



**International Institute of Municipal Clerks
Board of Directors
Mid-Year Meeting Agenda
November 22-23, 2013**

Hilton Desoto Hotel – Savannah, Georgia

International Institute of Municipal Clerks

IIMC Board of Directors Roster

Marc Lemoine, MMC

President Term ends: May 22, 2014
Deputy City Clerk
City of Winnipeg
City Clerk's Department
510 Main Street
Winnipeg, MB R3B 1B9
CANADA
Phone: (204) 986-7131
Fax: (204) 947-3452
Email: mlemoine@winnipeg.ca

Brenda Kay Young, MMC

President Elect Term ends: May 22, 2014
Town Clerk-Treasurer
Town of Nashville
P.O. Box 446
Nashville, IN 47448-0446
Phone: (812) 988-7064
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Email: byoung@townofnashville.org

Monica Martinez Simmons, MMC

Vice President Term ends: May 22, 2014
City Clerk
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Seattle, WA 98124-4728
Phone: (206) 684-8361
Fax: (206) 386-9025
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Brenda M. Cirtin, MMC

Immediate Past President Term ends: May 22, 2014
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City of Springfield
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Springfield, MO 65802-8368
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Paul R. Bergeron, MMC

Region I Director Term ends: May 25, 2016
City Clerk
City of Nashua
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Nashua, NH 03060
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Fax: (603) 589-3029
Email: bergeronp@nashuanh.gov

Shawn Cullinane, MMC

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

Vincent Buttiglieri, MMC

Region II Director Term ends: May 22, 2014
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Township of Ocean-Monmouth County
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Email: vbuttiglieri@oceantwp.org

Kimberley A. Rau, MMC

Region II Director Term ends: May 25, 2016
Clerk to the City Council
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Laurel, MD 20707
Phone: (301) 725-5300 X 121
Fax: (301) 725-6831
Email: krau@laurel.md.us

Kelly J. Lovette, MMC

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

Lynnette Ogden, MMC

Region III Director Term ends: May 25, 2016
Town Clerk/Treasurer
Town of Millport
P.O. Box 365
Millport, AL 35576-0365
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Fax: (205) 662-4296
Email: millporttownclerk@frontiernet.net

IIMC Board of Directors Roster

Pattie B. Dupuis, MMC

Region IV Director Term ends: May 20, 2015
City Clerk
City of Breaux Bridge
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Breaux Bridge, LA 70517-5051
Phone: (337) 332-8302
Fax: (337) 332-6023
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Mary Kayser, MMC

Region IV Director Term ends: May 22, 2014
City Secretary
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Fort Worth, TX 76102
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Fax: (817) 392-6196
Email: mary.kayser@fortworthtexas.gov

Lanaii Y. Benne, MMC

Region V Director Term ends: May 25, 2016
Assistant City Recorder
City of Franklin
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Franklin, TN 37064
Phone: (615) 791-3217
Fax: (615) 790-0469
Email: lanaiib@franklintn.gov

Terri Kowal, MMC

Region V Director Term ends: May 20, 2015
City Clerk
City of Auburn Hills
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Auburn Hills, MI 48326
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Fax: (248) 364-6719
Email: tkowal@auburnhills.org

Linda M. Rappe, CMC

Region VI Director Term ends: May 20, 2015
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City of Kasson
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Kasson, MN 55944
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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
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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
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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
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De Soto, KS 66018-0001
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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

Nancy A. Vincent, MMC

Region VIII Director Term ends: May 25, 2016
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Thornton, CO 80229-4326
Phone: (303) 538-7223
Fax: (303) 538-7224
Email: nancy.vincent@cityofthornton.net

IIMC Board of Directors Roster

Alice J. Atwood, CMC

Region IX Director Term ends: May 25, 2016
City Clerk/Treasurer
City of Tonasket
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Tonasket, WA 98855-0487
Phone: (509) 486-2132
Fax: (509) 486-1831
Email: tonasket@nvinet.com

Joann Lynn Tilton, MMC

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

Karla D. Graham, MMC

Region X Director Term ends: May 25, 2016
City Clerk
City of North Vancouver
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North Vancouver, BC V7M 1H9
CANADA
Phone: (604) 990-4234
Fax: (604) 990-4202
Email: kgraham@cnv.org

Gail E. Pomroy, MMC

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

Jaap Paans, MMC

Region XI Director Term ends: May 20, 2015
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Gemeente Rotterdam
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Rotterdam 3011 AD
THE NETHERLANDS
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Fax: (010) 417 91 61
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Samantha Shippen, CMC

Region XI Director Term ends: May 22, 2014
Council Clerk
Seaford Town Council
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Seaford, East Sussex BN25 1HG
ENGLAND
Phone: 011-44-1323 894870
Fax:
Email: samiimc@hotmail.co.uk

**International Institute of Municipal Clerks
Board of Directors ~ Mid-Year Meeting Agenda
November 22 – 23, 2013
Hilton Desoto Hotel – Savannah, Georgia**

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18.	Adjournment	

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
Board of Directors Meeting
May 17 – 18, 2013
Trump Taj Mahal Hotel
Atlantic City, NJ

Minutes

Call to Order

President Brenda Cirtin called to order the IIMC Board of Directors Annual meeting at 1:30 pm on Friday, May 17, 2013.

Roll call

Board Members present:

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

IIMC Staff present:

Chris Shalby –Executive Director

Approval of Agenda

President Cirtin asked for a motion to approve the Agenda with the stipulation that items will be moved around on the agenda.

Motion made and seconded to approve the agenda. Motion carried unanimously by those members present.

Approval of Minutes

Minutes of November 16 and 17, 2012 Board Meeting – Portland, OR

Director Shippen commented on the President's Blue Ribbon Committee report, there was a motion made with regards to shipping plaques and pins to Region X and XI with a report to be sent to the Budget Committee and Regions X and XI Directors that they never received. Director Shippen stated this never happened and it should have been before this item was placed back on the Agenda.

President Cirtin asked for a clarification to be reflected in these meetings from that meeting that it was the intent of the Board to hold all proposed Constitutional Amendments until the report from the Constitutional Review Task Force has been received. It is further clarified that it is the intent of the Board to forward all proposed amendments to the membership at the same time. This will include the proposed amendment that was approved by the 2011-2012 Board of Directors. That amendment allowed "not more than two members from any Region may serve on the Executive Committee."

In response to a question, President Cirtin indicated that she believed this proposed amendment should be forwarded to the membership, even if it is not recommended by the Task Force. President Cirtin stated that she believed the actions of the 2011-2012 Board should be followed. As there was no objection from the Board, this clarification will be included.

Minutes of Board Teleconference January 23, 2013

Agenda of Executive Committee Meeting February 15, 2013

Motion made by Director Shippen, seconded by Director Washington to approve these minutes. Motion carried unanimously by those members present.

MCEF Report Update

Dale Barstow, President of MCEF provided an update to the Board with regards to finances of MCEF. Barstow explained that there is an issue with unrestricted voluntary contributions, which are down about 60% since 2008. While the voluntary contribution is \$25, MCEF will take any amount and ask that the Board and Directors encourage everyone to participate. Barstow explained that the restricted funds are doing well and there is a little over \$330,000 with an 8.8% return on investments. The bottom line is there is a cash flow problem and they need more people to give. All of their efforts are on raising money at this point.

Several Directors made suggestions on ways to get people to contribute including giving members options for the contribution of \$10 or \$25; online contribution option as well.

Director Nicol reminded the Board that this foundation is for IIMC and it is our responsibility to promote the foundation and everyone at the table should be a donor.

President Cirtin asked about the timeline for revisiting the strategic plan and the implementation of the recommendations.

The Board discussed a mandatory MCEF contribution added to IIMC's dues with Executive Director Shalby explaining the pros and cons of the mandatory contribution. He noted that he believed the best option to help MCEF would be to provide 20% of IIMC's exhibit hall revenues to MCEF.

Director Spence suggested holding separate fundraisers at region meetings just for MCEF and challenged all members to do the same.

Executive Director's Report

Region XI Consultant Report – Nick Randle

Consultant Randle explained Region XI has not had any formal structure to define itself as a region nor communicate within itself. The members come from different national organizations with IIMC at the center but not much connection with each other. This past year, there have been joint meetings which resulted in a collective view about how Region XI should organize itself and now has a board.

Consultant Randle further explained communication being top priority with quarterly newsletters as well as periodic email bulletins. He will also raise awareness through Global Network and work with the National Associations.

Also generating new membership is key. Randle proposed that existing national organizations would be able to purchase 2-year bulk memberships, for \$15 per member if they sign up 100 members. Otherwise the cost would be \$26 per member.

Director Shippen was asked to bring the comment to the Board that one of the Associations believes that this is too expensive.

Motion by Immediate Past President Nicol, seconded by Director Spence to approve bulk membership as presented. Motion carried unanimously by those members present.

Consultant Randle discussed his plan to try and establish contact with organizations across the globe that have the potential for affiliation to IIMC, particularly those in Nordic and Eastern European countries. Also, with Director Frederickx, assistance he will try to work with the Council of Europe and UDITE. There are also National Associations in Commonwealth Countries and there is the All India Institute of Local Self Government.

Consultant Randle discussed a Region XI event, which would not conflict with IIMC annual conference and would be offered during the summer. They are investigating a 2-day symposium for summer of 2014.

Executive Director Shalby explained that we will have to work out the costs and present those to the Budget Committee this summer.

Motion by Director Cullinane, seconded by Director Buttiglieri to support in principle the Region XI event as presented. Motion carried unanimously by those members present.

Consultant Randle discussed CMC and MMC Certification Review for Regions X and XI to ensure that it provides the best fit with professional education systems in different countries that IIMC operates in.

Motion by Director Washington, seconded by Director Kalasz to conduct a review of CMC/MMC Certification in Regions X and XI. Motion carried unanimously by those members present.

Executive Director Shalby provided the following report:

Administration continues to operate efficiently and productively. This is a seasoned staff with a lot of experience and history.

Conference in Atlantic City has roughly 661 delegates and 55 guests as of April, those numbers have increased with Regions I and II having registered over 200 delegates.

There was an effort to curtail losses by minimizing food and beverage, printing Conference program on 8 1/2 x 11 size, and discounts were offered for an overall savings of \$20,000.

Education Department visited CEPO Institute in California and the City Clerks Association of California Conference in April. The goal is to send them out on more visits depending on budget. There is also now an Education Group that helps with planning the Colloquium and some of the Education sessions for the conference. The members are Institute Directors Kassie van Remortel, Fleming Bell, Jeff Hendry and Ina Wintrich.

Finances are continuing to steer us in a positive direction. IIMC's restricted reserves were increased from \$310,000 to \$331,000 in 2012.

Budget Process highlights include slight salary increase for staff, Region XI consultant, IIMC/NAGARA region workshop funded, annual membership dues increase of \$10 and increase in annual conference fee by \$15.

We have a new lease agreement that has saved IIMC \$2,400 a month, which now goes into its operating reserves.

The Constitution Task Force is working on reviewing and proposing revisions to the Constitution. Those recommendations will be ready for the November mid-year meeting.

President Cirtin asked for a 15 minute break at 3:20 pm.

Action items required by the Board

Contracting services for standard Parliamentarian

Executive Director Shalby explained that this unsolicited proposal to be the IIMC Parliamentarian came from Bernie White who is set to retire this year. His proposed annual fee is \$3,600 and this would include White providing education sessions at the Conference as well as serving as the resident parliamentarian. Initially, White included in his proposal the preparation of minutes but after discussion with him, he said he was not interested in doing the minutes but would be willing to review them. Acceptance of this proposal would require a budget change.

There was lengthy discussion by Board Members regarding funding; and that other qualified members might have an interest in providing this service and should have the opportunity to submit a proposal.

Motion by Director Shippen, seconded by Director Spence to develop an RFP for a suitably qualified and experienced person to provide IIMC with parliamentary services including the preparation of minutes.

There was lengthy discussion by Board Members regarding funding; other qualified members might have an interest and should have the opportunity.

Director Shippen amended her motion that the RFP be open to existing IIMC members. Following additional discussion, the amendment was withdrawn, and the original motion and second were withdrawn for the submission of another motion that encompassed the discussion.

Motion by Director Shippen, seconded by Director Lovette that IIMC obtain expressions of interest from suitable, qualified and experienced IIMC (active/retired) members to provide parliamentary services. Motion carried unanimously by those members present.

Regions X and XI shipping costs regarding CMC/MMC plaques were presented by Executive Director Shalby. The costs to ship these plaques outside North America are quite high. The cost to apply for the CMC is quite low, so the shipping costs are not being absorbed in the fee. Additionally, Director Shippen noted that there was a cost on her end to get her plaque once it arrived in England. She noted the cost was more than the plaque was worth.

Motion by Director Dupuis, seconded by Director Shippen to keep the costs the same for CMC/MMC application with an additional fee of \$40 for Regions 1-11 to ship a plaque if requested. Motion carried. Director Batliner voted No.

Motion by Director Shippen, seconded by Director Lovette to offer a \$35 discount on MMC application to Regions X and XI. MOTION WAS WITHDRAWN after continued discussion.

Motion by Director Buttiglieri, seconded by Director Rappe to make the change effective September 2013. MOTION WAS WITHDRAWN after continued discussion.

Motion by Director Spence, seconded by Director Cullinane to keep the costs for same for CMC/MMC and if a plaque is requested an additional \$40 will be charged effective January 1, 2014. Motion carried unanimously by the members present.

The proposed revised Policy on Selecting Conferences was presented by Executive Director Shalby. In response to a question regarding the removal of education from this policy, Executive Director Shalby explained that education is being removed as this is a function of stff and not the responsibility of those submitting bids for a Conference.

Motion by Vice President Young, seconded by Director Batliner to refer this policy back to the Conference Committee and Policy Review Committee for a recommendation. Motion carried unanimously by the members present.

The Policy for Committee appointments was discussed at the February EC meeting. Current policy prevents any IIMC member from serving on one committee more than six consecutive years. Revisions to 2.35.040 D would delete the last portion from *however to the end of the sentence*. Then an addition of E would state, *Committee Chairs and Vice Chairs cannot serve consecutive terms*.

Motion by President-Elect Lemoine, seconded by Director Cullinane to add to E – Committee Chairs and Vice Chairs cannot serve consecutive terms in the same position on the same committee.

Motion by Director Shippen, seconded by Director Smithers to delete the last sentence in 2.35.040 A, which reads, “The Board of Directors ratifies appointments to committees.” Motion carried unanimously by all members present.

Motion by Director Spence, seconded by Director Buttiglieri to amend Section 2.35.040 D & E to delete, “however, no person shall be appointed to the same committee for a period to exceed six consecutive years.” Motion carried. Director Batliner voted No.

Accord of Trust & Confidentiality Agreement

Director Cullinane reported on the Accord of Trust & Confidentiality Agreement (ATCA). The agreement distributed at the May 24, 2012 Board meeting was not the same as the Agreement form from the IIMC policy manual. The agreement was amended to recite exactly what is in the IIMC policy manual.

Director Cullinane recommended that future agreement forms be presented as an agenda item to each new Board, when it first meets. Also as part of each election process, notice should be given to all candidates for IIMC office so that they are aware that when taking office there are certain responsibilities required of them, including the ATCA.

MOTION by Director Cullinane, seconded by Past President Nicol that the ATCA be brought back to Policy & Review Committee for possible review and brought back to the Board for approval. Motion carried unanimously by all members present.

Executive Session

Motion by President-elect Lemoine, seconded by Director Cullinane to adjourn into Executive Session to discuss Personnel & Legal Advice. Motion carried unanimously by the members present. Meeting adjourned into Executive Session at 5:40 pm.

At 6:05 pm, the Board came back into Open Session to consider the following items:

MOTION by Director Kalasz, seconded by Director Batliner to set up a task force consisting of Mary Lynn Stratta, Sharon Cassler, Brenda Young and Marc Lemoine to negotiate the terms of Executive Director Shalby's new 3-year contract. Motion carried unanimously by the members present.

MOTION by Director McPherson, seconded by Director Kalasz to have Policy & Review Committee review the details of members in transition classification. Motion carried unanimously by the members present.

President Cirtin recessed the Board of Directors meeting until 8:00 am Saturday, May 18, 2013.

Call to Order

President Brenda Cirtin called to order the IIMC Board of Directors Annual meeting at 8:09 am on Saturday, May 18, 2013. A quorum was declared present.

Roll call

Board Members present:

President Brenda M. Cirtin, MMC
President Elect Marc Lemoine, MMC
Vice President Brenda Kay Young, MMC
Immediate Past President Colleen J. Nicol, MMC
Region 1 Directors – Shawn Cullinane, MMC and Linda L. Spence, MMC
Region 2 Directors – Vincent Buttiglieri, MMC and Kimberly A. Rau, MMC
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Region 9 Directors – Kristie L. Smithers, MMC and Joann Lynn Tilton, MMC
Region 10 Directors – Gail E. Pomroy, MMC
Region 11 Directors – Ronny Frederickz and Samantha Shippen, CMC

IIMC Staff present:

Chris Shalby –Executive Director
Denice Cox –Office Manager
Janis Daudt –Director of Member Services
Jennifer Ward –Associate Director of Education
Emily Maggard –Communication Coordinator
Ashley Carroll –Verifications Specialist
Pilar Archer – Finance

Education Department Report

Jennifer Ward reported on the new online educations opportunities available, the Department's continued work with various committees, as well as implementation of several new 2013 Conference Programs.

With regards to the 2013 Annual Conference Education Program, Ward reported on the Academy sessions, general session topics, concurrent sessions, offsite education session for Regions X and XI, conference handouts on CD ROM, roundtables, interactive sessions and breaks. Additionally, the Athenian Dialogue program continues to grow and the committees continue to work hard in their respective areas.

Ward reported that the Education Resource Group Institute Directors are Fleming Bell, Jeff Hendry, Kassie Van Remortel and Ina Wintrich. They will meet and set the goals for the year.

Ward provided an Institute update regarding Annual reports including some that have not been received yet, and that she continues to work to try and restart Institutes in Louisiana and South Dakota. The Dutch Institute completed its first year and is moving along. Also the Wyoming Institute completed their first year as well.

Ward stated that the Education Department is working with the Communications Department to put together short, informational video clips to assist members with the certification process and answer frequently asked questions.

After discussion, it was suggested that this information be placed on the website home page with an icon so that members could access the information quickly.

