Card Fee	2,600	86	217	(130)	1,519	2,600	(1,081)	58.4%
Distance Ed	10,800	1,350	900	450	10,350	10,800	(450)	95.8%
Memberships	300	-	25	(25)	250	300	(50)	83.3%
Pins CMC	1,500	-	125	(125)	-	1,500	(1,500)	0.0%
Pins MMC	2,100	244	175	69	2,015	2,100	(85)	95.9%
Plaques	4,500	448	375	73	2,983	4,500	(1,517)	66.3%
Postage/Courier/Mailing	2,000	120	167	(47)	1,177	2,000	(823)	58.9%
Printing	1,500	5,018	125	4,893	5,456	1,500	3,956	363.8%
Shipping	4,800	646	400	246	5,043	4,800	243	105.1%
Professional Develop/Training	2,000	-	167	(167)	239	2,000	(1,761)	11.9%
Program Development	5,000	-	417	(417)	-	5,000	(5,000)	0.0%
Subscriptions/Publications	500	-	42	(42)	-	500	(500)	0.0%
Telephone	100	-	8	(8)	93	100	(7)	92.8%
Staff Travel Accommodations	-	-	-	-	151	-	151	0.0%
Staff Airfare	-	-	-	-	215	-	215	0.0%
Staff Travel Ground	250	-	21	(21)	58	250	(192)	23.1%
Staff Travel Meals	250	-	21	(21)	55	250	(195)	22.0%
Staff Travel Other	250	-	21	(21)	-	250	(250)	0.0%
<b>Total Direct Expense</b>	<b>225,731</b>	<b>22,129</b>	<b>18,811</b>	<b>3,319</b>	<b>175,724</b>	<b>225,731</b>	<b>(50,007)</b>	<b>77.8%</b>
<b>Net Profit/Loss</b>	<b>(103,031)</b>	<b>1,616</b>	<b>(10,669)</b>	<b>12,285</b>	<b>(52,851)</b>	<b>(103,031)</b>	<b>50,180</b>	<b>51.3%</b>

## IIMC Financials

FISCAL YEAR 2012

Marketing

12/31/2012

Description	2012							
	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
<b>INCOME</b>								
Advertising	10,800	600	982	(382)	7,800	10,800	(3,000)	72.2%
Advertising/Sponsor	19,250	1,400	1,604	(204)	15,400	19,250	(3,850)	80.0%
Advertising Website	1,000	-	83	(83)	2,033	1,000	1,033	203.3%
Royalty - MBNA MasterCard	1,500	-	125	(125)	1,748	1,500	248	116.5%
Royalty - Robert's Rule of Order	800	-	67	(67)	21	800	(779)	2.6%
Royalties Other - E.Mina/NAP	500	28	42	(14)	460	500	(40)	92.0%
Mailing Lists	500	-	42	(42)	863	500	363	172.5%
Merchandise	1,000	70	83	(13)	105	1,000	(895)	10.5%
Publications	4,000	71	333	(263)	3,880	4,000	(120)	97.0%
Publications - Book 8	1,000	60	83	(23)	300	1,000	(700)	0.0%
<b>Total Income</b>	<b>40,350</b>	2,229	<b>3,444</b>	<b>(1,216)</b>	<b>32,609</b>	<b>40,350</b>	<b>(7,741)</b>	<b>80.8%</b>
<b>DIRECT EXPENSES</b>								
Salary/Wages	86,000	8,099	7,167	932	85,384	86,000	(616)	99.3%
Salary Benefits	12,500	1,276	1,042	235	12,509	12,500	9	100.1%
Payroll Taxes	5,800	359	483	(124)	5,786	5,800	(14)	99.8%
Workers Comp Insurance	900	51	75	(24)	623	900	(277)	69.2%
Credit Card Fee	200	1	17	(16)	67	200	(133)	33.6%
Awards & Gifts	1,000	-	-	-	2,111	1,000	1,111	211.1%
Design Work (non conference)	500	-	42	(42)	-	500	(500)	0.0%
Merchandise	500	68	42	26	954	500	454	190.8%
Shipping	100	-	8	(8)	68	100	(32)	68.3%
Staff Travel Accommodations	600	-	50	(50)	-	600	(600)	0.0%
Staff Airfare	500	-	42	(42)	-	500	(500)	0.0%
Travel Exhibit	3,000	1,653	-	1,653	4,352	3,000	1,352	145.1%
Staff Travel Ground	250	-	21	(21)	-	250	(250)	0.0%
Staff Travel Meals	500	-	42	(42)	220	500	(280)	44.0%
Staff Travel Other	200	-	17	(17)	-	200	(200)	0.0%
News Digest/Print/Mail/Design	3,500	348	292	56	3,774	3,500	274	107.8%
Printing - Book 8	800	61	67	(6)	248	800	(552)	31.0%
Printing / Publications	3,000	(183)	250	(433)	1,334	3,000	(1,666)	44.5%
<b>Total Direct Expense</b>	<b>119,850</b>	<b>11,733</b>	<b>9,654</b>	<b>2,079</b>	<b>117,430</b>	<b>119,850</b>	<b>(2,420)</b>	<b>98.0%</b>
<b>Net Profit/Loss</b>	<b>(79,500)</b>	<b>(9,504)</b>	<b>(6,210)</b>	<b>(3,294)</b>	<b>(84,821)</b>	<b>(79,500)</b>	<b>(5,321)</b>	<b>106.7%</b>