Ward discussed plans for creating additional pages on the website for certification. Again the Board requested this information be clear and easy to find for members.

Staff Reports

Membership – Janis Daudt reported that at the end of 2013, 223 new members joined IIMC with 35 of them being brought in through the recruitment campaign. The membership drive will continue to the end of 2013.

Daudt explained that letters will continue to go out to the initial target group of 4,000. New Jersey clerks were offered a one-year free membership with their conference registration, of which 14 new NJ clerks took advantage.

Member Services continues to concentrate on membership retention through personal contact calls. Tammy Schultz provides new member packets through email as well as other documents sent via mail.

Membership dues have met or surpassed projected budget for the last five years.

Communications – Emily Maggard reported that the department has added PayPal as an online option to the Education certification tab and Conference registration on IIMC website. She has revamped and “mobilized” 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.

Maggard further explained that there are already three short informational videos. Board Members again asked for this information to be easy for members to access and locate. Possibly making it more obvious or an icon.

Maggard noted that Facebook continues to grow with over 760 likes. Additionally, IIMC is looking at online Institute courses.

The Public Relations & Marketing department and committee focused on several areas and two “on demand” posters were created.

On the International side, Google translate was added to the IIMC website.

Several Board Members expressed their thanks for the hard work the staff puts in and their dedication to IIMC.

Committee Reports

Blue Ribbon Task Force – Immediate Past President Nicol provided the recommendations of the Task Force.

After discussion by Board Members regarding the changes to the recommendations presented by the Task Force by Management, Executive Director Shalby stated that the intent is to have a strong policy that we can show to an Institute.

MOTION by Immediate Past President Nicol, seconded by Vice President Young to amend the Institute Guidelines regarding Institute noncompliance, as shown in Attachment A to the written report. Motion carried unanimously by the members present.

Immediate Past President Nicol provided the Task Force recommendation regarding the Education Group model being part of the Board’s agenda at the mid year and annual Board meetings as well as apprising the Board of any developments.

MOTION by Immediate Past President Nicol, seconded by Director Washington requesting the Executive Director to reevaluate and report the effectiveness of the new Education Department model semi-annually to the Board of Directors with Board member feedback. Motion carried unanimously by the members present.

Immediate Past President Nicol provided the Task Force recommendation regarding Acceptable Courses Using Technology as well as Computer Training.

MOTION by Immediate Past President Nicol, seconded by Vice-President Young to 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 of 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.”

Motion carried unanimously by the members present.

Board Members expressed concern that these are the tools of our profession and are necessary for us to improve and keep current with technology. The policy should be revisited often to keep it current.

MOTION by Immediate Past President Nicol, seconded by Director Lovette referring consideration of granting certification points for computer software training to the Program Review and Certification Committee for review.

Motion carried unanimously by the members present.

MOTION by Immediate Past President Nicol, seconded by Vice-President Young to amend the Institute Guidelines to add the following language:

“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.”

Motion carried unanimously by the members present.

MOTION by Director Washington, seconded by Director Geho that the above addition to the Institute Guidelines related to health and wellness coursework does not include judo, exercise classes, and the like.

Motion carried unanimously by the members present

MOTION by Immediate Past President Nicol and seconded by Vice-President Young to amend the Institute Guidelines to add the following language:

“CMC/MMC Level

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

Motion carried unanimously by the members present.

President Cirtin asked for a 15 minute break at 10:15 am. Reconvened at 10:30 pm.

Budget and Planning

Executive Director Shalby reported on the annual report which showed a projected budget profit of \$65,759, which is \$10,000 more than projected. The restricted reserve funds are \$331,000, of which \$21,000 is earmarked to the Building Reserve. As a reminder this fund is restricted and requires board approval of any expenditures.

As reported earlier, due to the refinancing of the building, we were able to reduce the monthly mortgage payment by approximately \$2,400 and avoid the large balloon payment coming due.

Executive Committee travel is on target. Although the Portland conference was set to generate a profit of more than \$48,000, we realized a net profit of \$10,600 in spite of lower than expected attendance and attrition from the hotel.

Pilar Archer, Finance Director gave a presentation on the 2012 December and Year End Financials as well as the 2013 Audit report and 2013 March financials.

MOTION by Director Schneider, seconded by Director Washington to accept the Budget as presented. Motion carried unanimously by the members present.

Committee Reports

Conference Committee – Director Buttiglieri reported that this Committee provided input on proposed education session changes for the 2013 Annual Conference, which included the interactive roundtable sessions. The selection of the 2017 conference site was handled in a fair manner and was awarded to Montreal, Canada. The 2013 conference is offering 8 academies, 2 Athenian Dialogues, 3 General Sessions and 42 Concurrent Sessions. This committee has been fully engaged and met all its goals this year.

Education & Professional Development Committee – Director Lovette reported that this Committee reviewed, discussed and endorsed the staff proposal to develop online courses provided by Captus Press. It was also discussed that the online courses be translated for international members and recommended \$1,500 be budgeted for this service. The Committee also discussed democracy planning and there is a session at this conference on democracy planning.

Elections – Director Cullinane reported that 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 the ballots was April 30, 2013. There were no Constitutional Amendments submitted for review. The committee is ready if an election is needed at this

conference and the final results will be announced at the Annual Business meeting on May 23, 2013.

The Elections Manual needs minor revisions with a date of August 1, 2013 set for those revisions.

International Relations Committee – Director Shippen reported that the participation with the committee was excellent. The 2012/2013 Scotland Study Abroad Program is set with diligent work by Tami Kelly and Neville Dundas in planning the conference. Our work with Nick Randle has proven to be an excellent addition to our organization.

The Committees goals have been met and include assistance in developing and acquiring information and materials for the 2013 Study Abroad Tour; increased promotion for the “Global Exchange” in the off years of the Study Abroad Program to avoid confusion; prepared a plan and recommendations for a study tour in US for 2015; explored options for Study Abroad Program for 2015 and 2017; and explored holding Annual Conference in Region X in 2017.

Legislative Committee – Director Kowal reported that the Committee is busy and working on providing long-term value to membership. The first *Federal Watch* was released in February 2013 and delivered electronically to all IIMC members. This newsletter is for members to enhance their awareness of legislative matters that affect our profession. The Committee continues to conduct an inventory of legislation-related processes in the different regions and stated to obtain a better understanding and develop a frame of reference for its ongoing work. The Committee is also in the process of developing a legislative reference sheet for the members.

Mentoring – Director Kayser reported that the Committee continues to work to contact mentors/mentees as well as all new IIMC members. There are now 42 mentees and 38 mentors with 60 mentors waiting to be matched with mentees.

Membership – President Cirtin reported that the Committee membership has increased with 60 new clerks, 4 Recruit A Members and 37 Region Director Challenge members. Total membership is 9,396.

Policy Review – Director Smithers reported that the Committee completed its tasks in the first half of the year and presented at the mid-year report.

In addition, the Committee made a recommendation with regards to Article X, Ethical Standards of IIMC Constitution to determine if there is a need for clarification as to who may request an investigation regarding possible violation of the IIMC Code of Ethics. The Committee made a recommendation as part of their report. The Committee recommended amending Article X as presented in this report as well as amending Chapter 6 of the Policy Manual as presented.

Also discussed was the Parliamentarian/Secretary as a possible 3-year appointment for the secretary to allow for consistency of taking minutes in exchange for comp room/registration/travel with no additional stipend.

Program Review & Certification – Director Tilton and Director Kopitke reported that the Committee and Education Department work very well together and continue to find ways to improve the educational opportunities to the members. Director Kopitke looks forward to some of the challenges with technology programs.

Public Relations & Marketing – Director Rappe reported that the Committee continues to work toward the creation of a marketing plan for the Good Governance Award to be reviewed by the Committee in 2013. The Committee had made a recommendation of \$500/\$1,000 for the award but the Board said no at the time. The PRMC recommends that the Board follow up with Policy & Review on this matter. The PRMC continues to review promotional materials and suggestions to promote Municipal Clerk Week.

Records Management – Director Kalasz reported that the Committee's goals of records management education sessions at this conference as well as preparing a minimum of two article regarding records management for the New Digest have been achieved and completed.

The Committee along with the Executive Director have monitored implementation of the grant for records management technical bulletins, which his managed by Paul Bergeron. Six titles have been published and another eight were published in April. The Committee was requested to write a bulletin regarding the technical aspects of document imaging in lieu of the formerly proposed bulletin on E-discovery.

Research & Resources – Director Pomroy reported that the Committee has been actively working on the area of tracking and responding to the website posts. Executive Director Shalby commented that they have been talking about creating an online Resource Center and this should be a priority of the Committee and staff going into next year.

Annual Conference Updates

Executive Director Shalby provided an update for each conference.

2013 – Conference is on track and going well despite come staffing concerns at the hotel.
2014 – Conference site visit scheduled for this summer. Total number of rooms reduced at the Hilton/Hyatt. Need 80% to avoid attrition.
2015 – Signed contract with convention center. Marriott/Hilton no signed contracts yet.
2016 – Hilton Convention center is brand new. Contracted 500 rooms with overflow at nearby hotels.
2017 – 350 rooms reserved at the Hilton and there are nearby hotels for overflow.
2018 – Will be chosen at mid-year meeting. Lots of interest.

President Cirtin asked for a 15 minute break at 11:40 am. Reconvened at 12:30 pm.

Region Directors Reports

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

Reports were also given by members of the Executive Committee.

Executive Director Shalby commented to the Executive Committee and Region Directors.

Other Business and Announcements

None.

Adjournment

The meeting was adjourned at 1:26 pm.

Respectfully submitted:
Kelley A. Rohde, RMC
Recorder

2013-2014 Board Minutes
Trump Taj Mahal Hotel
Atlantic City, New Jersey
Thursday, May 23, 2013

Call to Order

President Marc Lemoine called the meeting to order at 2:33 p.m.

Roll Call

Vice President Simmons conducted Roll Call. All members of the Board were present with the exception of Director Kimberley A. Rau (Region II).

President Lemoine Remarks

President Lemoine welcomed the new Board, and invited each member of the Executive Committee to offer introductory remarks.

Additional Agenda Item Request

Executive Director Shalby presented a copy of **Policy Chapter 2.30 of the Region Directors' Responsibilities** to the Board and President. President Lemoine reviewed the responsibilities set forth in the Chapter focusing on communications specifically outlined in sections 2.30.030 (A)(4) and (B) through (M).

Accord of Trust and Confidentiality Agreement

Region I Director Shawn Cullinane reminded the Board of their responsibility to review and sign their respective Accord of Trust and Confidentiality Agreement.

Budget & Planning Committee Chair Appointment - Action Required

Vice President Monica Martinez Simmons made a motion to reappoint Phillip Campbell as **In-coming** Chair of the Budget & Planning Committee.

Past President Brenda Cirtin seconded the motion.

Vote: Unanimous

President, EC and ED Travels - Region X/XI - Action Required

President Lemoine reviewed the Executive Committee and Executive Director's outlined travel plans adding the September 2013 VVG Conference to the list:

2013 Executive Committee Travels

- June 9-12 - AMCTO Conference – Blue Mountain, Canada - Lemoine
- June 18-20 -- IAM Conference – Israel – Lemoine
- July 24-27 -- 2014 Site Visit – Milwaukee – Lemoine/Shalby
- August 15-17 – Budget and Planning Meeting/EC Meeting, IIMC Headquarters, CA
- September 27 -- VvG Annual Congress - Lelystad, the Netherlands - Lemoine
- October 16-19 -- SLCC Conference – United Kingdom – Lemoine/Shalby
- October -- LGMA Conference – British Columbia, Canada – TBD
- November 14-16 - National League of Cities – Seattle, WA - Shalby
- November 21-24 – IIMC Mid-year Board Meeting, Savannah, Georgia

President Elect Brenda Young moved to approve the stated travel plans. Region XI Director Samantha Shippen seconded the motion.

Vote: Unanimous

2014 Site Visit - Milwaukee - July 2013 Tentative - Lemoine/Shalby

Executive Director Shalby stated there are plans in place to visit the 2014 conference site in late July in order to secure all details.

Budget & Planning Meeting - IIMC HQ - August 2013 - BP, EC and IIMC Staff

Executive Director Shalby reported the Budget and Planning Meeting is confirmed for August 16, 2013 at IIMC Headquarters in Rancho Cucamonga. August 15, will serve as a travel day. If needed, the Budget & Planning Committee will continue their meeting on August 17. The Executive Committee will also meet on August 17. The focus of this meeting will be the planning and development of the 2014 IIMC Budget that will be presented for consideration and approval at the mid-year meeting in Savannah, GA.

Mid-Year Meeting Update - Savannah, GA - November 2013 - Shalby

Executive Director Shalby reported the mid-year meeting dates have been set for November 21, 22 and 23. November 21 will serve as a travel day. Friday, November 22 will be Board development followed by the first part of the Board of Directors meeting. Saturday, November 23, the Board will reconvene and continue their meeting. That evening, a joint dinner will be held with the IIMC and MCEF Boards. IIMC will pick up the full cost of the mid-year meeting event for the Board. Past President and City Clerk of Savannah Dyanne Reese is planning to host an event at City Hall. Board members were asked to book their own flights to Savannah and advise IIMC Office Administrator, Denice Cox, of travel plans. Region III Director, Kelly Lovette, extended an invitation to the Board to visit Charleston, which is only two hours north of Savannah.

Executive Director Remarks

2018 Conference Visits (June, July, August, September)

Executive Director Shalby provided an update regarding the 2018 conference. Plans are underway to visit potential conference sites which tentatively include Alaska, Seattle, North Carolina, and Orlando. The Board will vote anonymously on the selection of the 2018 Conference site at the mid-year meeting.

Friday Letter

Executive Director Shalby will produce a weekly Friday letter recapping IIMC news. Each month, the Board will receive the monthly financials and notes immediately after they are vetted and approved by the Budget and Planning Committee.

News Release

Executive Director mentioned that any incoming Board member who would like a news release distributed to their local media to complete the form inside their folder and send it to him.

Contacting IIMC Staff

Executive Director encourages all Board members to contact staff directly if they need answers to questions regarding education, membership, or other.

Tentative Vacation Plans

Executive Director Shalby informed the Board of his vacation plans. He is scheduled for vacation in December and plans to take two weeks this summer.

Reception and Banquet Update

Executive Director Shalby reminded the Board of the official Board photo scheduled for 6:30 p.m. at the Board reception, and announced Host Clerk Allan Susek would serve as MC for the annual banquet. Past President Mary Lynne Stratta will serve as auctioneer for the live auction at the banquet.

Other Business

Host Hotel Criteria

Region XI Director Jaap Paans inquired as to whether a policy exists for the selection criteria of conference sites, specifically hotels with casinos. Executive Shalby informed the Board there is no specific policy at this time, and this would be something the Board could explore further. Director Paans indicated his municipality is not pleased the host hotel included a casino.

VP Elections

Region V Director Terri Kowal requested the Board and/or staff reconsider the process we follow for the Vice President Elections and inquired as to why the results are not communicated to the candidates in advance of the business meeting, suggesting this would provide the opportunity to invite family members and also to be sensitive to the feelings of the candidates.

Executive Director Chris Shalby reported he felt the election turnout was high for the organization and reported he was aware of the results since May 2. Executive Director Shalby agreed with Region V Director Kowal's suggestion that candidates should be notified as soon as possible. Region V Director Kowal made a motion to submit these suggestions to the Elections Committee for further review and consideration.

Region X Director Pomroy seconded the motion.

Vote: Unanimous

Incoming Board Meeting

Region IV Director Mary Kayser brought up the idea of holding this particular scheduled Board meeting immediately after the morning sessions to give the Board one afternoon of free time before the banquet.

Outgoing Board Members

Region XI Director Shippen inquired about a certificate for outgoing director Frederickx. Executive Director Shalby stated a certificate was not presented since a full term was not served. Director Shippen stated she believes if service is provided to the Organization, it seems appropriate to recognize those director-level contributions.

Region XI Director Shippen moved to have the Policy Committee consider the acknowledgement policy for outgoing directors.

Region XI Director Jaap Paans seconded the motion.

Vote: Unanimous

Region II Director Vincent Buttiglieri

New Jersey Clerk Vincent Buttiglieri acknowledged the positive feedback received on this year's conference. He was acknowledged with a spirited round of applause.

Brussels/Frederickx

Region VII Director Lana McPherson requested a special acknowledgement for Ronnie Frederickx considering he stepped up for the organization. Region XI Director Jaap Paans asked Region XI members to consider acknowledging him during the Brussels program. President Lemoine directed Executive Director Shalby to investigate the policy for issuing a certificate of recognition.

Adjournment

Region VI Director Roxanne Schneider moved to adjourn the meeting at 3:20p.m.

President Elect Brenda Young seconded the motion.

Vote: Unanimous

Agenda - Executive Committee Meeting
Saturday, August 17, 2013
Rancho Cucamonga, CA

The IIMC Executive Committee convened at 9:40 a.m. on August 17, 2013, at the Hilton Garden Inn in Rancho Cucamonga, CA based near IIMC Headquarters.

Present:

Marc Lemoine (President), Brenda Young (Vice President), Brenda Cirtin (Immediate Past President), Monica Martinez Simmons (Vice President), Chris Shalby (Executive Director)

Updates on Mid-Year Meeting

- Executive Director Shalby (Chris) confirmed all logistics are covered for the mid-year Board Meeting and Board Development session in Savannah, GA and suggested the Executive Committee schedule their departing flights for Monday since the MCEF Board meeting will not conclude until early Monday morning.
- Chris confirmed the joint dinner will be held Saturday evening with MCEF and Board; location TBD.
- Dr. Gordon McIntosh (Ina Wintrich, our original facilitator, will not be able to come as she is still dealing with health issues) will facilitate the Board development session on Friday.
- Chris requested Ina facilitate a Board development session in Milwaukee (if she's healthy) and Gordon McIntosh, who will be facilitating for us at the mid-year, was also recommended by President Lemoine (Marc) as another option. Chris stated he would begin with McIntosh, and IIMC could possibly pay his travel and accommodation expenses as well as a stipend.
- In regards to minute taking during mid-year, Chris will review what applications come in for the parliamentarian position and decide whether we are able to use them, paying a stipend of \$1,000.
- Various constitutional amendments were discussed for submittal to Task Force (Diane, Colleen, Tom, Mary Lynne, Chris, and Sharon), e.g., change to the Preamble; limiting Region representation on the Executive Committee; and constitutional amendments being held for a year until review is completed. Chris will provide the Task Force with Executive Committee feedback. Chris will send out what is sent to the Task Force.
- Honorary Memberships are supported in the language and intent of the Constitution.
- In regards to PRC-CMC credit for part-time local government service, Chris will have Ashley send the language to PRC for change in application to include "local" for part-time.
- In regards to a strategy for recurring matters for Executive Committee review, Chris will handle and discuss the establishment of official Master Calendar for the Executive Committee.

Staff Reports/Updates

- Chris reported that 9/80 schedules are in place for all staff but Chris and Denice. Overall, administration is in order and morale is good.

Update publications

- The online News Digest is experiencing solid hits. Diane Gladwell is finishing the last of the NAGARA publications (15 of 16 new Bulletins are currently on line).
- The Elections Manual is complete as of August 1. It will be distributed to the Elections Committee for their review and comments prior to the mid year meeting. The new constitutional changes will be reviewed and approved by the Board at the mid-year meeting. They will be distributed on line in March for discussion at the ABM before they go out to the entire membership for ratification.
- The Policy Manual will include several Board changes.

Update on 2014 Conference – Milwaukee, WI

- Education and General Sessions were previously discussed during Budget and Planning on Friday.
- Athenian Dialogues are going well with great work being carried out by Mary Lynne Stratta and Chuck Tokar, which compliments this program.
- The hotels in Milwaukee include the Hilton and the Hyatt. There are no attrition strategies or Union issues (or bedbugs!). The hotels have in-room internet access, but Wi-Fi in the convention center is \$15,000 for the duration of the conference. The Budget and Planning committee has made the decision not to pay \$15,000 for conference area Wi-Fi access. The Convention Center and Exhibit Hall will host all sessions and events. The conference area is connected to hotels by skywalk.
- The offsite all-conference event will be held at Harley Davidson Museum, and the Region XI/IIMC Board reception will be hosted at the Milwaukee Art Museum. The Annual Banquet Dinner Entertainment was discussed. A few adjustments will be made around entertainment and possibly photography.

Future Travels

- As invitations come in, they are reviewed by Chris and Marc with Executive Committee for coverage. Chris summarized EC representation to date for 2013/2014:
 - 2013**
 - Wisconsin: Marc
 - South Carolina: tbd
 - New Hampshire: not this year
 - SLCC: Marc and Chris
 - SOLAR(study tour reception): Monica
 - ADSO: Marc and Chris
 - VVG : Marc
 - 2014**
 - Maryland: tbd
 - Albany, GA: save the date only/no formal invite at this time
 - Muncie, IN: tbd
 - AMCTO: Brenda Young
 - French Lick, IN tbd
 - SOLAR: not this time due Scotland being 2013 study abroad venue
 - New Jersey: not at this time considering Conference Host in 2013
 - Oregon: tbd
 - Brussels: July 18 and 19, 2014, tbd
- Chris will be making site visits to Virginia, Alaska, and Ohio in September; SLCC in October, and NLC (Seattle), and mid-year (Georgia) in November. There are no travel plans for other staff at this time.
- It was noted by the Executive Committee that Marc's travel reports have been excellent. (Thank you, Marc!)
- The Region XI Symposium in Brussels was reviewed by Chris (attachment provided)
- The 4-day conference format begins with Hartford, Connecticut in 2015 from Sunday – Wednesday. Region dinners will be held on Monday, the all-conference event on Tuesday, and the banquet on Wednesday.

Miscellaneous

- The Committee discussed and confirmed it was acceptable to have staff participate in MCEF raffles and auctions at the Conference.
- The Committee discussed reviewing the cost of the \$50 donation to MCEF regarding memorials. This policy will be discussed at the mid-year meeting.

Future conference updates – 2014, 2015, 2016, 2017, 2018 updates

- The Committee continues to address concerns of reducing risks associated with room blocks to reduce attrition. Currently, the 2014, 2015, 2016 and 2017 are all in line with what IIMC has been experiencing in attendance, eliminating the possibility of future attrition.
- The 2018 Conference site is between Greensboro, NC; Norfolk, VA; Anchorage, AK; and Columbus, OH.

Parliamentarian update

- The selection committee is comprised of Region Directors Joann Tilton, Shawn Cullinane and Mary Kayser. The three will work with Chris Shalby to review the resumes and make a decision prior to the mid year board meeting.

Canada – LGMA and affiliation update...

- LGMA's Board of Directors has approved an official affiliation with IIMC, similar to the one that IIMC and AMCTO have. This will be discussed at the mid-year meeting.

Study Abroad 2013:

- A \$15,000 MCEF grant was provided toward the education program for the 2014 Study Abroad Program in Scotland. This contribution will likely decrease in 2015 and 2017.

IIMC Past Presidents' Comments (attachment provided by C. Nicol)

- A list of feedback items was reviewed by Chris from the Past Presidents group regarding miscellaneous conference feedback and MCEF. Discussion included the following:
 - Convener issue – leaving scanner responsibility to attend a session; Chris will expand instructions and clarify with staff
 - First timers – modifying schedule allowing them to make opening reception
 - Past President facilitates the discussion
 - Chris will turn over to Jan considering she's on Mentoring Committee
 - Cost is now \$140 for CMC w/ plaque
 - Mary Kayser – New orientation Board meeting times need to be earlier than later
 - Sam Shippen - Acknowledgement for Ronnie at Region XI; Marc will provide a certificate.
 - Elections discussion

President Lemoine adjourned the Executive Committee meeting at 2:40p.m.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: October 10, 2013

Subject: Executive Director's Update



OVERVIEW

The following Headquarters' overview depicts improvements we've made, and personnel updates. The Education Department has operated for nearly three and a half years in a new format; the Membership Department has surpassed expectations with the Membership Campaign and Administration and Finance continue a watchful eye on budgets and oversight.

ADMINISTRATION

The minor realignments we made last year in having our Administrative Assistant Maria Miranda handle all of our accounts receivables and deposits have streamlined this area of finance. This move has alleviated some of the tasks from our Finance Specialist Janet Pantaleon so she can devote part of her time to working in the Membership department taking on responsibilities such as collecting past dues, handling conference registration, etc. Janet is also becoming more involved with member contact and outreach. Of course, Pilar Archer continues to oversee the Finance department and is instrumental in making certain that IIMC's overall budget is on target.

Our Office Manager Denice Cox oversees everything regarding headquarters, along with maintaining tenant relations, building upkeep, numerous conference events and the planning of the mid year meeting to name a few.

BUILDING UPDATE

In spring 2013, we distributed a detailed account of signing new lease agreements with the current tenants and alleviating some of IIMC's monthly mortgage burden. In a nutshell, our two offices are now combined into one large space, leaving approximately 900 square feet of rental space still available to least. As of September 23, we entered into a 32-month lease agreement regarding our 900 square foot office for \$1.10/sqft or approximately \$990/monthly. This not only has IIMC Headquarters fully leased, but it also reduced our monthly burden toward the mortgage payment from \$1,400 to roughly \$400. The leases expire in 2018 and 2016, respectively.

CONFERENCE

2013 Conference Recap – Atlantic City

The 2013 Conference in Atlantic City was projected to make a net profit of \$43,050, providing us with the first conference in several years to exceed expectations. However, this conference, with reduction in expenses by year-end 2013, will stand to net approximately \$88,000. Thanks to an amenable hotel that allowed us to revise and lower the room block, reductions in expenses from Audio Visual to speaker fees to food and beverage, elimination of attrition, and low room rates, IIMC had a successful 2013 conference. Also, approximately 630 full paying delegates and strong support from the AC host committee and New Jersey helped provide for an excellent conference, both in revenue and events.

2014 Conference – Milwaukee, WI

Milwaukee is a vibrant, diverse, charming and beautiful city. The 2014 Conference will feature two co-host hotels that connect through a skywalk via the convention center. Both hotels are less than a 10-minute walk to the Riverfront area, where you'll find plenty of establishments overlooking the Milwaukee River. The Third Ward is Milwaukee's Arts and Fashion District. It offers the city's most dynamic array of restaurants, spas, theaters, galleries, and unique boutiques all in an historic warehouse setting. The neighborhood was named a Top 12 ArtPlace in 2013 and is home to the award-winning Third Ward Riverwalk and the Milwaukee Public Market.

Of course, IIMC's Education Program, Speakers and Events will keep you busy for much of the day, but it's always nice to know you can stretch your legs after your sessions. IIMC's All Conference Event will take place at the famous Harley-Davidson Museum. Whether or not you're a motorcycle enthusiast, the HD Museum is a fascinating landmark featuring these unique, world popular bikes.

Delegate fees, hotel costs, attrition, rebates, commissions and action items are reported in the 2014 financials and notes.

EDUCATION

In 2012, Management recommended not hiring a Director of Education for that year and throughout 2013 and created the Education Resource Group (ERG) to work with the education department on an as needed basis regarding all things education. The move to the ERG was initiated after much research with similar Associations and discussion with several Institute Directors. We believe the model of having an in-house Director of Education is outdated, and the key external component with which IIMC engages (Institutes) has made it clear they do not need oversight or direction. At one time, IIMC's Director of Education was instrumental with the Institutes as education and certification programs were developing. Today, those Institutes operate independently, with little or no guidance from IIMC, to deliver education programs consistent with IIMC's guidelines. If we really assess this position, IIMC has operated (other than the two and half months in 2012 when it hired a part time D of E) smoothly without this individual in place since March 2009. Staff continues to do an excellent job of handling internal and technical processes, of working with Institutes and of maintaining a healthy status quo with all education providers. IIMC's Education Committees provide direction when needed. The Education Resource Group's report is part of this Agenda.

FINANCE

Existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. The 2013 projected year-end budget places IIMC in the positive for the seventh consecutive year. Battling a bad economy and its effects on membership and a decline in conference attendance these past few years, IIMC's reliance on strong policies and the Board and staff's commitment to adhere to those policies has kept it financially sound.

MARKETING/COMMUNICATIONS

Emily Maggard continues to divide her time between marketing (75%) and education (25%). As IIMC's Communications Coordinator, Emily maintains this area with fresh ideas regarding recruitment, conference marketing, a weekly E-Briefing, combining education and general information, expanding on the content of the News Digest, overseeing the web site, and taking an active lead with the public relations and marketing committee.

This year, IIMC uploaded to its website 15 out of 16 new Technical Bulletins from the NAGARA and MCEF grant. The 15 bulletins are complimentary to IIMC members.

MEMBERSHIP

The 2012 membership campaign has rolled into 2013 and will continue with a new demographic approach in 2014. The Department continues to focus on membership recruitment and retention and to perform due diligence in reaching out to members. The last few years, our membership department has focused on a persistent customer relations outreach program, maintaining current members in light of the economy. The 2013 projected year-end membership figures will exceed the \$1 million mark for the sixth consecutive year. The Department's report is in this Agenda.

BOARD REQUIRED ACTION ITEMS

MCEF Memorial Policy - Attached

This policy states that it needs to be reviewed by the Board every three years to determine if the amount is acceptable as is or needs to be increased.

Management's Recommendation: that \$50 is not a hardship on the Organization and that annual amount fluctuates between \$250 and \$500.

Request For Proposal (RFP) Policy - Attached

An annual review of this policy by the Conference Committee is complete. The Policy committee also reviewed it and both committees agree on the recommendations to the RFP Award Criteria. That proposal is part of the Policy Committee's mid year report. Once approved by the Board, it will become part of the RFP process and an addendum to the Policy section 7.15.30

MCEF/IIMC Restricted Scholarships - Attached

IIMC has two proposals to MCEF regarding the distribution of funds toward scholarships. The attached recommended criteria and application are drafts of what we will be presenting to MCEF to allow IIMC to use MCEF restricted funds to choose the scholarship recipient based on developed and approved criteria. IIMC has also requested the opportunity to use a portion of MCEF Policy 8 funds (provided to IIMC annually) toward each Region's annual meeting. The latter would be the unrestricted funds from MCEF.

IIMC/LGMA Affiliation - Attached

IIMC and the Local Government Management Association of British Columbia (LGMA), Canada have been in discussions regarding a reciprocal affiliation agreement (see attached) similar to ones we have with our Region XI affiliates and AMCTO in Ontario, Canada. Management believes that IIMC should embellish their affiliations with Region X associations. This is good for membership recruitment and education programs. In this agreement, both IIMC and LGMA agree to reduce the first year's membership dues by 50% and engage in reciprocal agreements regarding education programs, publications, and attendance at each respective Organization's conferences. If the Board agrees and approves the attached Memorandum of Understanding with LGMA, then we can move forward this week and sign the Agreement and make it official at the Board/International dinner at the 2014 Conference in Milwaukee.

Chapter 2.70

MEMORIALS

Sections:

- 2.70.010 Purpose
- 2.70.020 Scope
- 2.70.030 Policy

2.70.010

Purpose

To establish a policy for memorials. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

2.70.020

Scope

Board of directors and staff. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

2.70.030

Policy

It shall be the policy of the International Institute of Municipal Clerks to recognize in memorial the passing of certain individuals. The Institute shall formally recognize the passing of the following individuals:

- A. A former member of the IIMC board.
- B. A former member of the MCEF board.
- C. A current member of the IIMC board.
- D. A current member of the MCEF board.
- E. The following family members of a current member of the board:
 - 1. Spouse/companion.
 - 2. Father and mother.
 - 3. Brother and sister.
 - 4. Son and daughter.
 - 5. Grandchild.
- F. A current institute director.
- G. A retired employee of IIMC.
- H. A current employee of IIMC.
- I. The following family members of a current employee of the institute:
 - 1. Spouse/companion.
 - 2. Father and mother.
 - 3. Brother and sister.
 - 4. Son and daughter.
 - 5. Grandchild.

The sum of \$50.00 will be allocated toward all donations and that this amount be reviewed every three years to determine its adequacy.

An appropriate card of sympathy will be sent to the family on behalf of the president, members of the board and staff.

The executive committee may, in its discretion, authorize exceptions to this policy. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

Chapter 7.15

REQUEST FOR PROPOSAL (RFP)

Sections:

- 7.15.010 Purpose.
- 7.15.020 Scope.
- 7.15.030 Policy.
- 7.15.040 Mid-year board meeting.

7.15.010

Purpose.

To establish a policy for the solicitation and awarding of the IIMC annual conference and mid-year board meeting. [May 2009; May 2002. Policy C-6].

7.15.020

Scope.

General. [May 2009; May 2002. Policy C-6].

7.15.030

Policy

A. IIMC shall develop and maintain a detailed request for proposal (RFP) for the purpose of soliciting proposals to host the IIMC annual conference held in Regions I through X. See Chapter 7.20 IIMC for conferences outside the United States and Canada.

B. The request for proposal document shall contain the award criteria used to award the annual conference.

C. The conference committee shall conduct an annual review of the request for proposal document and make recommendations to the board of directors. [May 2009; May 2002. Policy C-6].

7.15.040

Mid-year board meeting

A. IIMC shall submit informal proposals and receive quotes for the purpose of hosting the mid-year board meeting.

B. The president, in conjunction with the executive director, shall select the lowest and best informal quote for hosting the mid-year board meeting. [May 2009; May 2002. Policy C-6].

Introduction

Each year, the Municipal Clerks Education Foundation makes available a certain amount of funds to be used toward scholarships by IIMC members who will be attending Institutes between June 1 and May 31 of the upcoming year. IIMC will determine the scholarship recipients based on the approved criteria.

Soliciting Applications

IIMC will announce to all IIMC members in early January of each year the availability of Institute/Academy Scholarships, the dates and terms that the scholarships need to be applied, and the criteria for selecting the scholarship recipients.

Awarding of Funds

IIMC's Education Department will vet each application submitted to Headquarters, ascertaining that it meets the established criteria. Once it has been verified that the applicant meets the criteria, the Department will forward the applications to IIMC's Region Directors. IIMC Region Directors will be responsible for selecting the recipient(s) from the pool of qualifiers to receive Education Scholarships from their Region. Once Scholarship winners are determined, IIMC will notify MCEF of the recipient(s) as well as the recipient(s). Upon completion of the Institute program, the recipient(s) will provide MCEF with proof (a Certificate of Completion or transcripts from the Institute/Academy) and, in turn, MCEF will then issue a check in the approved amount to the recipient(s).

Criteria

- First preference will be given to members who are enrolled in the CMC program. Second preference will be given to IIMC members who have achieved their CMC designation and have enrolled in the MMC program;
- Applicants must be active IIMC Members (full or additional full member);
- Applicants must submit a letter from their supervisor verifying that they are authorized to attend the Institute/Academy and can provide for their own accommodations, transportation, and meal expenses, and funding of all remaining costs not covered by the scholarship;
- Applicants must submit a brief essay on why Certification is important to you and/or how attending an Institute could assist in your career goals or professional endeavors;
- Scholarships must be used for an Institute in the funding year and cannot be rolled over into another year; and
- Scholarships are non-transferable.



MUNICIPAL CLERKS EDUCATION FOUNDATION OF IIMC

APPLICATION FOR SCHOLARSHIP ASSISTANCE

2014

1. Name _____
2. Title _____
3. Municipality _____
4. Street Address or P.O. Box _____
5. City _____ State/_____ Zip/_____
Province/Country _____ Postal Zone _____
6. Telephone: Home (____) _____ Office (____) _____
E-mail: _____ FAX (____) _____
7. I plan to participate in the Municipal Clerks Institute program at _____
in the State/Province/Country of _____
which is scheduled to convene on ____/____/____.
8. What type of scholarship are you seeking? CMC _____ MMC _____
9. Have you previously attended an IIMC Institute or Academy?
 Yes No (Go to 13)
10. Have you received funding from MCEF in the past?
 Yes how many years? _____ what years? _____
 No
11. Attach written documentation from your supervisor showing that in the event a scholarship is awarded, you will be granted leave to attend the Institute/Academy. Also include a statement indicating the amount the municipality is likely to fund, or explain why the municipality cannot fully fund these costs.

Note: The scheduled Institute date must be between June 1, 2014 and May 31, 2015.

12. On a separate sheet of paper, write a brief essay (no less than 500 words) on why is Certification important to you OR how attending an Institute/Academy could assist you in your career goals or professional endeavors

13. I understand that if a scholarship is awarded to me, I must use it between June 1, 2014 and May 31, 2015, and that scholarship funds will be sent directly to me after forwarding to IIMC evidence that I have completed the course. I understand my scholarship cannot be transferred to, or used by, anyone other than myself. I do hereby attest that the information submitted in and with this application is true and correct to the best of my knowledge.