## IIMC Financials

FISCAL YEAR 2012

Membership

12/31/2012

Description	2012								
	Revised Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
<b>INCOME</b>									
Membership Dues	1,053,000	89,307	87,750	1,557	1,066,830	1,053,000	13,830	101.3%	
Membership Late Fee	3,000	75	250	(175)	4,580	3,000	1,580	152.7%	
<b>Total Income</b>	<b>1,056,000</b>	<b>89,382</b>	<b>88,000</b>	<b>1,382</b>	<b>1,071,410</b>	<b>1,056,000</b>	<b>15,410</b>	<b>101.5%</b>	
<b>DIRECT EXPENSES</b>									
Salary/Wages	96,500	10,356	8,042	2,314	97,084	96,500	584	100.6%	
Salary Benefits	21,500	2,021	1,792	229	20,669	21,500	(831)	96.1%	
Payroll Taxes-Employer	9,000	996	750	246	8,616	9,000	(384)	95.7%	
Workers Comp Insurance	900	54	75	(21)	670	900	(230)	74.4%	
Auto Mileage	100	-	8	(8)	-	100	(100)	0.0%	
Computer/Software Support	2,800	73	233	(161)	2,744	2,800	(56)	98.0%	
Credit Card	4,500	410	375	35	7,229	4,500	2,729	160.6%	
Dues Mailing	8,000	-	667	(667)	8,665	8,000	665	108.3%	
Membership	500	25	42	(17)	540	500	40	107.9%	
Office Equipment	-	-	-	-	32	-	32	0.0%	
Postage/Courier/Mailing	5,500	135	458	(324)	1,812	5,500	(3,688)	32.9%	
Printing Mbr Drive	26,400	6,169	2,200	3,969	23,087	26,400	(3,313)	87.5%	
Professional Develop/Training	1,800	-	150	(150)	91	1,800	(1,709)	5.1%	
Promotion	1,100	-	92	(92)	537	1,100	(563)	48.8%	
Research Salary Survey Services	400	-	-	-	300	400	(100)	0.0%	
Staff Travel Accommodations	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Staff Airfare	1,400	-	117	(117)	-	1,400	(1,400)	0.0%	
Staff Travel Ground	200	-	17	(17)	25	200	(175)	12.4%	
Staff Travel Meals	200	-	17	(17)	-	200	(200)	0.0%	
Staff Travel Other	100	-	8	(8)	-	100	(100)	0.0%	
<b>Total Direct Expense</b>	<b>181,900</b>	<b>20,237</b>	<b>15,125</b>	<b>5,112</b>	<b>172,102</b>	<b>181,900</b>	<b>(9,798)</b>	<b>94.6%</b>	
			15,158						
<b>Net Profit/Loss</b>	<b>874,100</b>	<b>69,145</b>	<b>72,875</b>	<b>(3,730)</b>	<b>899,309</b>	<b>874,100</b>	<b>25,209</b>	<b>102.9%</b>	
				-			0		

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



**To:** Board of Directors

**From:** Emily Maggard, Communications Coordinator

**Date:** April 10, 2013

**Subject:** 2013 Communications Report

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Since the 2012 Conference, the Communication Department has added PayPal online payment options to the Education certification tabs and Conference registration on the IIMC website, revamped and “mobilized” the E-briefs, is working with Captus Press, exploring online education options, and is working with the Public Relations & Marketing Committee on promoting the Clerk Profession, as well as several other projects. Please see the highlights below:

- **PayPal** – Members can now pay for their certification applications, conference, Academy Sessions, Conference Athenians, and of course the conference registrations, as well as the MCEF Walk/ Run online via PayPal. PayPal will process payments online, with or without a PayPal account. Major credit cards are accepted, and though a PayPal account checks are accepted as well. In the future the Communications Department will also be adding this feature to the Membership pages as well.
- **E-Briefs** – The IIMC E-briefs have been revamped. With technology moving forward at light speed, many municipalities are relying on mobile devices and it was important to IIMC to ensure that our members receive any content IIMC is sending out. After a few tries and formatting blunders, the Communications Department has found a format that works on the computer, as well as any mobile device.
- **News Digest** - The News Digest continues to be distributed monthly, and is cross posted on Facebook (via RSS feed). This year, in order to promote the IIMC Annual Conference, the Department has included articles by our General Speakers with a note about their future appearance at our conference to generate interest.
- **Media Center** - The Communication Department is working with other Departments at HQ to put together short, informational videos that will interact and assist in opening an additional channel of communication between Staff and the membership. These videos can be used as a welcome to IIMC, to assist the members with the certification process and answer some of the most frequently asked questions, etc. Currently, two videos have been created and can be found in the media center on the IIMC website. The Department also plans on creating a “channel” promoting Clerks, the Profession, and IIMC with video testimonials featuring people other than IIMC Staff.

- **Social Media** – Facebook continues to grow, with over 760 “likes” as of today’s date. All E-briefs automatically post to Facebook, as well as the Executive Director’s Twitter account, in order to get as much exposure as possible. Links and QR codes linking back to Facebook are placed on business cards and email signatures, leading to exposure in 14 different countries. A typical post on an average day will “reach” 350 people (people who interact somehow with the post, by reading it on our page, a friend’s page, or even repost it themselves). IIMC has also been linking up State/ National/ Provincial Associations, in order to keep in touch with and market to Clerks everywhere.
- **Institute Promotions** – The Department is coming up with a few ways to further promote our Institutes, and solidify a reciprocal relationship.
- **Public Relations & Marketing** – The Department reviewed and discussed how to promote many of the programs and awards IIMC offers - the Program of Excellence, the Quill Award, and focused especially on Municipal Clerks Week campaigns. Out of this committee two excellent new “on demand” posters were created, and are on the web. More work will be done to further promote in all areas.
- **Conference** - The Preliminary Program was learned, edited, and uploaded. The conference itself has been promoted through many avenues (social media, email blast, etc.)
- **Captus Press** – The Department received final approval for Captus Press to provide the platform for the courses that the membership needs. We have been gathering notes on what it is Captus needs to create the courses, and have been in touch with Jane Long to create the first course from already existing materials she has done for IIMC. The Education Department has also spoken to a few Institute Directors who are looking into whether their universities will allow them to do create courses for this program.
- **International**– After the Committee approved the education program for the 2013 Study Abroad Program in Scotland, the Department has been promoting the program periodically. Each month, we also ensure to promote Scotland in a large ad in the News Digest.
  - Google translate was added to the IIMC website in December. As we have more and more International members, this button should help these non-native English speakers easily translate our basic pages.

The Communications Department thanks you for your support this past year.

#### **Management’s Comments:**

As you can tell, the Department provides much needed marketing and communication energy to the Organization. There are many areas where this Department has excelled this past year, especially with the continuous improvements to social media, the PayPal online forms and, of course, Captus Press. The latter doubles with the Education Department in offering on line courses for our members as well as bringing in additional revenue.

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors  
**From:** Janis Daudt, Director of Member Services  
**Date:** April 10, 2013  
**Subject:** Member Services Year End Report 2012-2013

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In January 2012, IIMC embarked on its most expansive membership recruitment campaign in history. Utilizing the 2007 Governments Integrated Directory (GID) provided us with four separate lists – Municipalities, Special Districts, Counties and School Boards. We created criteria of a targeted mailing list of non-members in the United States that focused on 4,660 potential new members. At the end of 2012, we had brought in 223 new members and as of April 10, 2013, we have brought in another 35 new members through the recruitment campaign, totaling 258. We will continue this member drive through June 2013. Beginning in July 2013, we will start a similar drive targeting small municipalities with populations less than 2,000.

We continue to send letters and a specially marked member application to the initial target group of over 4,000 on the mailing list. From this member drive, we have 13 that will be attending the IIMC Conference in Atlantic City, NJ. To boost attendance, we marketed to all New Jersey Clerks who have never been IIMC members a one-year free membership with their Conference registration. To date, we have 14 NJ Clerks take advantage of this offer.