Date _____ Signature of Applicant_____

Return this completed Application to:

IIMC - Institute Scholarship
c/o Education Department
8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730

To be considered, your Application must be **postmarked by March 1, 2014**. It must include a letter from your supervisor (#11), and the attached essay (#12).

(Please complete all sections of the Application. Failure to do so may result in disqualification.)

Memorandum of Understanding

This agreement made this 20th day of September 2013, between the International Institute of Municipal Clerks (IIMC), and the Local Government Management Association of BC (LGMA).

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

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

THE PARTIES HERETO AGREE AS FOLLOWS:

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

International Institute of Municipal Clerks

IIMC President

IIMC Executive Director

Local Government Management Association of BC



LGMA President



LGMA Executive Director

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Jennifer Ward, Associate Director of Education

Date: September 30, 2013

Subject: 2013 Education Department Mid-Year Report

The Education Department has been working on a number of things since the May Board Meeting, but the main focus has been on increasing educational opportunities for the membership as well as streamlining current procedures to increase efficiency and simplify processes for the membership. We have also been closing out the 2013 Annual Conference, planning the 2014 Annual Conference education program and working with the committees. Please see the highlights below:

- **CMCs** - Since January 1, 2013 we have awarded 181 CMC designations.
- **MMCs** – Since January 1, 2013 we have awarded 65 MMC designations.
 - **Note:** CMC and MMC designation numbers are down from last year. At this time last year we had awarded 211 CMCs and 90 MMCs. We are receiving a lot of applications. However, the applicants are not finishing as fast as they have in the past. This could be due to budget or staff reductions as Institute attendance has been down per the Annual Reports the last two years. Most Institute Directors have cited economic difficulty as the factor in lower attendance.
- **Institute Update** – Institutes seem to be running smoothly. The biggest hurdle they seem to face is low attendance. Again, the department has heard that the economy continues to play a large role in attendance. We are starting to see a small increase in some of the attendance numbers, which is a good sign.
 - **Maryland Institute** – The Education Department and Region 2 Director, Kim Rau have been working with the Maryland Municipal League to bring an Institute to the state. There is also high interest from the clerks association and the league. The league has been talking with the School of Public Policy at the University of Maryland. We do hope this can be our 48th Institute program!
 - **Virginia and New Jersey Institutes** – The state associations in these states have sent out RFPs for a new university provider for their programs.
 - **The Netherlands Institute** - A steady stream of applications continues to come in from these members. In order to assist and streamline the submission process the Department has worked with the Institute Director, Robert Ritsema. This has proven to be very helpful when reviewing applications.

- **Region X and XI Education Guidelines** - The recent addition to the Education Guidelines is proving to be very helpful and appealing to members in Regions X and XI. The Netherlands and Canada are the most active and continue to send in their applications and contact the Department with questions.
- **Education Resource Group** – The work with the group has been outstanding. They provide the department with the necessary insight on education issues when needed. We are currently working on the development of the 2014 Colloquium.
- **Committee Work –**
 - **Conference** - The Education Department worked with the Conference Committee to complete Goal #1 – review and recommend sessions for the 2014 Conference Education program.
 - **Program Review and Certification** – The Education Department presented two proposals to the committee for their review (Goal #2). 1. Increase the Athenian Dialogue points from two to three. 2. Turn the technical bulletins into self-study courses. Please see the action item document #1 attached to this report for more details.
 - **Education and Professional Development** - The Education Department presented two proposals to the committee for their review (Goal #1). 1. Increase the Athenian Dialogue points from two to three. 2. Turn the technical bulletins into self-study courses. Please see the action item document #1 attached to this report for more details.

We also briefly worked on Goal #3. The committee submitted several questions for an education survey. Staff has requested this be put on hold until January 2014.

- **2013 Annual Conference -**
 - **Transcripts** – Conference transcripts were emailed to each Delegate on August 1, 2013.
 - **Assessments** - The department is researching online learning assessments for the 2014 Academy sessions in order to streamline the process and have the transcripts out to the delegates faster.
- **2014 Annual Conference Education Program** – The Education Department received the Conference Committee's recommendations and has completed the Academy, Athenian and General Sessions for the Preliminary Program. We are currently working on the concurrent sessions and utilizing as many Wisconsin presenters as possible. Wisconsin Institute Director, Kassie VanRemortel has been instrumental in helping us secure presenters from the state.
 - **8 Academy Sessions** - The topics are Delegation, Facilitation, Conflict Management, Grant Writing, Negotiation Skills, Technology, Diversity and Influence and Authority.

- **3 General Sessions** – The topics and presenters are Leadership with Dr. De Hicks; Strategy and Goal Setting with Sherrin Ross Ingram; and Employee Engagement with Michelle Ray.
- **2 Athenian Dialogues** –
 - Jack Kennedy - Elusive Hero by Chris Matthews will be facilitated by Chuck Tokar, MMC.
 - The Woman Behind The New Deal: The Life of Frances Perkins, FDR's Secretary of Labor and His Moral Conscience by Kirstin Downey will be facilitated by Mary Lynne Stratta, MMC.
- **Region X and XI offsite education session** – We will begin working on this in October.
- **Conference CD ROM** - The Department plans to continue to provide the Delegates with a CD ROM of the concurrent education session handouts. We also plan to post all of the handouts to Dropbox as it worked well this year.
- **Roundtable Sessions (Crucial Conversations)** – These sessions were a hit at the Atlantic City Conference! We are going to continue with these sessions and are working on topics. In 2014 we will list the session topics in the program. This was a direct request from the 2013 Annual Conference participant evaluations.
- **Interactive Sessions** – This format was a success at the 2014 Conference and we will continue it from now on - the presenters and participants raved about it!
- **Captus Press Online Course Program** – Thanks to Hyland Technologies, the Education Department was able to videotape two sessions at the 2013 Annual Conference. Hyland Technologies graciously videotaped the two sessions at no charge to IIMC. These sessions will be submitted to Captus Press who will turn them into online courses. We are hoping for an early 2014 release date.
- **Course Review Approvals** – Course reviews continue to stream in. The Department has not encountered any issues with the process and requests are answered within a day or two.
- **Athenian Program** – IIMC has 33 approved Athenian Facilitators and 35 Athenian Fellows. The program continues to catch fire as more Dialogues dates, inquiries regarding how to host a Dialogue and Athenian Membership Applications are received weekly. This is a great program to enhance not only one's critical thinking skills, but public speaking skills as well.

MANAGEMENT'S COMMENTS

Along with their daily responsibilities, the Department continues to keep its focus on the future regarding IIMC members' accessibility and affordability for education programs. They will continue to look for and create education programs that will meet the needs of our diverse membership.

Education Department Action Items

ACTION ITEM #1 – Athenian Leadership Society Point Increase

Background

In 2005, IIMC introduced the Athenian Leadership Society as a leadership tool for Municipal Clerks. The program's premise is the idea that Clerks are leaders in very profound, yet subtle ways. The program explores leadership principles and practice, drawing on the insights contained in a book that all participants have read. Dialogues are conversations in which Clerks share their experience and understanding as it relates to the ideas of the author and the relevance of those ideas to their public leadership role. At that time, IIMC awarded Athenian Fellowship credits only, not certification points.

In 2009, the Program Review and Certification Committee and the Department created an Athenian Leadership Society Dialogue Policy and point structure, which the Board approved at its Mid-Year Meeting. Prior to that, IIMC did not have a policy or adequate point structure for this program. The Department felt that in order to streamline processes in this area and to help the members have a clear understanding of what this program is and how it works, that a policy was needed. The committee and department recommended that 2 CMC Experience or 2 MMC Professional and Social Contributions points be awarded for a 6.0 hour Dialogue (this was subsequently changed to Education and Advanced Education points).

In 2010, IIMC's Education Task Force and the Department revised the Education Guidelines. These guidelines are clear as to the point structure for all programs:

- IIMC programs and Institute programs – 1 point per 2 in-class contact hours.
- State/Provincial/National Association or IIMC Region Meetings – 1 point per 4 in-class contact hours (with course review).
- Other programs – 1 point per 6 in-class contact hours (with course review).

Discussion

The Department feels that since the Athenian Leadership Society is an IIMC sponsored program, awarding 2 CMC Education or 2 MMC Advanced Education points is unbalanced for a 6-hour program. As stated above, IIMC programs are rated at 1 point per 2 in-class contact hours. In order for the policy to be correctly followed this program should be awarded 3 CMC Education or 3 MMC Advanced Education points.

Financial

No financial cost or loss to IIMC.

Summary and Recommendation

The Education Department sent this proposal to the Education and Professional Development and the Program Review and Certification Committees for their review and recommendation. In addition, we also sent it to the Education Resource Group for their review and recommendation.

Please refer to Management's recommendations in both of the committee reports.

ACTION ITEM #2 – IIMC/NAGARA Technical Bulletins

Background

The Education Department is working with Captus Press to produce our new online course system and plan to have it in place by the end of the year. In the meantime, IIMC does not have any other IIMC sponsored online courses to offer our members who may not have a local IIMC approved Institute program, who may not have the funds to attend an Institute, or only need a point or two to complete their certification requirements. To fulfill this need, the Education Department proposes that we turn our newly created Technical Bulletins into courses. There are currently fourteen bulletins available on the website, with two additional ones available later this year.

Discussion

Members can read a Technical Bulletin and then complete an assessment (to be determined by the department – an example would be an essay or quiz) earning 1 CMC Education or 1 MMC Advanced Education point for each bulletin completed. Since the Technical Bulletins were graciously provided to IIMC through a NAGARA grant, IIMC can offer these courses free to its members. Currently, IIMC does not offer free courses to its members. This could be a value-added incentive to membership! If approved, the department plans to continue this program even after the Captus Press courses have gone live.

The Education Department sent this proposal to the Education and Professional Development and the Program Review and Certification Committees for their review and recommendation. In addition, we also sent it to the Education Resource Group for their review and recommendation.

In addition to the two committees, the Department also sent the proposal to the Education Resource Group for their review and recommendation. They reviewed the proposal and suggested that IIMC allow a member to take a maximum of 5 (five) Technical Bulletins, with an allowance of 1 CMC Education point or 1 MMC Advanced Education point per technical bulletin. To receive credit for a bulletin, an applicant would be required to complete and submit a fully developed and standardized learning assessment within an established time period. Cost recovery connected to IIMC Staff review, evaluation and necessary follow up should be established, with a fee of \$25.00 assessed for each bulletin submitted.

Since the Technical Bulletins were awarded to IIMC through a grant from NAGARA, the Department checked with the National Historical Publications and Records Commission (NHPRC) which awarded MCEF the grant to publish the records management bulletin series to see if we would be able to create an education program using the bulletins.

Deputy Executive Director, Lucy Barber, stated that she did not have any objection to IIMC using the bulletins for professional development purposes and charging a \$25 fee for assessment and evaluation of their at-home study in order to award certification points, “as long as it is clear that the fee is for the testing, evaluation, and awarding of points, not the bulletins” (themselves).

The Department agrees with the Education Resource Group’s recommendation. We envision this education opportunity much like the CD ROM program we had several years ago, where a member could purchase the CD ROM and submit the assessment at any time.

Financial

No financial cost or loss to IIMC.

Summary and Recommendation

Please refer to Management's recommendations in both of the committee reports.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Stephanie Kelly, MMC
Conference Committee Chair

Date: September 30, 2013

Subject: 2013/2014 Mid-Year Board Meeting Report



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, Mary Johnston, MMC, Laura Bauer, CMC, Denise Carey, MMC, Tracy Davis, MMC, Pam DeMouth, CMC, Anna Stetson, Kassie Van Remortel, Kate Wall, MMC, and Vikki Zuehike, CMC. **Board Liaisons:** Roxanne Schneider, MMC and Linda Rappe, CMC. **Staff Liaisons:** Ashley Carroll, Emily Maggard, Chris Shalby and Jennifer Ward.

The 2013-2014 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 learning 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. Discuss and evaluate sessions from the 2013 conference attended by Committee Members and provide direct feedback to the Education Department.
3. Recommend Annual Conference education topics and presenters to the Education Department by July 1, 2013.
4. Work with the Executive Director to review future conference submissions and provide information to the Board of Directors.
5. Assist the Education Department in recruiting conveners and scanners.
6. Provide the Education Department with ideas to enhance and encourage engagement in the Exhibit Hall.

Discussion

Goal #1 - The Committee reviewed and rated the Conference Education Proposals for the 2014 annual conference in Milwaukee, WI. Results were forwarded to the IIMC Education Department. **Completed.**

Goal #2 - The Committee will discuss and evaluate sessions from the 2013 conference attended by Committee Members and provide direct feedback to the Education Department. **Ongoing**

Goal #3 – The Committee provided rankings of the proposed 2014 Education and “Crucial Conversations” topics to the Education Committee in August. **Completed.**

Goal #4 – The Committee will be receiving the future Conference Bid Proposals in October from the Executive Director to review and to provide their recommendation to the Board at the Mid-Year meeting. **Ongoing.**

Goal #5 – The Committee discussed, at their May meeting, how to recruit scanners and conveners at future conferences. It was suggested that Scholarship recipients have an opportunity to scan delegates and convene education sessions. **Ongoing.**

Goal #6 – At the May Committee meeting, the Committee talked about ways to make the Exhibit Hall more attractive to delegates and promote the vendors. Some of the suggestions were to give the vendors a theme and a prize for the best vendor booth, games, vendor bingo, and scavenger hunts. Also suggested was having the vendors speak during the lunch and talk about their respective business/products. The Exhibit Hall should be promoted as a networking opportunity for delegates. **Ongoing.**

Summary –

Recommendation – There are no recommendations from the Conference Committee.

Management’s Comments:

We thank this Committee for their insight and collaboration regarding all things conference. As for the 2014 conference education session topics, it helps to have the members’ perspective on clerk related education topics. We will proceed with Goal #5 regarding Conference Grant Scholarship winners as scanners, alleviating the need to always recruit volunteers. Regarding the 2018 conference, since IIMC moved to choosing future conferences anonymously, this committee’s input and vetting process is invaluable.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee

From: Richard Kachur
Chair, Elections Committee

Date: October 9, 2013

Subject: Report of the Elections Committee



Background

A revised Elections Manual has been developed. The Elections Manual details the responsibilities of the President, Executive Director, IIMC staff, the Elections Committee and Elections Officers with regard to election processes for electing IIMC Vice Presidents, IIMC Regional Directors, vetting amendments to the constitution and election processes at IIMC Annual Conferences.

Discussion

The Elections Committee will be reviewing the proposed revised Election Manual and will be providing comments back in its report.

Financial

The revisions will not result in the requirement of any additional financial resources.

Summary

The Elections Committee will review the proposed amendment to the Elections Manual and report back.

Recommendation

That this report be received as information.

Management's Comments:

With the approval of the revised Constitutional Amendments, any revisions will need to be reflected in the Manual.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
Chris Shalby, Executive Director

From: Poonam Davis, Chair
International Relations Committee
Cc: IR Committee Members
Mary L. Stratta, Vice Chair

Date: September 17, 2013

Subject: International Relations Committee Report



Background

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

The IR Committee is pleased to report on the five goals and objectives identified for 2013-2014 by the Board of Directors, as well as related initiatives which support and advance the IR Committee purpose.

Atlantic City Kick-off

During our committee kick-off in Atlantic City, NJ on May 20, we took the opportunity to review our goals and objectives and also highlight specific opportunities for improving communication globally and within Regions X and XI. The following IR Committee members were able to participate during the Annual Conference meeting: Poonam Davis (CA), Susan Domen (CA), Ronny Frederickx (Belgium), Tami Kelly (OH), Tony Russell (CA), Samantha Shippen (England), Mary Lynne Stratta (TX), Pamela Smith (FL), and staff liaison Denice Cox (HQ-CA) and Nick Randle (IIMC Region XI Consultant).

Committee Telecom Schedule

Since Atlantic City, we have established a telecom schedule for 2013-2014, identified and begun discussion for each of the goals/objectives in an effort to keep the full committee moving forward. Our first telecom was conducted August 1, and the following members were able to participate: Poonam Davis (CA), Susan Domen (CA), Daisy Gomez (CA), Colleen Nicole (CA), Melissa Small (FL), Mark Lemoine (Canada), Tony Russell (CA), Pamela Smith (FL), staff liaison Denice Cox (HQ-CA) and Nick Randle (IIMC Region XI Consultant). Our remaining members were excused due to travel and personal/professional obligations. Between scheduled telecoms, each committee will remain in contact to further our goals and objectives. The following telecom schedule was confirmed: **IRC Telecom Schedule:**

Duration: 1 hour

August 1, and November 7, 2013;
February 4, and April 1, 2014

Time: 9:00AM - 10:00AM PDT, 11:00AM - 12:00PM CDT,
12:00PM - 1:00PM EDT, 5:00PM - 6:00PM BST, 6:00PM – 7:00 PM CEST

Communication

In support of the overall committee goals, we are committed to continue strengthening communication and increasing information exchange opportunities between our colleagues within Region X and XI and all regions. The Board and Executive Director secured a Region XI Development Consultant, Nick Randle for IIMC. Nick has been working closely with Region X and XI Directors, IIMC Staff and the IR Committee to increase international participation in IIMC and develop and deliver services to IIMC members particularly in the international community. Growing membership in Region XI, generating regular communications between IIMC and Region XI Directors and members, creating value added materials, product and services and organizing meetings and events to support growth and development in this region.

Discussion/Goals Update: Goal 1 - Develop and undertake a survey or other communication vehicle for Region X and XI members to determine short and long term needs in these regions and advise IIMC on specific immediate and long term steps to undertake to meet these needs.