Member Services continues to concentrate on membership retention through personal contact calls. We are immediate in responding to member needs. We focus on all of the benefits IIMC offers and we state how these benefits can help them in their day to day work. We are cognizant of our brand and make certain it is visible in all communications. Our new members receive their new member packet through email and then Tammy Schultz prints Membership and Code of Ethics Certificates and sends them along to the new member with an IIMC Membership Pin and a *Language of Local Government* book. It is a great way for them to start their relationship with IIMC. They receive a “Welcome” letter giving them their website member only User ID and Password. They receive a letter six months into their membership asking if they have researched our website to learn about the Education Programs, Career Center, Salary Survey, membership database, archived News Digests, Clerk ListServ and Send a Postcard. All of the above is IIMC’s standard operating procedure for Member Services!

Having Janet Pantaleon devote half her time in our Department working on conference registrations has freed up our time to call on members regarding their member dues and helps create that one on one relationship with our membership.

We have met and/or surpassed membership dues projected budget for the last five years. With all things taken into consideration; economy, retirements, layoffs, consolidation, we believe we have done a consistent job of retaining members. We continue to strive for much bigger numbers in the future with the help of the Education Department, successful Annual Conferences and repetition in contact and communication with our members.

As staff liaisons we work on committee assignments for the Membership, Mentor and Research/Resource Committees. We run membership campaigns such as the Recruit a Member (20 new members SINCE July 1, 2012 to April 2013) and Region Director Challenge (37). Our relationship with VVG, IAM, IMASA, ADSO and SLCC is growing. Our Region XI membership numbers as of this writing are 167. Region XI Members must be members of our affiliate associations in order to receive the \$26.00 a year membership fee. If they are not, they pay \$50.00.

IIMC's Salary Survey for 2013 is complete and needs to be formatted before announcing its availability on the website. We have the IIMC Clerk Career Center which benefits our members and employers. Non-dues revenue is created through the Career Center as Employers pay to place employment ads on our website.

We are proud of our work and we will continue to work very hard to improve IIMC's member numbers and services.

**Management's Comments:**

IIMC's overall membership base is approximately 9,300 members with actual member paying dues at 8,700. This Department is commended for their consistency and using the "personal" touch to reach out and talk to our members. One of IIMC's best features is the ability for any member to have personal contact with IIMC staff. In this age of technology, this bit of customer relations is a welcome breath of fresh air.

# Minutes of IIMC Region XI Management Board

1 March 2013

## Teleconference

### In Attendance:

Ronny Frederickx	Regional Director	A
Sam Shippen	Regional Director	P
Nick Randle	International Development Consultant	P
John Austin	ADSO	P
Gil Litov	IAM	P
George Moroane	IMASA	A
Jonathan Bourne	SLCC	P
Neville Dundas	SOLAR	A
Jaap Pans	VVG	P
Francois Ahlers	Former Regional Director	A
Tom van der Hoven	Former Regional Director	P

### 1 Welcome and Introductions

Sam Shippen, Regional Director, welcomed everyone to the meeting.

### 2 Election of Chairman

Sam explained that Ronny had resigned as Regional Director effective from May to allow Jaap to apply for the position of Regional Director as had been agreed previously.

**It was AGREED:**

**That Sam Chair this meeting, that Jaap Chair the next one and that Chairmanship rotate from then onwards.**

### 3 Appointment of Minute Taker

Tom offered to take the Minutes of this first meeting.

**It was AGREED:**

**That Associations, in alphabetical order, be responsible for taking the minutes of future Board meetings.**

#### **4 Terms of Reference**

Nick introduced the draft Terms of Reference he had produced.

The general view was that the Management Board would act in the collective interests of IIMC members in Region XI and in line with the policies and guidance issued by the IIMC Board and Executive Director.

##### Frequency of meetings

It was suggested that two face-to-face meetings took place during the year with possibly one teleconference. A meeting will be held during the IIMC conference and it was suggested that another face-to-face meeting took place around the time of the SLCC and ADSO conferences – dependent upon which conference the IIMC President and Executive Director attended.

Gill extended an invitation to rather hold the second 2013 meeting in Jerusalem on a date to be agreed.

Jaap suggested that one teleconference may not be sufficient.

Members supported the suggestion that teleconferences be held via Skype. Tom NR suggested that Skype Premium would be beneficial as that would allow multi party video conferencing at minimal cost. Nick undertook to ask Chris Shalby if IIMC would pay for it.

##### Membership of the Management Board

It was unanimously agreed to include former Regional Directors in the membership of the Board as it would ensure continuity and recognised that they had a contribution to make.

As far as associations were concerned it was agreed to include those associations with two or more paid up IIMC members but that this be reviewed at some stage in the future.

**It was AGREED:**

- 1. That the Terms of Reference as set out in Annex A be agreed for the IIMC Region XI Management Board.**
- 2. That the Terms of Reference be reviewed annually.**

## **5. Report of the Region XI Development Consultant.**

Nick introduced his report and explained that he had shared his report with the IIMC Board and International Relations Committee.

He described the immediate focus of his work in 2013 and invited discussion and feedback in respect of Region XI priorities.

In response to a question Nick explained that funding for his role had been agreed by IIMC for a couple of years but that continuation would obviously be dependent on the success of the project. Increased membership would be one of the main drivers to measure the success and hence his suggested focus on it.

The Board noted this focus but suggested that growth in member services was equally important.

Education formed an important part of member services and Nick will be meeting with the Education Department at HQ during his tour to discuss Region XI's requirements. NR

Jaap mentioned that VVG had seen growth in the number of their members taking up CMC and MMC qualifications. The 'window' of opportunity for Region XI members seems to be working well.

The Board discussed what other services might be of value to Region XI members. John pointed out that services had to be relevant in order to attract new members.

The value of possible joint/cross training was discussed. Sam suggested the possibility of European funding for this. Certainly a matter to be explored further in light of a 2014 Region XI conference.

Jonathan suggested that the relationship between elected members and democratic officers could form a topic.

There was unanimous support to progress the Region XI conference for 2014 in possibly June or July in Brussels. NR

Jaap undertook to discuss this with his VVG colleagues to see what assistance they could offer. JP

Sam will pass the details of the Parliamentarian Centre in Brussels on to Nick and Jaap. SS

### **It was AGREED:**

- 1. That the immediate priorities and work plan of the Region XI Development Consultant as set out in Annex B be endorsed.**
- 2. That a Region XI conference in 2014 be progressed.**

## 6. Action Plan

### Communication

The importance of the Region XI newsletter as the main form of communication with Region XI members was again underlined.

Associations had an important role to play in providing relevant articles for the newsletter. It was agreed that association be given a date for their contribution and that Ronny would circulate a list. That way each association would know the deadline for its contribution rather than relying on an open ended invitation for contributions. RF

Nick suggested a regular item about what other clerks were doing and what their current issues were. He undertook to circulate a template that could be used. NR

John suggested that association could highlight one or two current issues that may have come up at recent board meetings. Sam referred to the effect of the Secretary of State's position on Localism and its effect on parish councils.

Due to Nick's holiday it was agreed to delay the publication of the next newsletter till after the May conference.

#### **It was AGREED:**

- 1. That the Action Plan as set out in Annex C be endorsed.**
- 2. That publication of the next newsletter be delayed until after the May IIMC conference. NR**

## 7. Bulk Affiliations

Members generally supported the concept of bulk affiliations. This would see an immediate increase of IIMC membership at a reasonable cost. Associations may be able to distribute new member packs themselves. Pins were not an important part of the culture outside of North America and could be offered up as a saving.

John suggested a sliding scale based on for instance each 100 members. That way it would be equitable irrespective of size of association.

Nick undertook to negotiate with IIMC and report back. NR

#### **It was AGREED:**

**That the concept of bulk affiliations be supported in principle and that the Development Consultant negotiate a scheme with IIMC. NR**

## **8. Associate Member Survey**

IIMC President Brenda Cirtin had asked the Associate Member Task Force to survey the membership regarding whether associate members of IIMC should be allowed to obtain CMC or MMC certifications. Currently, associate members cannot obtain certification. Associate members would not perform four of the eight core functions required of Full and Additional Full Members of IIMC.

Some typical job titles of associate members include administrative assistant, office specialist, city administrator, executive secretary, police secretary, planner, city manager's secretary, finance specialist, records technician, court clerk, etc. Associate members-in-transit include those IIMC members who are in transition between positions working for a legislative governmental body.

Members were asked to respond to the following two questions:

Question 1: Should associate members (or associate members-in-transit) be allowed to pursue and obtain their CMC and MMC designations?

Question 2: Should an Associate Member who was previously a Full or Additional Full Member and actively pursuing their CMC or MMC designation be allowed to complete their certification with IIMC if a change in their employment status forces their membership classification to change to Associate Member?