At the kick-off meeting in Atlantic City, there was concern from:

- Region XI communicated to wait on conducting another survey in this region, since a survey was completed in April 2012. Representatives from this region felt there was progress in the Region XI community. Region XI Newsletter was released for period September – December 2013. There were several other activities planned in this region.
- Region X communicated that there was a survey completed in 2009 in their region. Rick Page from Region X volunteered to assist with this goal. On September 4th, to further discuss the goal in Region X, a teleconference was scheduled with Rick Page, Nick Randle, Mary Lynne Stratta and Poonam Davis. During this teleconference, Mary Lynne shared that in the 2009 survey what was shared by the Region X members was (1) lack of communication by IIMC, (2) they had concern with the value of IIMC membership, (3) the newsletters and e-briefings were geared more towards USA education and certification programs, etc. Rick suggested that IIMC reach out to Region X members at the Local Government Management Association of British Columbia (LGMA), scheduled in October 2013. Many of the small provinces participate at this conference. There is a session scheduled at the conference to ask attendees how IIMC can better serve them. It was also suggested that since 2017 Annual Conference is scheduled in Region X, to start the dialogue with this Region's members at the LGMA conference on what topics the members would be interested in. This would assist IIMC with planning the conference topics with what member's desire and increasing awareness of IIMC 2017 annual conference.
- On September 9th, Marc Lemoine, President of IIMC and Poonam Davis, Chair of IRC discussed Goal 1 set by the executive committee and agreed to modify the goal to: **Goal 1 (revised)- Develop and undertake a survey or other communication vehicle for Region X members to determine short and long term needs in this region and advise IIMC on specific immediate and long term steps to undertake to meet these needs.**

International Relations Committee September 17, 2013 Mid-Year Report – Page 3

- On July 16, 2013, Randle communicated with All India Institute of Local Self Government (AIILSG), introducing IIMC and expressed an interest in exploring the possibility of a future collaborative arrangement between AIILSG and IIMC to serve appropriate local government officers within the Indian Local Government.
- Randle also developed and presented a proposal for an IIMC Symposium in Brussels July 18 – 20, 2014 to Region XI. The proposal included a symposium plan with a budget. This symposium plan is now being discussed and considered by the Region XI Directors and members.
- **Goal 2 - Manage and run a booth at the IIMC Annual Conference which promotes international programs, provides a focal point for international members and educates conference attendees about cross borders issues affecting the profession in more than one country.**
- At the 2013 Annual Conference held in Atlantic City, there was a booth promoting the Study Abroad Program. The booth was manned by IRC committee members; several members donated prizes for conference attendees if they dropped their business cards. We received 95 business cards and over a couple hundred interested people stopped at the booth. 18 prizes were given away. And the committee is extremely grateful that IIMC generously provided a bagpiper to draw attention to our booth.
- Also at the booth, several members requested information on the International Exchange Program. We recently received an application from an IIMC member in New Jersey, who was interested in an exchange in Netherlands. With a suggestion from Region XI Director, Jaap Paans, the committee was able to identify a current IIMC member who is also interested in the exchange.

Goal 3 - Establish a practical process for welcoming and buddyng new international members during their first year with IIMC, to ensure that they are aware of all the benefits that IIMC has to offer.

- During one of the teleconference, the committee members requested that IIMC headquarters send a list of Regions X and XI new IIMC members and CMC/MMC certifications recipients. The committee members can communicate by sending welcoming/congratulating emails.
- Past President Colleen Nicol sent an email welcoming all new Region X and XI members and invited them to participate, communicate and to become familiar with all that IIMC has to offer.
- Poonam Davis current IRC chair sent an email to all new Region X and XI members and shared education opportunities and information to achieve CMC and MMC.

International Relations Committee September 17, 2013 Mid-Year Report – Page 4

Goal 4 – Assist in delivering a successful Study Abroad Program in Scotland in 2013.

31 participants are scheduled to participate in the 2013 Study Abroad Program in Scotland. The tour will begin in Edinburgh and concludes in Glasgow. The tour includes an all day SOLAR th Autumn Seminar in Glasgow on October 4th. A private Facebook page named Haggis, HO - was developed to keep a social network of the participants going to Scotland. Detail of Study Abroad Program:

- September 27-October 5, 2013
- Approved for 11 CMC Education points
- Approved for 11 MMC Advanced Education points
- <http://www.iimc.com/index.aspx?nid=164>

Goal 5 – Work with Region X and XI representatives, and the International Consultant to define options for Study Abroad Programs in 2015 and 2017.

- Study Abroad Program for 2015 will be in either prior to or immediately after the IIMC Annual Conference in Hartford, CT.
- Gil Litov, President of IAM (Israel Association of Managers) has tentatively agreed to host 2017 Study Abroad Program with their annual conference. 2017 is 4 years away and there is time to develop a program.

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 International Exchange Program for one additional year;

(2) Funding in the amount of \$1,000 is requested for purchasing a pull-up display to be used at the IIMC Annual Conference exhibit booth to support Goal 2. The pull-up display will have the IIMC logo. Here is a link to view <http://www.postupstand.com/>

Summary

The IR Committee remains focused on the continued development of communication and information exchange opportunities within Regions X and XI and across the organization. The committee continues its commitment and work on each established goal, and we look forward to reporting ongoing committee progress.

Recommendation

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

Management's Comments:

With the increase in membership in Region XI and holding the 2017 annual conference in Region X, this committee continues to build on the international momentum. Nick Randle's role as a

consultant is also a key aspect of growing and developing our international base and structure. With so much focus the past few years on growing Region XI, management agrees that a survey focused on Region X might be more productive at this stage, especially with the affiliation IIMC now has with AMCTO and the possibility of the Board approving a similar affiliation with LGMA. The conference in Montreal in 2017 will require assistance since IIMC does not have local host committee in this area.

IIMC will continue to provide this Committee with a booth in the exhibit hall to promote national programs, showcase their work, upcoming Study Abroad Programs, International Exchange and other promotional and marketing opportunities regarding the committee's goals. IIMC will also provide a colorful display banner for the booth.

We appreciate this committee's work on the 2013 Study Abroad Program and look forward to having a collegial effort with the Education Department and staff in planning future Study Programs. The committee's budget requests are already part of the 2014 budget.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: **Board of Directors**
FROM: **Legislative Committee**
 Randi Johl-Olson, Chair
DATE: **November 2013**
SUBJECT: **Board Meeting Report**



BACKGROUND

The Legislative Committee has been a standing committee for less than two years. The Committee is now making the transition from laying its foundation as a new committee, to performing its ongoing function as a committee. Namely, the Legislative Committee is working to monitor and disseminate professionally relevant legislative information to the Board of Director and IIMC members.

DISCUSSION

The Committee meets via conference call and has discussed a variety of topics including the following:

- Legislative cycles and happenings in each region
- Newsworthy content for the next issue of *Federal Watch*
- Methodology for tracking federal legislation through www.govtrack.us
- Congressional committees in relation to election and FOIA topics
- Federal Legislation – H.R. 1211 (FOIA) and S. 1336 (Voter Registration)
- Creating a standardized legislative form by which to evaluate all federal legislation

The Committee is currently working on its second annual issue of *Federal Watch*, the 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 is also now tracking H.R. 1211 and S. 1336 and is utilizing this legislation to create a standardized legislative review process by which the Committee can evaluate federal legislation and make recommendations to the Board of Directors for potential action on legislation in the future.

Finally, the Committee is pleased to report that it will also begin to monitor happenings at the Federal Elections Commission (FEC). As you may be aware, Ann Ravel, the current Chair of the Fair Political Practices Commission in California, was nominated by President Obama to serve on the FEC. On September 23, 2013 the Senate confirmed that nomination and Ms. Ravel is now headed to Washington DC. We have expressed to Ms. Ravel that we are looking forward to continuing to work with her at the federal level as we have at the State level in California and she has also expressed an interest in doing so.

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:

We realize this committee's goals are not always imminent, but appreciate the work they do. We look forward to the second edition of Federal Watch (the first issue was packed with information) and the news about Ann Ravel being a solid contact for the committee on the Federal level is incredibly exciting.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Kristie Smithers, Chair and Linda L. Spence, Vice-Chair

Date: October 3, 2013

Subject: Membership Committee Mid-Year Report

Background

The Membership Committee met briefly EARLY morning after the All Conference Event during the Atlantic City, NJ Conference.

Discussion

Janis Dault was wonderful in educating our committee and offering her assistance and guidance. The committee was charged with contacting the Soon to be Cancelled Members and encourage them to “re-think” their non-action on membership.

Financial

No financial needs are seen at this time.

Summary

The Membership Committee has worked thus far throughout the year contacting the soon to be cancelled membership. Some committee members have also gone the “extra” mile and contacted new CMCs and MMCs and welcomed new members.

There was brief discussion at our meeting in Atlantic City about offering an “incentive” such as an IIMC mug or some other IIMC merchandise via a lottery drawing for new membership and re-instated membership.

We have also discussed the need to revise the renewal of membership materials which have not been updated in many years. A future goal to this committee will be to work toward registration via the website.

Recommendation

We were recently contacted by Janis Dault and the committee has concurred with her suggestion to discontinue the Recruit a Member Program and direct our attention to a Small Municipality Member Drive which will continue through 2014.

Management's Comments:

We appreciate any and all contact from this committee to new members and the soon to be cancelled ones. The personal touch in this area makes IIMC standout in its outreach. We also agree with cancelling the Recruit a Member Program, it's run its course. However, staff and the committee will brainstorm other ideas to involve the members in recruitment, and prepare a report for the Board in May 2014.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: David F. Bryant III, MMC- Chair
Vacant- Vice Chair
Public Relations & Marketing Committee

Date: September 30, 2013

Subject: 2013 Mid-Year Report (November, 2013)



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.

2013/2014 Goals and Objectives

1. Submit at least 1 article for the News Digest in the area of best practices, management and leadership.
2. Develop marketing plan for Program Excellence in Governance Award.
3. Develop existing materials and new marketing ideas for Municipal Clerk's Week.
4. Develop new marketing ideas around promoting attendance at the IIMC Annual Conference
5. Develop new marketing ideas to promote the value of IIMC's certifications.

Discussion

The PRMC met via teleconference call September 20, 2013 wherein the members present reviewed the 2013/2014 Goals and Objectives for the Committee. Chairperson Bryant delegated members for each goal with one member selected to lead each goal.

Concerning goal number one to submit articles for the News Digest, best practices, management and leadership, committee chairperson Bryant suggested discussing this with each State Association for their input. IIMC Liaison Emily Maggard shared the types of articles other IIMC committees have provided in the past as examples. Maggard suggested the PRM committee possibly explore an article about the Program in Excellence in Governance Award. Members of the committee will strive to come up with articles for IIMC to use.

Concerning goal number two to develop a marketing plan for Program Excellence in Governance Award committee chair Bryant indicated that the committee had worked on this goal last year and he would provide the current members with the suggested recommendation for their use in refining the plan.

Concerning goal number three to develop existing materials and new marketing ideas for Municipal Clerk's Week Chairperson Bryant suggested committee member Anthony Mejia lead the committee on this goal as he brings experience from working on this last year and provided the winning posters that were used as well. Maggard indicated that IIMC would like to have new suggestions again for this year. Also suggested by Maggard is the possibility of looking into applying with USPS for a stamp commemorating the municipal clerks week. Committee members would like to add this in with goal number three and will be working on ideas.

Concerning goal number four to develop new marketing ideas around promoting attendance at the IIMC Annual Conference, Maggard explained that IIMC would like for the clerks to promote the IIMC annual conference. Committee members will be exploring ideas and suggestions.

Concerning goal number five to develop new marketing ideas to promote the value of IIMC's certifications, Maggard explained this is similar to goal number four and that IIMC wants clerks to promote what the actual value of the certification means to them. Committee members will work to suggest those ideas.

Financial - No financial request was made by this Committee.

Summary

The Committee continues to work toward recommendations for each goal to be reviewed by the Committee by November 1, 2013. In addition, the PRMC continues to review promotional materials and suggestions to promote or design a Municipal Clerk Week announcement or poster for IIMC.

Recommendation

The PRMC recommends that the IIMC Board of Directors accepts this mid-year report and the PRMC will pursue recommendations for each goal.

Management's Comments:

All of the Committee's goals are on-going and will be met in the course of the year. Regarding the commemorative stamp, this is an ambitious venture that IIMC embarked on in the late 1990s without much success. However, this is a good time to revisit that goal and a commemorative stamp for Clerks would be a major coup for IIMC. Staff is ready to support the committee's quest and realize this may be a 2-or 3-year goal which may need funding and a plan of action.



To: OMCA Board of Directors

From: Stephen M. French, MMC, CRM
Records Management Committee Chair

Date: October 8, 2013

Subject: Mid-Year Report

Background

1. NAGARA and the International Institute of Municipal Clerks (IIMC) recently released a series of archives and records administration bulletins with support from a grant from NHPRC to the Municipal Clerks Education Foundation (MCEF), a non-profit partner of IIMC whose mission is to **(Editor's Note: to raise endowed dollars whose earnings help IIMC pursue its educational objectives)** train municipal clerks to make them more proficient in providing the services needed in their communities. The target audience for these bulletins is local and county government officials who have had little education or experience in managing their communities' records and who have limited resources available to obtain that training. A number of these titles are revisions and updates of titles that were included in the 1995 - 2000 records management bulletin series published by NAGARA and IIMC, also with the support of a grant from NHPRC. Several new titles have been added to the series in support of changing technologies.

NAGARA and IIMC support the expansion of our series catalogue. If there is a subject you would like to see addressed in a future RM bulletin, or if you have an interest in contributing to this series as an author on a subject that you are interested in and knowledgeable about, please contact us at nagara@caphill.com.

2. One article has been submitted from the Records Committee and published in the "News Digest." Additional articles are being written and will be submitted for future newsletters.
3. The committee provided recommendations for the records management educational sessions for the 2014 Annual Conference scheduled for Milwaukee, WI.

Discussion

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

Status: This task has been completed, thanks to the excellent project management of Paul Bergeron, and the members who have reviewed the bulletins. There are currently 15 titles that are available for download on the IIMC website.

2. As municipal archivists and members of the Society of American Archivists Government Records Section, we are conducting a nationwide survey in order to locate and properly identify repositories for local government records. The survey will ultimately result in a directory available online for use by other municipal archivists, researchers, and interested colleagues. Our goal is to assist the work of local government archivists by providing a stronger professional network in order to share best practices and address challenges.

Status: The committee has received a request for a new records management survey, which will be approved for dissemination by the Resource Committee. This survey will be distributed in 2014.

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

Status: Completed.

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

Status: In Progress.

Management's Comments:

The Technical Bulletins are on the web site and we continue to promote them to the members. We are still waiting on one more publication. The survey will need to be vetted by the Resource Committee and likely dissemination will be 2014. The 2014 Conference will have records management sessions. We look forward to News Digest articles.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Kacie Paxton, Chair Research & Resource
Date: September 27, 2013
Subject: Mid-Year Report



Background

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

Discussion

The Research and Resource Committee met in May 2013 in Atlantic City, New Jersey in conjunction with the 67th Annual IIMC Conference.

2013/14 Goals & Objectives:

1. Assist in developing and disseminating surveys and questionnaires as requested by the Board of Directors, Committees, and staff; to also compile, analyze, and report responses.
2. Respond to member questions submitted to the IIMC website and staff.
3. Create content for the Frequently Asked Questions (FAQ) section of the website based on questions received from members.
4. Identify at least 2 issues and create content for the online Resource Centre with ordinances, policies and best practices.

The main goal that the Committee has been actively working on has been in the area of tracking and responding to website posts.

Financial

None

Summary and Recommendations

The Research and Resource Committee continues to be ready should any questionnaires or surveys be needed, and to respond to all website postings. We are in the process of gathering and reviewing various content for the Resource Center online library; items such as sample ordinances, resolutions, and various policies will be included. We hope to be able to have these materials posted to the online library by the end of the calendar year.

Management's Comments:

The committee does a nice job of responding to member requests and inquiries. We would like to embellish the online resource library, and the Education and Professional Development survey will be vetted by this committee prior to distributing to the membership.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Mary Lynne Stratta
Chair, Budget and Planning Committee

Date: September 30, 2013

Subject: Mid-year Report



Background:

The IIMC Budget and Planning Committee (BPC) met at headquarters on August 16, 2013. All members were present as follows: Chair Mary Lynne Stratta, Vice Chair Sharon Cassler, and members Phil Campbell, Brenda Cirtin, Marc Lemoine, Brenda Young and Monica Martinez Simmons.

Each month, the BPC reviews the monthly financial reports provided by staff. Questions are answered and concerns addressed by staff. After review by BPC, the reports are sent to the Board of Directors.

Discussion

At the August 16 meeting, the BPC reviewed the goals and objectives assigned by President Lemoine, as follows:

1. Develop and identify areas for improvement in the annual balanced budget, to be submitted to the Board of Directors for approval.
2. Develop a three-year financial forecast and five-year capital items projected needs list.
3. Monitor monthly expense and revenue reports from the Executive Director and bring areas of concern to the attention of the Board of Directors, ensuring the adopted budget is adhered to.
4. Review the expenses and revenues associated with the Annual Conference and report on profit/loss.
5. Review and report to the Board of Directors issues raised in the Auditor's Management Letter and Report.

The BPC reviewed the report of Sadd Velazquez Higashi Shammaa, LLP, independent auditors. The auditors' report is attached to this memorandum. Each finding outlined in the report was reviewed with staff. Staff reported to the BPC that all items listed in the report had been corrected in accordance with recommendations provided by the independent auditors. It should be noted that all findings that were noted by the auditors were "minor". No major discrepancies or accounting/financial issues were identified.

The BPC reviewed the 2013 year to date projections and management notes. Through June 2013, the year to date budget reflected a net profit of \$164,173, or \$96,507 over the projected budget of \$67,666. Year to date June 2013 reflects approximately \$94,089 more in profit than June 2012. Several key factors contributed to this increase, and they are outlined in the management report relative to June year to date financials. Since the BPC meeting, staff

provided the July 2013 year to date report, which reflects a net profit of \$158,106, or \$98,671 over projected budget of \$59,435. July 2013 reflects approximately \$71,604 more in profit than July 2012 year to date condition.

The BPC discussed at length the proposed 2014 budget to be recommended to the Board of Directors for consideration. In keeping with the BPC request, staff submitted a balanced budget with an associated “wish list” of items not contained within the budget but recommended for consideration should funds be available. The BPC discussed each departmental area of the budget: administrative, building, committees, conference, education, marketing, and membership.

Areas where savings were noted include salary for an Education Director, election expenses and the building mortgage refinancing. Expense items to note include payment for the services of a professional parliamentarian, Region XI consultant, Education Resource Group payment, the Region XI meeting and symposium, and a \$5,000 increase to the conference planner contract. The proposed budget does not include costs for a vice presidential election those elections are now primarily held by electronic means.

Budget meeting notes follow:

1. Capital Expenditures

a. Capital Expenditures 2014 – Approved – To include the following:

- i. Approved items already included as depreciation within the 2014 budget.
- ii. Approved changes to add additional items to the 2013 depreciation schedule – Upgrade to MAS90 Software.

2. 2014 Approved Changes to Proposed Budget from Wish List

a. All Departments

Staff – 2% COLA Increase Expense \$13,255.

b. Committees

Board of Directors

1. **Region XI Consultant** – Increase Expense \$2,500. This includes \$1,000 moved from Conference Staff Accommodations to this line item to properly track all expenses incurred for Region XI Consultant.
2. **Region XI Symposium** – Increase Expense \$2,500.
3. **Parliamentarian Approved** – Mid-Year/Conference Board Meetings – Increase Expense \$7,200.

c. Conference

i. **Planner – Contract Labor** – Increase Expense \$5,000.

ii. **Conference Printing/Design Work** – Increase Expense \$1,500.

d. Education

Program Development - Increase Expense \$12,000.

3. 2014 Changes to Proposed Budget - Other

a. Administrative

- i. **Printing** – Decreased Expense (\$1,200.00).
- ii. **Other** – Decreased Expense (\$1,600.00).

b. Building

- i. **Repair/Maintenance Building** – Decreased Expense (\$1,000).

c. Conference

i. Full Registrations

Reduced full paying registration to 650 – Decrease Income (\$30,000).

- ii. **Multi-Attendee Discount** – Decrease Income \$38,700.
- iii. **Academy Speaker Fees** – Decrease Expense (\$2,000).
- iv. **Genl/Plenary Speaker Fees** – Increase Expense \$3,000.
- v. **Staff Travel Accommodations** – Decrease Expense (\$1,000).

d. Education

Fees - CMC – Increase Income \$7,000.

e. Membership

Dues Mailing – Increase Expense \$2,500.00

During the course of the discussion, the BPC voted to recommend the referral of three items, through President Lemoine, to the Policy Review Committee for formulation or updates of policy. The first recommendation was the Policy Review Committee develop and formalize a structure for the Education Resource Group (the group's duties and responsibilities, methodology for member selection, term limits, replacement selection, etc.). The second recommendation was the Policy Review Committee be asked to formulate a policy regarding the duties and expectations of the parliamentarian, criteria and method of selection of parliamentarian (suggested the Board appoint with the Executive Director's recommendation), and that a request for proposals for this service be issued every three years. Third, the BPC recommended the policy that is in effect but not located in writing as to the composition of the BPC be referred to the Policy Review Committee to be placed into writing. Since Sharon Cassler was present as Vice Chair of the BPC and also serves as Chair of the Policy Review Committee, President Lemoine did refer these three items to Policy Review.

It was also suggested the BPC Chair include in this report to the Board a listing of all individuals who hold IIMC corporate credit cards. At this time, the holders of these credit cards are the four members of the Executive Committee, the Executive Director, Office Manager Denice Cox and Member Services Director Janis Daudt. The BPC had no concerns with this structure.

The BPC met with staff from each area to discuss plans for 2014, including education/certification programs, marketing, conference and membership. The Executive Director expressed a desire that IIMC pursue accreditation from an appropriate credentialing organization in fiscal year 2015, and he added a consultant would be needed to assist with that process. Staff reported favorably regarding the use of the Education Resource Group and also discussed possible Institute Director mentorships and online programs. It was added that a new institute in Maryland was a possibility. The 2014 Region XI meeting and symposium were discussed, as well as the success of having a Region XI consultant. BPC asked that all expenses relative to the Region XI consultant be reorganized within the same line item structure within the budget. BPC members were pleased to hear the membership drive campaign resulted in 302 new members joining IIMC, and felt the investment of these funds would bring long term benefits to the organization. Staff and the BPC also discussed the capital expenditure program and BPC agreed with the recommendation to paint the headquarters building.

Details of the Milwaukee conference were discussed. BPC agreed to formulate the 2014 conference budget on the expectation of 650 paying delegates. BPC and staff discussed the need to avoid attrition at future conference hotels. It was also noted a policy regarding a set fee for

Region X conference registration discount was desirable. Staff recommended academy sessions be reduced from \$195 to \$179 with a \$50 discount for each additional academy session after the first paid session. Staff indicated the reduction in revenue would be offset by utilizing more institute directors and IIMC members (MMC's) to conduct sessions, as well as a speaker fee reduction from \$2,000 to \$1,500. Delegate packet inserts will be discontinued, resulting in a savings of \$1,500.

BPC asked for a report from the conference consultants as to their duties and functions in planning and holding the annual conference. There were no concerns with the increase of \$5,000 for this expenditure, but BPC members felt a more thorough understanding of the components of this contract cost would be beneficial as general knowledge.

Financial

The budget approved by the BPC (per a motion by Sharon Cassler and a second by Monica Martinez Simmons, which carried unanimously) to recommend to the Board of Directors for consideration contains a two percent cost of living adjustment for all employees, including the Executive Director. President Lemoine will discuss this issue with the Board of Directors. Including the two percent COLA adjustment for all employees, the 2014 budget recommended for adoption shows a projected balance of \$3,349 of income over expenditures.

Refinancing the headquarters building has resulted in a significant cost savings to the organization, while avoiding a looming balloon payment. The BPC has recommended that the difference between the previous monthly payment and the current monthly payment (about \$900 per month) be held in a reserve fund in order to pay down the mortgage loan once the time period for an early payoff penalty has passed, which is ten years from the date of refinancing.

Since the BPC met in August, the remaining 900 square feet of the headquarters building has been leased. A concern still remains about future needed maintenance on the aging headquarters building. The need to continue to grow the building reserve fund, which was established in 2009-2010, was stressed.

BPC and staff discussed the goal of having \$500,000 in the operating reserve fund. At the time of the BPC meeting, \$331,000 was in the reserve fund. The BPC discussed the Executive Director's goals of increasing sponsorship revenue, conference exhibit program revenue and News Digest advertising revenue.

The BPC is not recommending a membership dues increase in 2014.

Summary

The BPC is pleased to present a balanced budget to the IIMC Board of Directors for adoption. BPC is grateful to the staff, Executive Committee and the Board for continued diligence and frugality in handling IIMC's funds.

The BPC extends its thanks to the staff for their reports and time spent with us at the meeting in August. As Chair, I thank the BPC members for their monthly diligence in reviewing financial reports.

Recommendation

The Budget and Planning Committee recommends the adoption of the 2014 budget with a balance of \$3,349 in revenues over expenditures as attached. The BPC also recommends the Policy Review Committee, with President Lemoine's referral, bring forward policies in the three areas noted for the Board of Directors' consideration.

The BPC members thank President Lemoine and the IIMC Board of Directors for the opportunity to serve. We take our duties and responsibilities very seriously and are pleased to see IIMC continue on the path of financial stability and success.

Management's Comments:

We thank the Budget committee for their efforts and insight regarding IIMC's fiscal operation. The committee's composition is facilitative throughout the year and is an excellent sounding board for the Executive Director in all things financial.

We support all of the Committee's recommendations regarding the budget and creation of new policies.



May 1, 2013

Board of Directors
International Institute of Municipal Clerks
8331 Utica Avenue
Rancho Cucamonga, CA 91730

RE: Management Letter

Dear Members of the Board of Directors:

Our firm, Sadd Velazquez Higashi Shammaa LLP planned and performed an audit of the financial statements of International Institute of Municipal Clerks (heretofore IIMC) for the year ended December 31, 2012. In doing so, we considered IIMC's internal control to plan our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control.

However, during our audit, we noted certain matters involving the internal control and other operational matters that are presented herein for your consideration. This letter does not affect our report dated March 31, 2013 on the December 31, 2012 audited financial statements of IIMC. We will again review the status of these comments during our next audit engagement. Our comments and recommendations, all of which have been discussed with appropriate members of management, are intended to improve the internal control or result in other operating efficiencies. We will be pleased to discuss these comments in further detail at your convenience, perform any additional study of these matters, or assist you in implementing the recommendations. Our comments are summarized as follows:

Prior Year Findings and Status:

Property and Equipment: Depreciable Assets

Previously, we suggested that any equipment purchases or receipt under \$1,000 should not be capitalized; the past amount for capitalization was \$500. It is also noted that building repairs over this amount did not need to be capitalized if the repairs are due to normal wear on the building or building components.

Status: Resolved in 2012

IIMC adopted this recommendation for the entire year of 2012.

Payroll: Timing and System

Previously, payroll for hourly employees was recorded from manually entered time cards that are maintained by the employees and entered into an online payroll system every two weeks. This system is inefficient and leaves room for error. IIMC should consider an electronic method of keeping time on the employees independent of their own calculation.

Status: Resolved in 2012

IIMC adopted this recommendation in 2012 and implemented an electronic time clock in July 2012.

Cash: Reconciling Statements Regularly

Previously, we noted that some bank statements for accounts with little transaction activity were not reconciled to the general ledger monthly. Management currently does reconcile the operating bank account monthly. As a standard we suggest that all bank accounts be reconciled monthly.

Management Response:

Money market accounts are reconciled on a monthly basis from the bank statements to the general ledger once interest earned is posted. This is a standard acceptable method for such accounts.

Status: Resolved in 2012

IIMC discussed this issue with current Auditors and came to an agreement that money market accounts will have a formal reconciliation statement prepared at year-end, which was provided in 2012.

Cash Receipts: Receiving Checks and Receipts

Previously, we noted that the standard procedure for receiving checks at the office would allow for checks and remittance advices to go unlogged for a period of time. They were then passed along to various departments without a trail of accountability. This was a severe weakness in internal control and needed to be remedied.

Status: Resolved in 2012

IIMC remedied this recommendation by having a separate employee handle all checks and credit card payments received providing only copies to other departments if necessary. This provided a trail of accountability.

Cash Asset Classification

We noted that the financial statements dated December 31, 2012 prepared by management had three cash allocation titles; General Checking, MMA – Operating, and MMA – Reserves. The total cash amounts were verified and are accurately reported as of December 31, 2012. The general checking allocation was the sum of two accounts and was distinguishable from the operating and reserve allocations. The Operating and Reserve allocations to specific cash accounts or make up of them was not transparent. We recommend that management maintain separate bank accounts for operating, reserves, and general functions.

Status: Resolved in 2013

IIMC has remedied this recommendation by opening up an additional money market account in April 2013.

Accounting Manual

Previously we noted that IIMC relies heavily on an outside contractor, Pilar Archer, and that an accounting manual should be created in case Ms. Archer was unable to continue her duties for any reason. Ms. Archer has done and continues to do an outstanding job of organizing and overseeing the accounting function at IIMC.

Status: Resolved in 2012

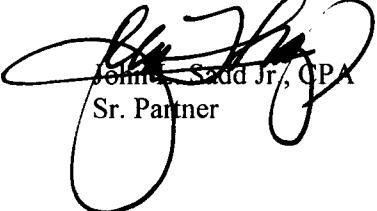
Ms. Archer, of AASG, has created a working manual and has cross trained an AASG employee on staff to perform her tasks if she was unable to complete her duties.

Summary & Conclusion

We believe IIMC has remedied all recommendations as outlined within this letter.

This report is intended solely for the information and use of the Members of the Board of Directors, management, and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,
Sadd Velazquez Higashi Shammaa, LLP


John S. Sadd Jr., CPA
Sr. Partner

IIMC Financials
2014 Budget Worksheet
SUMMARY TOTALS

	2013	2010	2011	2012	2013	2014	2014
Department	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projection	Budget	Wish List
INCOME:							
Administration	500	22,025	21,626	21,571	500	500	-
Building	59,000	71,048	63,208	59,011	50,000	41,550	-
Conference	533,550	532,686	572,013	471,768	499,356	549,529	-
Education	104,300	168,438	129,671	122,874	105,900	92,225	-
Marketing	41,300	52,987	39,936	32,609	32,900	39,000	-
Membership	1,114,800	1,040,952	1,054,843	1,071,410	1,094,400	1,103,600	-
Total Income	1,853,450	1,888,136	1,881,297	1,779,243	1,783,056	1,826,404	-
EXPENSES:							
Administration	586,000	493,397	499,314	545,980	558,425	549,010	5,960
Building	129,800	156,097	129,078	138,909	121,690	130,256	-
Committee - Board of Directors	95,200	70,171	90,991	77,782	80,337	105,400	12,200
Committee - Executive	26,800	15,657	20,354	11,838	26,100	26,800	-
Committees - Other	25,000	7,449	17,196	12,218	15,290	25,100	-
Conference	490,500	509,511	606,082	461,492	409,799	474,169	6,500
Education	212,300	205,424	189,171	175,725	188,720	194,025	14,625
Marketing	109,150	96,846	90,492	117,430	108,485	112,495	1,845
Membership	173,100	153,341	144,372	172,101	179,690	205,800	2,825
Total Expenses	1,847,850	1,707,894	1,787,050	1,713,475	1,688,536	1,823,055	43,955
PROFIT/(LOSS)							
Administration	(585,500)	(471,372)	(477,688)	(524,410)	(557,925)	(548,510)	(5,960)
Building	(70,800)	(85,049)	(65,870)	(79,898)	(71,690)	(88,706)	-
Committee - Board of Directors	(95,200)	(70,171)	(90,991)	(77,782)	(80,337)	(105,400)	(12,200)
Committee - Executive	(26,800)	(15,657)	(20,354)	(11,838)	(26,100)	(26,800)	-
Committees - Other	(25,000)	(7,449)	(17,196)	(12,218)	(15,290)	(25,100)	-
Conference	43,050	23,175	(34,069)	10,276	89,557	75,360	(6,500)
Education	(108,000)	(36,986)	(59,500)	(52,851)	(82,820)	(101,800)	(14,625)
Marketing	(67,850)	(43,859)	(50,556)	(84,821)	(75,585)	(73,495)	(1,845)
Membership	941,700	887,610	910,471	899,309	914,710	897,800	(2,825)
Net Profit/(Loss)	5,600	180,242	94,248	65,769	94,520	3,349	(43,955)
Controls	0	0	0	2	-	0	-

IIMC Financials
2014 Budget Worksheet
Administrative

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
INCOME							
Interest	500	1,000	626	541	500	500	
Misc Admin Revenue	-	25	-	30	-	-	
MCEF Development Contract	-	21,000	21,000	21,000	-	-	
Total Income	500	22,025	21,626	21,571	500	500	-
OVERHEAD EXPENSES							
Salary/Wages	290,000	132,462	246,997	275,591	290,000	271,300	5,300
Contract Labor	60,000	168,991	61,876	60,000	60,000	60,000	
Salary Benefits	47,100	33,247	49,606	44,997	47,100	44,400	400
Payroll Taxes-Employer	21,200	11,994	22,058	19,386	21,200	18,200	200
Workers Comp Insurance	3,000	1,426	1,809	1,405	3,000	3,060	60
Computer/Software Purchase	7,500	1,231	741	2,078	3,500	4,100	
Computer/Software Support	34,000	31,846	30,164	35,139	34,000	38,000	
Depreciation Furn/Amortization Exp	15,300	11,570	7,427	6,833	7,200	7,900	
Loss on Disposal of Asset	-	3,139	-	-	-	-	
Office Equipment Lease	6,400	4,266	3,941	3,720	5,000	6,600	
Office Equipment Maint	800	3,007	2,321	2,403	650	300	
Office Equipment Purchase	500	-	-	997	250	750	
Office Supplies	5,200	6,724	4,913	4,677	5,950	4,600	
Telephone	10,400	9,874	9,891	10,591	10,200	10,800	
Web Site	3,900	10,640	3,380	3,319	3,450	3,950	
Auditor Fees	14,500	13,250	12,000	14,000	14,000	14,000	
Auto Mileage-Staff	100	83	67	-	100	100	
Copier	6,100	7,736	8,022	6,397	6,200	6,100	
Fraudulent Activity - CC Fees/Exp				3,029	-		
Credit Card Fees	1,600	1,187	1,936	1,567	1,000	1,400	
Bank Analysis Fees	9,000	3,879	6,662	8,683	2,000	2,000	
Insurance-Retiree (*)	14,700	11,158	12,016	13,307	14,000	15,400	
Legal Fees	500	-	-	636	900	750	
LOC MCEF Interest	-	6,465	-	-	-	-	
LOC MCEF Payment	-	2,316	-	-	-	-	
Memberships	800	1,039	691	741	800	800	
Payroll Processing	4,000	1,920	2,008	4,583	4,800	5,000	
Postage/Courier/Mailing	2,000	2,615	2,279	1,611	2,000	1,800	
Printing	2,500	2,462	1,304	1,482	1,500	2,500	
Professional Develop/Training	3,000	1,305	237	267	2,000	3,000	
Shipping	500	506	244	552	575	550	
Subscriptions/Publications	300	-	-	23	300	300	
Taxes Business	5,000	35	35	10,042	5,000	5,000	
Admin Accommodations	3,300	614	780	754	3,000	3,300	
Admin Airfare	4,500	2,828	3,459	3,957	4,000	6,200	
Admin Ground	1,300	645	514	493	500	1,450	
Admin Meals	2,200	1,178	801	856	1,050	2,200	
Admin Other	200	50	125	44	200	200	
Other	4,600	1,709	1,010	1,820	3,000	3,000	
Total Expenses	586,000	493,397	499,314	545,980	558,425	549,010	5,960
Net Profit/(Loss)	(585,500)	(471,372)	(477,688)	(524,410)	(557,925)	(548,510)	(5,960)