**It was AGREED:**

**That the view of the IIMC Region XI Management Board was that associate members (or associate members-in-transit) be allowed to pursue and obtain their CMC and MMC designations. The Board was also in favour of question 2 in so far as it may not have been covered by question 1.** NR

## **9. International Exchange Programme**

Nick explained that IIMC had still not had any applications. This was a great disappointment as this programme was agreed to add value to our Region XI members in particular.

Nick undertook to lobby the Region XI associations. Tom pointed out that he NR should emphasize that exchanges can also be undertaken within Region XI.

Jaap mentioned that one of his VVG colleagues was interested but did not comply with the membership qualification. The Board suggested that she apply in any event and that a case could be made out in light of the lack of interest from others.

**It was AGREED:**

**That the Development Consultant work with Region XI associations to NR generate interest in the programme.**

**10. 2013 Study Tour SOLAR Scotland**

Nick and Sam gave an update.

The programme has been finalised but not yet published. The matter of a contract with a preferred supplier is still under consideration.

There will be a booth at the IIMC conference. So far there have been 25 expressions of interest. The tour will attract 11 CMC points.

**It was AGREED:**

**That progress with the 2013 study tour to Scotland be noted.**

**11. Summary Region XI 2013 Priorities**

The Board agreed to keep the priorities under review and to look at it again at the NR May meeting.

The next meeting will be held on Sunday 19<sup>th</sup> May at a time to be announced. NR

Sam suggested that consideration be given to a regional dinner – whether on its NR own or in conjunction with another region. Nick offered to assist with arrangements.

(The meeting terminated at 10.35 am)

**IIMC Region XI Management Board Draft Terms of Reference**

1. The Board shall be the main decision making body in Region XI. It will act in the collective interests of IIMC members in region XI and in line with the policies and guidance issued by the IIMC Board and the Executive Director.
2. The Board shall consist of the current Region XI Directors, former Region XI Directors, the Region XI development consultant, and one representative from each association in Region XI affiliated to IIMC and having two or more paid up IIMC members.
3. Meetings will take place a minimum of 3 times a year. One meeting will be at the IIMC annual conference in May, and one will take place in the autumn on dates to be decided. These will be hosted by the associations in rotation. The third meeting and any others which may be scheduled will take place as a teleconference. The group will acquire the capability to hold Skype teleconferences as soon as possible.
4. The regional development consultant will organise the meeting and establish an agenda in consultation with the Regional Directors and representatives on the Board.
5. Meetings will be chaired by the regional directors and in rotation or otherwise by agreement.
6. Each Meeting will be minuted by a national association representative. This role will rotate among the national associations alphabetically so that the workload is shared equally among them over time.
7. Decisions will be taken on a majority vote by the members with one vote per Board member.

## **Report of the Region XI Development Consultant**

### **Immediate Priorities and Work plan**

This is an initial report to the International Relations Committee and the Region XI Management Board describing the immediate focus of the work of the Region XI development consultant in 2013. Its purpose is to inform and to stimulate discussion and feedback in respect of the Region XI priorities

1. Role. The Region XI development consultant has the following role description which will be implemented over time.

- Significantly grow membership of IIMC Region XI
- Generate regular communications between IIMC, Region XI Directors and Region XI members which supplements and complements the material provided by IIMC;
- Commission and create value added materials, products and services;
- Organize meetings and events in Region XI both to support the growth and development of region XI and as an additional benefit to IIMC members in region XI and other regions;
- Build relationships with national organizations in countries within Region XI and encourage the establishment of affiliation agreements;
- Market IIMC, facilitate the uptake of IIMC membership within affiliates and among professionals at large;
- Support and encourage the creation of Institutes in each country in which IIMC operates.
- Take responsibility for the editorial content of the regular region XI E-news letter. This would be primarily aimed at region XI members but accessible to all IIMC members.
- Provide information to update the Region XI pages of the website;
- Commission and create additional value added products and services for members;
- Organize periodic meetings/ teleconferences for region XI members as appropriate;
- Facilitate the participation of increasing numbers of Region XI members in IIMC annual conference.
- Brief IIMC officers on developments within Region XI.
- Liaise with IIMC to support the central evolution and development of IIMC services for all members;
- Support IIMC education staff in defining appropriate policies for Region XI certifications; and
- Undertake any other appropriate activities as required.