IIMC Financials
2014 Budget Worksheet
Building

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
INCOME							
Rental Income	59,000	71,048	63,208	59,011	50,000	41,550	
Total Income	59,000	71,048	63,208	59,011	50,000	41,550	-
DIRECT EXPENSE							
Amortize Loan Costs	1,600	1,606	1,606	6,845	250	250	
Association Fees	2,500	2,760	2,735	2,460	2,500	2,706	
Depreciation Building	34,300	30,771	31,287	31,763	32,000	32,600	
Insurance Fire/Property	4,200	3,956	3,965	3,884	4,700	4,500	
Landscaping	4,100	4,616	3,603	3,482	4,000	4,100	
Mortgage Interest	40,400	68,276	50,491	43,153	36,000	35,000	
Office Cleaning - IIMC	3,100	3,060	3,180	3,060	3,000	3,100	
Property Tax	14,000	14,214	14,307	14,302	14,300	14,500	
Repair/Maint Building	7,400	5,101	3,541	10,040	5,000	14,300	
Repair/Maint Grounds	2,000	201	40	1,449	1,000	1,900	
Supplies	-	345	-	-	-	600	
Utilities	13,100	13,466	12,988	13,627	13,000	13,200	
Utilities - Suite 300	-	-	-	-	640	840	
Allocation to Bldg Reserve	1,000	-	1,000	1,000	1,000	1,000	
Office Cleaning - Tenants	2,100	1,752	2,012	1,844	1,800	960	
Commissions	-	5,973	(1,677)	2,000	2,500	700	
Total Expenses	129,800	156,097	129,078	138,909	121,690	130,256	-
Net Profit/(Loss)	(70,800)	(85,049)	(65,870)	(79,898)	(71,690)	(88,706)	-

IIMC Financials
2014 Budget Worksheet
Committees

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
EXECUTIVE COMMITTEE:							
Shipping	-	26	-	-	-	-	-
Telephone	500	227	186	122	500	500	
Travel Accommodations	7,000	3,330	2,892	2,768	7,000	7,000	
Travel Airfare	13,500	7,966	13,876	6,098	13,500	13,500	
Travel Ground	2,000	983	1,166	1,070	2,000	2,000	
Travel Meals	2,500	2,122	2,195	1,688	3,000	2,500	
Travel Other	1,000	-	19	92	100	1,000	
Other	300	1,003	20	-	-	300	
Total Expenses	26,800	15,657	20,354	11,838	26,100	26,800	-
BOARD OF DIRECTORS:							
General							
Election Expense	100	-	666	-	100	100	
Region XI Consultant	7,000		-	-	7,000	9,500	2,500
Region XI Symposium						2,500	2,500
Insurance Officers & Directors	7,000	5,083	6,904	6,679	6,260	7,000	
Legal Fees	1,000	2,100	1,260	1,330	1,092	1,000	
Meeting Expenses	-	-	1,972	-	-	-	
Strategic Planning	12,000	12,184	11,134	6,105	7,000	10,000	
Postage	100	68	75	71	27	100	
Shipping	100	12	-	58	100	100	
Telephone	1,500	914	604	398	1,000	1,500	
Memorials	500	300	400	250	350	500	
Other Expenses	500	272	-	1,991	150	500	
General	29,800	20,933	23,015	16,882	23,079	32,800	5,000
Mid-Year							
Travel Accommodations	11,400	11,314	12,416	15,288	11,000	11,400	
Travel Airfare	15,000	10,890	14,199	13,935	15,000	15,000	
Travel Ground	1,000	2,340	1,767	1,550	1,000	1,000	
Travel Meals	12,500	8,276	14,719	12,879	12,500	12,500	
Travel Other	500	60	108	42	300	500	
Meeting Expenses	1,000	1,291	500	500	1,000	4,600	3,600
Mid Year	41,400	34,171	43,709	44,194	40,800	45,000	3,600
Conference							
Travel Accommodations	7,000	6,846	10,831	7,203	7,016	7,000	
Travel Airfare	1,000	757	-	398	398	1,000	
Travel Ground	1,000	-	75	111	111	1,000	
Travel Meals	2,000	565	803	698	637	2,000	
Board Meeting Expense	8,000	4,009	8,703	6,633	6,633	11,600	3,600
Board Meeting A/V	4,000	11	3,855	1,663	1,663	4,000	
Travel Other	1,000	2,879	-	-	-	1,000	
Conference	24,000	15,067	24,267	16,706	16,458	27,600	3,600
Total Expenses	95,200	70,171	90,991	77,782	80,337	105,400	12,200

IIMC Financials
2014 Budget Worksheet
Committees

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
BUDGET AND PLANNING:							
Meeting Expenses	-	-	-	-	-	-	-
Travel Accommodations	2,000	2,674	2,252	2,258	1,890	2,000	
Travel Airfare	4,000	2,745	3,109	3,105	3,600	4,000	
Travel Ground	500	242	361	289	500	500	
Travel Meals	1,400	1,225	1,403	1,509	1,200	1,400	
Travel Other	200	-	-	-	200	200	
Telephone	-	-	-	23	-	-	
Total Expenses	8,100	6,886	7,125	7,184	7,390	8,100	-
CONFERENCE POLICY:							
Meeting Expenses	200	-	-	-	200	200	
Total Expenses	200	-	-	-	200	200	-
EDUCATION / PERSONAL GROWTH:							
Meeting Expenses	200	59	173	54	200	200	
Total Expenses	200	59	173	54	200	200	-
ELECTION:							
Meeting Expenses	100	-	-	-	200	100	
Total Expenses	100	-	-	-	200	100	-
ETHICS:							
Telephone	100	213	-	-	200	100	
Total Expenses	100	213	-	-	200	100	-
INTERNATIONAL RELATIONS:							
Exchange Program	3,000	-	88	2,216	3,000	3,000	
Study Abroad	700		8,358	-	-	700	
Meeting Expenses	200	2	1,092	1,222	200	200	
Total Expenses	3,900	2	9,538	3,438	3,200	3,900	-
POLICY REVIEW							
Meeting Expenses	200	158	146	70	200	200	
Total Expenses	200	158	146	70	200	200	-
MEMBERSHIP:							
Meeting Expenses	100	26	13	-	200	100	
Total Expenses	100	26	13	-	-	100	-
MENTORING:							
Meeting Expenses	100	-	-	12	200	100	
Promotion	300	70	135	-	-	300	
Total Expenses	400	70	135	12	200	400	-

IIMC Financials
2014 Budget Worksheet
Committees

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
PROGRAM REVIEW:							
Meeting Expenses	400	35	19	-	200	400	
Total Expenses	400	35	19	-	200	400	-
PUBLIC RELATIONS:							
Miscellaneous Work	1,000					1,000	
Meeting Expenses	200	-	-	26	200	200	
Total Expenses	1,200	-	-	26	200	1,200	-
Legislative							
Meeting Expenses	-	-	-	45	200	-	
Total Expenses	-	-	-	45	200	-	-
RECORDS MANAGEMENT:							
Publications - writing/editing/design	2,500	-	-	1,050	2,500	2,500	
IIMC/NAGARA Workshops	7,000					7,000	
Meeting Expenses	100	-	-	-	-	100	
Total Expenses	9,600	-	-	1,050	2,500	9,600	-
RESEARCH:							
Meeting Expenses	200	-	-	-	200	200	
Total Expenses	200	-	-	-	200	200	-
RESOURCE & INFORMATION:							
Meeting Expenses	100	-	-	-	200	200	
Total Expenses	100	-	-	-	200	200	-
TASK FORCE(S): Legislative Committee							
Telephone	200	-	47	339	200	200	
Total Expenses	200	-	47	339	200	200	-
Executive Committee	26,800	15,657	20,354	11,838	26,100	26,800	-
Board of Directors	95,200	70,171	90,991	77,782	80,337	105,400	12,200
Other Committees	25,000	7,449	17,196	12,218	15,290	25,100	-
Total Expenses	147,000	93,277	128,541	101,838	121,727	157,300	12,200
Net Profit/(Loss)	(147,000)	(93,277)	(128,541)	(101,838)	(121,727)	(157,300)	(12,200)

IIMC Financials
2014 Budget Worksheet
Conference

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
INCOME							
Registration Members-Full	432,850	340,398	394,398	368,410	418,103	428,353	
- Comp - Full Registration	(22,000)	(25,965)	(20,430)	(33,260)	(33,803)	(33,000)	
- Discount - First Timer	(8,000)	(6,550)	(9,150)	(7,400)	(11,150)	(11,000)	
- Discount - Multi-Attendees	(6,100)			(6,100)	(4,300)	(4,300)	
- Discount - Conference Region	(14,500)	(9,900)	(14,500)	(11,850)	(11,400)	(11,400)	
- Discount - Region X	-	(850)	(850)	(2,400)	(2,070)	(2,000)	
- Discount - Region XI	(3,500)			(3,465)	(3,780)	(3,800)	
- Discount - Speakers	-			(560)	-		
Registration Guest	25,000	19,250	28,100	12,300	16,945	13,250	
Donations & Sponsorships	46,500	46,500	45,350	45,350	41,350	46,500	
Exhibitor Program	35,000	26,100	33,400	22,100	31,400	42,000	
Cancellation Fee	3,000	3,016	2,686	1,875	2,765	2,500	
Misc Conference Revenue	17,500	95,519	81,414	41,188	29,766	54,446	
Academy Workshop	23,400	34,209	26,715	38,740	19,145	21,480	
Athenian Leadership Society	3,000	7,205	4,555	5,425	4,645	4,000	
Boutique Sales	1,400	3,754	325	1,415	1,740	2,500	
Total Income	533,550	532,686	572,013	471,768	499,356	549,529	-
Conference Full - Attending		570	680	631			
Conference Full - Comp		48	36	49			
Conference Full - Paying (*)	700	522	644	582	630	650	
Conference Retired	25	26	31	25	32	25	
Conference Guest	100	77	112	49	63	50	
DIRECT EXPENSES							
Planner - Contract Labor	55,000	55,008	55,008	55,008	55,000	60,000	5,000
Planner Travel Accomm.	1,500	-	2,576	2,005	1,537	1,500	
Planner Airfare	1,000	765	1,272	2,048	1,032	1,000	
Planner Ground Travel	300	218	248	540	343	300	
Planner Travel Meals	1,500	670	1,995	773	716	1,500	
Planner Travel Other	100	-	83	250	333	300	
Planner	59,400	56,661	61,182	60,624	58,961	64,600	5,000
Academy Speaker Fees	16,000	22,000	12,000	11,350	11,315	14,000	
Academy Speaker Accommodations	2,000	447	3,068	1,092	2,203	1,464	
Academy Speaker Meals	800	495	423	132	434	800	
Academy Speaker Travel	5,000	2,835	3,053	1,156	1,955	7,204	
Academy Materials/Supplies	500	2,265	-	-	220	1,000	
Academy Speakers	24,300	28,042	18,544	13,730	16,127	24,468	-
Genl/Plenary Speaker Fees	30,000	44,250	22,000	21,000	17,500	30,000	
Genl/Plenary Speaker Accommodations	400	447	877	554	625	549	
Genl/Plenary Speaker Meals	200	-	114	185	613	150	
Genl/Plenary Speaker Travel	2,500	-	251	667	4,351	2,447	
Gen/Plenary Speaker	33,100	44,697	23,242	22,406	23,089	33,146	-

IIMC Financials
2014 Budget Worksheet
Conference

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
Speakers Accommodations	5,000	2,685	4,051	2,261	3,487	7,686	
Speakers Fees	20,000	20,250	17,250	9,850	16,750	20,000	
Speakers Meals	2,100	1,031	921	523	307	2,100	
Speakers Travel	12,600	5,345	4,989	4,243	2,828	8,000	
Speakers	39,700	29,311	27,211	16,877	23,372	37,786	-
Staff Travel Accomm.	5,900	6,803	14,852	10,406	9,115	10,520	
Conf. Travel Airfare Staff	6,000	3,756	1,293	4,466	6,161	6,000	
Conf. Travel Ground - Staff	500	921	361	328	2,256	600	
Conf. Travel Meals - Staff	4,500	3,450	4,520	3,848	4,108	4,500	
Conf. Travel Other - Staff	100	47	162	230	59	100	
Staff	17,000	14,977	21,188	19,278	21,699	21,720	-
Conf. Transportation - VIP	3,000	-	1,000	1,335	545	1,000	
Travel Accommodations VIP	10,000	4,922	9,447	6,683	5,979	10,000	
VIP	13,000	4,922	10,447	8,018	6,524	11,000	-
Opening Reception	25,000	35,500	16,000	14,581	15,561	25,000	
All Conference Event	40,000	34,100	40,350	24,448	29,968	40,000	
Opening Ceremony	500	350	453	350	2,022	500	
Events	65,500	69,950	56,803	39,379	47,551	65,500	-
Food & Beverage	71,900	82,636	146,005	63,161	71,084	40,000	
Meeting Space/Labor	6,000	-	-	3,699	-	-	
Colloquim Food & Beverage	1,000	547	-	912	877	500	
Annual Banquet	40,600	23,184	53,890	23,506	28,855	40,600	
Private Receptions	2,500	10,303	7,555	9,126	10,435	10,000	
Meeting Expense - MCEF	-	2,563	-	943	-	500	
Food & Beverage	122,000	119,233	207,450	101,347	111,251	91,600	-
Credit Card Fees	10,500	7,902	9,070	10,098	7,122	8,000	
Hotel Room - Attrition			63,016	72,332	-	-	
Athenian Leadership Society	1,400	4,906	870	-	1,047	1,350	
Conference Consulting	-	435	-	-	-	-	
Telephone/Internet	2,000	2,796	2,035	1,966	1,714	2,000	
Awards & Gifts	3,000	5,493	2,317	2,666	4,845	2,500	
Office Supplies	200	189	161	258	175	200	
Shipping	3,000	1,643	2,949	2,557	4,533	3,000	
Lanyards/Bags	2,500	4,814	2,337	2,902	2,851	2,500	
Conference Security	2,000	1,638	2,555	397	409	2,000	
Colloquium Institute Director	3,400	26	2,692	2,189	1,613	4,400	
Postage/Courier/Mailing	500	619	112	26	324	500	
Conf. Transportation	5,000	11,531	5,750	3,462	650	5,000	
Audio/Visual	50,000	57,840	47,725	46,735	35,584	50,000	
Copier	-	431	15	-	-	-	
DJ	-	2,175	-	-	-	-	
Exhibit Hall	4,000	3,902	4,569	4,535	6,759	10,000	
Onsite Labor	1,000	-	-	-	-	-	
Design Work (non conference)	-	-	-	85	-	1,199	
Photographer	2,500	2,500	3,359	3,168	2,500	2,500	
Signage	-	-	-	-	-	-	
Conference Printing/Design Work	17,000	21,521	21,953	17,085	17,356	18,500	1,500
Merchandise	1,000	1,872	210	999	2,984	1,500	
Conference Scanners Expense	5,500	9,191	6,581	5,773	7,778	7,500	

IIMC Financials
2014 Budget Worksheet
Conference

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
Other Conference CD Handout	800 1,200	294	1,739	738 1,862	605 2,376	500 1,200	
Subtotal Operating Expenses	116,500	141,718	180,015	179,833	101,225	124,349	1,500
Total Expenses	490,500	509,511	606,082	461,492	409,799	474,169	6,500
Net Profit/(Loss)	43,050	23,175	(34,069)	10,276	89,557	75,360	(6,500)

IIMC Financials
2014 Budget Worksheet
Education

	2013	2010	2011	2012	2013	2014	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
INCOME:							
MCEF Contribution/Policy 8	25,000	44,374	44,227	35,415	35,000	35,000	
- Grants - Study Abroad/Conference	-		(13,660)	(4,958)	(5,000)	(5,000)	
- Scholarship - MCEF	-	(7,224)	(6,192)	(13,660)	(10,000)	(10,000)	
Fees CMC	26,000	38,820	38,850	37,200	34,000	30,000	
Fees CMC Recertification	-	(950)	(200)	(250)	-	-	
Fees MMC	40,000	57,620	46,605	45,210	30,000	28,000	
Pin CMC	100	90	180	840	100	100	
Pin MMC	100	120	60	90	100	100	
Plaques CMC	4,600	7,645	7,115	7,135	7,700	4,025	
Plaques MMCA	-	16	-	-	-	-	
Distance Ed Registration	8,500	19,635	11,486	14,930	14,000	10,000	
Conference CD Rom	-	8,100	1,200	-	-	-	
Misc Education Income	-	192	-	892	-	-	
Total Income	104,300	168,438	129,671	122,874	105,900	92,225	-
DIRECT EXPENSES:							
Salary/Wages	110,600	125,996	132,698	112,863	112,000	110,000	2,200
Salary Benefits	19,200	17,963	20,283	18,130	18,000	20,000	200
Payroll Taxes - Employer	10,200	11,086	11,351	10,607	10,200	9,750	200
Workers Comp Insurance	1,200	888	1,524	1,113	1,100	1,000	25
Computer/Software	1,000	19,771	1,305	3,408	1,000	1,000	
Credit Card Fee	1,500	1,725	1,850	1,519	1,200	1,500	
Distance Ed	25,000	14,385	9,090	10,350	15,000	10,000	
Memberships	450	-	100	250	450	375	
Pins MMC	2,000	691	905	2,015	1,400	2,000	
Plaques	3,500	5,076	2,680	2,983	3,000	3,000	
Postage/Courier/Mailing	1,200	2,027	1,003	1,177	1,200	1,200	
Printing	500	(1,275)	767	5,456	500	500	
Shipping	4,000	6,139	4,532	5,043	4,000	4,000	
Professional Develop/Training	1,500	767	1,074	239	1,100	1,500	
Program Development	25,000	109	-	-	15,000	10,000	
Education Consultant						12,000	12,000
Subscriptions/Publications	500	-	-	-	500	500	
Telephone	200	75	9	93	200	200	
Staff Travel Accommodations	2,000	-	-	151	1,000	2,000	
Staff Airfare	2,000	-	-	215	1,000	2,000	
Staff Travel Ground	250	-	-	58	500	500	
Staff Travel Meals	250	-	-	55	120	500	
Staff Travel Other	250	-	-	-	250	500	
Total Expenses	212,300	205,424	189,171	175,725	188,720	194,025	14,625
Net Profit/(Loss)	(108,000)	(36,986)	(59,500)	(52,851)	(82,820)	(101,800)	(14,625)