This is a significant remit for a role which is intended to be undertaken in a few hours a week, but I hope that a focussed and systematic approach will start to show benefits for members over time and build momentum in key areas.

2. Focus to date The initial Focus has been to make contact with region XI members, contribute to the region XI newsletter, review the Region XI action plan and have discussions with the Executive Director and Regional Directors. It is planned to participate in the International Relations Committee Teleconference and a Region XI management Board Teleconference during February. The Region XI action plan also requests that the role of the Development Consultant and the Regional Directors is clarified and this will be dealt with at the February Region XI management board.

3. Membership. A key aspect of my role is to generate membership growth in region XI. Growing membership not only benefits new and existing members but it increases the relevance and ease of delivery of services.

I believe that there are two components to this effort and that relationships with National Associations are key to both.

a. Firstly, growing membership within existing affiliated National Associations is essential and this formed part of the discussion in Bristol. The Israeli Association of Municipal Clerks and Managers has recently arranged for a number of its members to take on IIMC memberships through a bulk membership scheme. It was agreed that other National Associations would consider this and I will work with National Associations and IIMC Head Office to broker an appropriate arrangement whereby other associations feel able to implement this.

b. Secondly I plan during the course of this year to try to establish contact with Organisations across the globe with potential to affiliate to IIMC. I will try to make contact with appropriate National Associations in European Countries particularly in Nordic and Eastern European Countries where English is increasingly widely spoken. The Council of Europe and the UDITE organisations (of which Region Director Ronnie Frederickx is an active member) would appear to be good starting points. It may be possible to procure some European funding for joint initiatives in Europe where organisations from several European Countries are involved. With Ronnie's help I would also plan to research these possibilities.

c. I also plan to focus on National Associations in Commonwealth Countries where English is either the first or the second language. Establishing relationships here could increase our presence in Africa, Asia, The Pacific and the Caribbean areas. I will try to identify potentially appropriate affiliates and Executive Director Chris Shalby has indicated that it would be possible for IIMC to invite some key individuals to attend conference either this year or next.

d. One particularly interesting potential source of new members is India which has a very large local government population and I plan to make contact with the All India Institute of Local Self Government which appears to be a key organisation in developing education for professional local government officers. The AILSG may be able to facilitate contact with those in India who meet our membership criteria, or otherwise identify the appropriate organisation with whom we could develop a relationship.

e. In order to facilitate the above actions I propose to develop, in conjunction with IIMC head office and appropriate committees, some targeted marketing material which focuses on potential affiliates and answers the key questions which National Associations typically ask when approached by IIMC.

4. Communications. The action plan has several actions relating to communications and existing Region XI members see this as a priority a. I will work

closely with the Regional Directors on this. It had been agreed that I will take responsibility for producing the quarterly Region XI newsletter as well as generating periodic email bulletins. I also plan to increase awareness of the Global Network and work with National Associations to generate content for this. I have made my email address accessible to all Region XI members and I would encourage them to contact me with queries and suggestions about how IIMC meets their needs. In terms of key messages I plan to;

- a. provide a specific communications focus on the International Exchange programme which is a region XI initiative which is important to region XI associations and needs an injection of impetus for it to reach its goals.
- b. provide information to Region XI members encouraging them to work for CMC and MMC designations in the context of improving access as discussed below.
- c. Establish an accessible e forum for region XI members to communicate in open chat room format on topics of mutual interest.

5. Region XI Conference and Events. The action plan also identifies a requirement for Region XI to provide conferencing and other event opportunities for members. This would of course not only benefit current and potential region XI members but also provide an additional potential benefit for members in regions I through X who were prepared to travel to extend their professional experience. It is important however that any developments in Region XI do not compete with or detract from the flagship IIMC event which is the annual conference. Encouraging region XI attendance at the annual conference remains a key target as this will ensure that region XI continues to develop as part of the whole organisation while bringing the important international dimension to it.

- a. All Region XI National Associations have their own conferences and training programmes. I propose to work with those associations to facilitate access for IIMC members in individual regions or associations to events run by others. I will also work with the associations to see whether it is possible to establish joint training and technical events as a partnership offering by IIMC and the national associations involved.
- b. I would propose to investigate the possibility of staging a Region XI conference in the summer of 2014. The initial discussion in Rotterdam suggested that Brussels might be a good location for a first event but this could be discussed further at the Region XI Management Board teleconference in February. In the event that this is seen as an appropriate objective then I will work with all stakeholders to bring this to fruition.
- c. The key obstacle for staging events for region XI members is the requirement to travel, including intercontinental travel. I propose to work to minimise the difficulties in two ways
  - i. Work with others in IIMC to achieve a regular availability of webcasts, webinars and e-learning formats
  - ii. Work with potential sponsors to create funds to pay for bursaries for Region XI members to travel to attend Annual Conference and Region XI events.

6. CMC and MMC The debate about accessibility of CMC and MMC qualifications for Region XI members is still fresh. IIMC has recently introduced a policy for Region X

and XI members which take account of their different professional education structure. I will liaise with the region XI management board and IIMC education staff and work to continually improve access to CMC and MMC so that they become a “must have” designation for international members.

7. General As I will retire from SLCC on 28th February I am about to undertake a long planned road trip around the USA (with a short foray into Canada). Wendy and I plan to travel to New York on March 11th and then in the following month through the Southern states and across country to Los Angeles. From there Wendy will fly home and I will be joined by my son Luke and we will go north to San Francisco, Seattle and Vancouver then east across country to Chicago and then back to New York. We will take in the Grand Canyon, Sequoia, Yosemite and Yellowstone along the way and the entire trip will cover 9000 mile in 69 days. This trip has some advantages for my IIMC role because I am able to meet with past presidents Dyanne Reece, Mary Lynne Strata and Coleen Nichol and International Relations chair Monica Simmons along the way as well as visiting Chris Shalby and spending a day in the Office with staff colleagues. It will also allow me to attend annual conference in Atlantic City which takes place just after the trip finishes. I plan to make use of the experience to create some editorial for members in the newsletter and I will also publish my travel blog which will be at <http://travelpod.com/members/nickrandle>

Members of the International Relations Committee and the Region XI Management Board are invited to comment on these priorities and this work plan.

Nick Randle

Region XI Development Consultant

January 2013

## IIMC Region XI Action Plan

### Key Reasons for Membership:

1. International networking and information sharing
2. International training and conferencing potential
3. Raise the profile of the sector and 'clerks' role across the globe
4. Broaden own knowledge and personal development

### Key Actions as arising from the survey of Region XI members are listed below.

Recommendation	Named individual responsible	Timescales for Implementation	Updates
<i>Example Tailored communications should be provided bi-monthly to Region XI Members via Region Newsletter</i>	<i>Ronny Friedrix</i>	<i>From September 2012 onwards</i>	<i>First Region XI Newsletter distributed in September 2012</i> <i>Next newsletter to be distributed....</i>
<i>Regional Directors to actively seek and provide feedback from Region XI members prior to and post IIMC Meetings (May and Mid Year – November)</i>	<i>IIMC Region XI Directors</i>	<i>Ongoing</i>	
<i>Content on Global Network pages to be reviewed and kept regularly updated</i>	<i>Each Association to appoint a contact who will be responsible</i>	<i>Immediately/Ongoing</i>	
<i>Region XI Directors Roles and accountability to be clarified once Region XI Consultant is in place in January 2013</i>	<i>Region XI Directors &amp; Region XI Consultant</i>	<i>February 2013</i>	

<i>Reports from all IIMC Committees (where relevant) to be précised and provided to Region XI members particularly on results of survey and resultant actions presented to IIMC in May 2012</i>	<i>Region XI Members who are appointed to committees</i>	<i>May 2013</i>	<i>Region XI members interested in serving on committees to identify themselves to President Elect.</i>
<i>Investigate possibility of Region XI based training / more localised networking opportunities</i>	<i>Region XI Management Board</i>	<i>TBC by RMB</i>	
<i>Region XI Management Board to establish and priorities set for 1<sup>st</sup> year of operation</i>	<i>Individual Associations to identify members to S Shippen RMB to set priorities</i>	<i>December 2012 Jan 2013 onwards</i>	<i>Requested at Region Meeting – Oct 2012</i>
<i>Proposals for Region XI Conference, to be held in Europe to be fully investigated and costed.</i>	<i>Region XI Management Board</i>	<i>TBC</i>	
<i>Review the feasibility of the current Region XI geographical area and consider representations regarding smaller designated sub-regions.</i>	<i>IIMC Board of Directors</i>	<i>Not in current strategic plan</i>	

### **Actions Arising**

1. Region XI Directors should attribute timescales and responsible individual's names against each actions prior end of 2012.
2. To ensure progress takes place and can be tracked, updates against the actions from responsible individuals should be sought quarterly and the plan updated
3. The plan to be saved and updated on the Global Network Pages of the IIMC website.