IIMC Financials
2014 Budget Worksheet
Marketing

Description	2013	2010	2011	2012	2013	2014	2014
	Budget	YTD Actual	YTD Actual	YTD Actual	Projected	Budget	Wish List
INCOME							
Advertising	10,800	22,570	10,700	7,800	6,500	11,000	
Advertising/Sponsor	16,500	15,771	15,903	15,400	15,000	16,500	
Advertising Website	2,000	2,004	2,197	2,033	2,300	2,000	
Royalty - Liberty Mutual	-	1,084	-	-	-	-	
Royalty - MBNA MasterCard	3,000	2,632	2,482	1,748	2,200	-	
Royalty - Robert's Rule of Order	1,000	1,037	624	21	500	1,000	
Royalty - E.Mina	500	445	801	460	200	500	
Mailing Lists	500	1,700	-	863	500	500	
Merchandise	2,000	-	-	105	250	2,500	
Publications	4,000	5,444	6,477	3,880	5,000	4,000	
Publications - Book 8 NAP	1,000	300	752	300	450	1,000	
Total Income	41,300	52,987	39,936	32,609	32,900	39,000	-
DIRECT EXPENSES							
Contract Labor- Chris		81,900	-				
Salary/Wages	78,500		81,900	85,384	78,500	80,100	1,600
Salary Benefits	11,600			12,509	11,600	12,650	150
Payroll Taxes - Employer	5,500			5,786	5,500	5,575	75
Workers Comp Insurance	800	511	600	623	800	820	20
Credit Card Fee	100	165	101	67	60	100	
Awards & Gifts	1,000	1,007	-	2,111	500	1,000	
Postage	-	121	-	-	-	-	
Design Work (non conference)	500	310	30	-	200	500	
Merchandise	1,400	-	703	954	125	1,000	
Shipping	100	74	31	68	-	100	
Staff Travel Accommodations	600	704	-	-	600	600	
Staff Airfare	500	50	-	-	500	500	
Travel Exhibit	3,000	2,294	-	4,352	3,000	3,000	
Staff Travel Ground	250	108	-	-	300	250	
Staff Travel Meals	500	232	-	220	500	500	
Staff Travel Other	200	-	-	-	200	200	
News Digest/Print/Mail/Design	3,000	4,041	4,435	3,774	4,000	3,000	
Printing - Book 8	600	260	605	248	300	600	
Printing /Publications	1,000	5,069	2,087	1,334	1,800	2,000	
Total Expenses	109,150	96,846	90,492	117,430	108,485	112,495	1,845
Net Profit/(Loss)	(67,850)	(43,859)	(50,556)	(84,821)	(75,585)	(73,495)	(1,845)

IIMC Financials
2014 Budget Worksheet
Membership

Description	2013	2010	2011	2012	2013	2014	2014
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget	Wish List
INCOME							
Membership Dues	1,111,000	1,035,296	1,049,544	1,066,830	1,090,000	1,100,000	
Membership Late Fee	3,800	5,655	5,299	4,580	4,400	3,600	
Total Income	1,114,800	1,040,952	1,054,843	1,071,410	1,094,400	1,103,600	-
Salary/Wages	102,100	90,377	93,698	97,084	102,100	124,000	2,400
Salary Benefits	22,100	18,378	20,254	20,669	22,100	28,000	200
Payroll Taxes-Employer	9,300	8,119	8,574	8,616	9,000	11,000	200
Workers Comp Insurance	1,000	1,064	672	670	1,000	1,000	25
Awards					4,000		-
Auto Mileage	100	-	-	-	100	100	
Computer/Software Support	3,000	12,361	2,465	2,744	4,000	3,300	
Credit Card	7,000	4,824	6,179	7,229	7,000	8,500	
Dues Mailing	8,000	8,997	7,995	8,665	12,000	9,500	
Membership	400	-	285	540	300	400	
Office Equipment	-	154	44	32	-		
Postage/Courier/Mailing	3,500	5,156	3,314	1,812	2,500	3,700	
Membership Drive Expense	13,000	2,434	(131)	23,087	13,000	12,000	
Professional Develop/Training	400	202	110	91	250	1,100	
Promotional	500	925	536	537	700	500	
Research Salary Survey Services	400	350	300	300	300	400	
Staff Travel Accommodations	1,000	-	77	-	500	1,000	
Staff Airfare	1,000	-	-	-	500	1,000	
Staff Travel Ground	100	-	-	25	240	100	
Staff Travel Meals	100	-	-	-	50	100	
Staff Travel Other	100	-	-	-	50	100	
Total Expenses	173,100	153,341	144,372	172,101	179,690	205,800	2,825
Net Profit/(Loss)	941,700	887,610	910,471	899,309	914,710	897,800	(2,825)

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Peggy Hawker, MMC, Chair
Jerry Lovett-Sperling, MMC, Vice-Chair

Date: September 26, 2013

Subject: Education and Professional Development Committee Update



Background	The IIMC Education and Professional Development Committee has worked on two projects to date. One was the review of two education proposals from the IIMC Education Department staff. The other was to develop a member survey relative to continuing education.
Discussion	IIMC Education Department staff requested that this Committee review two education proposals. The first was the award of three CMC or MMC educational points for participating in, and completing an assessment for, Athenian Leadership Dialogues, rather than the current award of two educational points. The Committee supported this proposal, and drafted a memorandum of support for both staff proposals which is attached. It is the understanding of the Committee that the IIMC Board will consider both proposals at its mid-year meeting. The second proposal put forth by the IIMC Education Department staff was to award one CMC or MMC educational point for reading a Technical Bulletin and completing an assessment. The Committee supported this proposal, and written support is included in the attached memorandum that was written for both proposals.
	The Committee worked diligently to develop a survey to determine whether there is interest in a continuing education requirement, and if so, what would it look like. The survey was completed; sent to IIMC staff; and will be sent to the IIMC Research and Resource Committee for further review in 2014.
Financial	No financial impact has been determined. However, there could be a fiscal impact associated with staff resources regarding the continuing education survey, i.e. sending the survey; compiling results; analysis of results, etc. Actual numbers are unknown at this time.

There may also be a fiscal impact on staff resources due to additional tracking requirements associated with the award of points for Technical Bulletins particularly. Although, the Education Resource Group had an excellent suggestion, and that was to limit the number of Technical Bulletins that could be used for educational points to five, and to charge a nominal fee (\$25) to help offset the use of staff resources in reviewing the assessments. Again, the actual fiscal impact is unknown at this time.

Summary The Committee supports the two education proposals from IIMC Education Department staff.

The Committee supports moving the continuing education survey forward.

Recommendation

1. Approve the staff proposal to award three CMC or MMC educational points for participating in, and completing an assessment for, Athenian Leadership Dialogues.
2. Approve the staff proposal to award one CMC or MMC educational point for reading, and completing an assessment for, a Technical Bulletin. When reviewing this proposal, the Board is urged to seriously consider the recommendation of the Education Resource Group to limit the number of points for reading Technical Bulletins to five, and to charge a nominal fee (\$25) for each Technical Bulletin for which a member is requesting educational points.
3. Endorse the continuing education survey and urge that it move forward with expediency.

Management's Comments:

Management agrees with the Committee's recommendation to move forward with the Education Department and the Education Resource Group's proposals regarding the awarding of an additional point for Athenian Dialogues and with allocating education points (up to 5) for Technical Bulletins and endorsing a \$25 charge per Bulletin for process fee. Since the Bulletins were funded by a grant, management was apprehensive to add a cost so as not to negate the Grant. We contacted Paul Bergeron who was instrumental in getting the grant and he posed the question to Lucy Barber, Deputy Executive Director of the National Historical Publications and Records Commission (NPRC) that awarded MCEF the grant to publish the records management bulletin series.

Barber said, she does not have any objection to IIMC using the bulletins for professional development purposes and charging a \$25 fee for assessment and evaluation of their at-home study in order to award certification points, "as long as it is clear that the fee is for the testing, evaluation, and awarding of points, not the bulletins" (themselves). The fee would be strictly for processing the assessment.

We will work with the Committee regarding the 2014 survey and will give it immediate priority in 2014.

Education Resource Group's Recommendations

Athenian Dialogues

The ERG has reviewed this issue and makes the following recommendation. Athenian Dialogues should be awarded 3 points toward CMC and MMC certification, to comply with the IIMC Educational Guidelines, based on the following criteria: The Dialogues are designed to develop and challenge the critical and creative thinking skills of participants. There is a significant amount of preparation time required related to the reading of the entire book that is the subject of the Dialogue, in addition to the classroom time. This creates the demand for a high level of personal and professional commitment, on the part of each participant, in order to benefit from what is designed to be an intellectually stimulating, learning experience. Key to the success of each Dialogue is the active participation of each Clerk in areas of meaningful personal reflection and the exchange of ideas and opinions among Clerk professionals in the class.

Technical Bulletins developed by NAGARA to count for CMC and MMC Hours

The ERG has reviewed this issue and makes the following recommendation. A maximum of 5 (five) bulletins, with an allowance of 1 point per bulletin should be approved to earn credit for the CMC or MMC designation. To receive credit for a bulletin, an applicant would be required to complete and submit a fully developed and standardized learning assessment. Cost recovery connected to IIMC Staff review, evaluation and necessary follow up should be established, with a fee of \$25.00 assessed for each bulletin submitted.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Deborah Miner, MMC
On behalf of the Mentoring Committee

Date: September 25, 2013

Subject: Mid-Year Report



It is without a doubt that mentoring is a very important part of what IIMC members offer its new members. Our committee is very excited to be part of welcoming all of the new members as well as having an opportunity to meet the first time attendees of the IIMC Annual Conferences. Throughout this year we have continued to contact new members from the information provided by Director of Member Services, Janis Daudt.

There are currently 38 Mentors and 43 Mentees enrolled in the program.

The committee met via teleconference on Wednesday, July 10th, and agreed unanimously that we would like to play a much bigger part in the first timer orientation process at the conference. The following items were discussed:

- Request that the EC & staff consider adjusting the schedule to allow for a first timer reception later in the day on Sunday of the conference.
- Possibly a come & go event with a time slot of 90 minutes total which should allow those who arrive later in the day to attend after taking care of hotel check-in, conference registration, etc.
- The committee feels that more people would avoid the conflicts created when the education classes are still in session and when other various meetings are scheduled.
- We envision a stress free more face-to-face, relaxed setting (with refreshments such as sodas, iced tea and/or lemonade), a mix and mingle type atmosphere.
- The committee feels that the orientations can sometimes be overwhelming to a first timer, however if we had an opportunity to meet with them, explain to them in a smaller group setting, more one-on-one, how the mentoring program works and what to expect from their first conference experience, they might appreciate the extra effort we put forth to make them feel more comfortable as well as help them have an enjoyable conference experience.
- Our intent is not to take anything away from the orientation process, but to expand on the event to make it one that is as beneficial to the first timers as possible. The mentoring table was very active last conference so we definitely want to continue with that as well.
- A budget was prepared and submitted to include the addition of refreshments, if our requests are acceptable.
- Mentor/Mentee Brochure – Janis indicated that it is time to re-order so she asked the committee to review it for any necessary changes.

The committee would like to “thank you” for allowing us to share in the first timer experience. And we would greatly appreciate your consideration of the above items. We respect the work you do to make IIMC the best it can be and we know that after reviewing our discussion items, whatever you decide, your decision will be what’s best for the organization.

Management’s Comments:

We agree that mentoring is an important factor in making “new” members feel at home. Currently, the first timers session is conducted simultaneously with other sessions and that could be disruptive. If the Board agrees, we will look for a more convenient time and more social setting to indoctrinate first timers. The refreshments will be part of the overall food and beverage budget.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC President Marc Lemoine

From: Sharon K. Cassler, MMC
Policy Review Committee Chair

Date: October 1, 2013

Subject: Mid-Year Report



Background: The Policy Committee was presented with several Goals and Objectives as we began our new year in Atlantic City. Our Committee was divided in to two sub-committees in order to work through the list of goals in an efficient manner.

Discussion: The members of the Committee are: Colleen Nicol, Vice Chair; Phil Campbell, Sarah Jenkins; Barbara Hogelin; Jerry Lovett-Sperling; Patti McCoy; Shari Moore; Bernie White and Board Liaisons Brenda Cirtin and Shawn Cullinane. Our Executive Director, Chris Shalby served as our Staff Liaison. I am happy to report that all members of the Committee were actively involved and engaged in all of our meetings.

Financial: We have no financial requests.

Summary: While a lot of our work has been completed, there is still much work to be done. One of our major Goals was to review The Policy Manual and make sure it was correct. In the process of reviewing each chapter, several grammatical errors as well as typos were found and have been corrected. The Committee further reviewed the minutes from the Board of Directors' as well as the Annual Meeting minutes for the past five years. The Committee worked with staff to ensure that all policy decisions have been codified. Upon completion of this year's Mid-Year meeting, those minutes will also be reviewed to ensure that everything is up to date. Chapters 1 through 3 are complete and attached for your review and approval. The Committee also addressed additional goals that were submitted to us following the Budget and Planning Committee meeting by President Lemoine.

Recommendation: The Policy Review Committee respectfully asks for your approval on the amendments to Chapters 1 through 3 of the IIMC Policy Manual as well as amendments to Chapter 5.10 Certified Municipal Clerk Certification (In Part) and 5.15 Master Municipal Clerk Certification (In Part); Chapter 6.25 Awards (In Part); Chapter 7.15.030 Request for Proposal (RFP). Please note that we are recommending a new Policy that addresses the position of Parliamentarian and it is included at the end of Chapter 2.

Title 1

GENERAL PROVISIONS

Chapters:

- 1.01 Policy Manual Adoption**
- 1.05.10 Mission Statement**
- 1.05.20 Educational Philosophy**
- 1.05.30 Professional Certifications**
- 1.05.40 Educational Partnership**
- 1.10.10 Social Media**

Chapter 1.01

POLICY MANUAL ADOPTION

(Reserved)

Chapter 1.05

MISSION STATEMENT, EDUCATIONAL PHILOSOPHY PROFESSIONAL CERTIFICATIONS AND EDUCATIONAL PARTNERSHIP

Sections:

- 1.05.010 Mission statement.
- 1.05.020 Educational philosophy.
- 1.05.030 Professional certifications.
- 1.05.040 The educational partnership.

1.05.010

Mission statement.

The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and benefits to its members worldwide. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1].

1.05.020

Educational philosophy.

The primary purpose of the International Institute of Municipal Clerks (IIMC) is to provide education and professional development programs and opportunities for its members. IIMC recognizes that education and professional development are important to every member and that educational needs are diverse throughout the world. The educational philosophy of “No Clerk Left Behind” remains in the forefront as IIMC offers extensive educational programs and courses through a variety of methods, including university- and college-based institutes, IIMC-approved institutes, state/provincial/national associations, international study and exchange programs, online courses, publications, networking opportunities and annual conferences. IIMC values its affiliations with municipal clerk associations and sponsoring educational institutions. IIMC provides members with certifications, earned through participation in educational programs and involvement in a variety of professional development activities. These certifications include the certified municipal clerk (CMC) designation and the master municipal clerk (MMC) designation. The educational programs and certifications offered through IIMC empower its members to achieve academic and professional success.

IIMC promotes lifelong learning, skill development and public service and fosters a spirit of mutual assistance and goodwill among municipal clerks around the globe. It continually works to advance leading practices in professional and personal development, creates opportunities for its diverse membership to engage in training and development activities and programs, and supports education programs that enrich the knowledge, practical abilities, and professionalism and leadership skills of its members. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1].

1.05.030

Professional certifications.

IIMC has a program of professional certifications intended to increase the development of its members through continuing education. IIMC's professional designation programs, the certified municipal clerk (CMC) and the master municipal clerk (MMC) are designed to raise the standards of the municipal clerk profession and provide the opportunity for further recognition by governmental authorities and the public. These certifications are bestowed on municipal clerks after completion of advanced education and professional contributions. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1].

1.05.040

The Educational partnership.

To achieve its educational goals, the International Institute of Municipal Clerks (IIMC) partners with 45—universities, colleges and select affiliates, in cooperation with state/provincial/national associations and IIMC staff. This unique partnership contributes to the success and longevity of the quality of education that has been delivered to IIMC members for many decades. IIMC combines its resources with the resources of its two partners at the state/provincial/national and institute levels to achieve greater efficiency, effectiveness, and relevance for its members. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-1].

Chapter 1.10

SOCIAL MEDIA

Sections:

1.10.010 Purpose.

1.10.020 Scope

1.10.030 Policy

1.10.010

Purpose.

To establish protocols for use of social media.

1.10.020

Scope.

All members.

1.10.030

Policy.

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

The Facebook page is designed to drive traffic to the IIMC site and programs at www.iimc.com and to inform more people about IIMC activities, as well as increase membership.

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

1. Web presence

IIMC wishes to maximize the effectiveness of its web/Internet presence. Therefore, the following general principles should be followed whether creating a stand-alone website, participating in social communication sites such as Facebook or Twitter, or engaging in any other web/Internet presence that may arise in the future:

- a. Select the format that best enhances IIMC's visibility is the easiest to customize and provides accessible means of measuring readership and membership use.
- b. Identify IIMC as 'Non-profit organization.'
- c. Clearly identify accounts for IIMC representative users – e.g., President, Executive Director, *etc.*

2. Boilerplate

- a. When possible, given the medium, insert the IIMC logo.
- b. Include a short mission statement (should conform to website).

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

c. Include the following disclaimer:

External Links

External links are provided for your convenience, but they are beyond IIMC's control. IIMC makes no representation as to their content or computer safety. Use of or reliance on any external links and their content is at your own risk. When visiting external links you must refer to that external website's terms and conditions of use.

3. Terms of Use

Post the following Terms of Use:

Comments will be monitored. Standards of professional conduct are expected of those who post. What is said is read by many and reflects on the character of the person who posts as well as on IIMC. **Therefore, keep in mind the golden rule and think before you click “post.”**

IIMC reserves the right to remove and/or ban the person who posts inappropriate comments, including but not limited to the following: obscene language or sexual

content, threats, statements that defame any person or organization, are hostile or harassing in nature, support or oppose political candidates or ballot propositions, promote illegal activity, infringe on IIMC's rights or the rights of any individual or entity, violate the right to privacy, infringe on intellectual property or publication rights, promote or advertise commercial services or products, solicit business or membership in other organizations, or are not topically related to the particular posting.

IIMC is a private non-governmental organization. Therefore, the First Amendment right to free speech is respected, but need not be granted. Removal of a posting is at IIMC's sole discretion. IIMC will notify and provide you with a statement regarding your removal. You may appeal a decision to ban you as a commentator to IIMC's Executive Director; however, the decision whether or not to reinstate your permission to post is at IIMC's sole discretion and not subject to further appeal.

4. Link to IIMC
 - a. Include a link to www.IIMC.com where appropriate.
5. Page administrators
 - a. ~~A successful page requires "babysitting."~~ IIMC's Communication Department will be responsible for monitoring Social Media outlets.
 - b. The Communication Department will designate a back-up administrator in Communication Coordinator's absence.
6. Style
 - a. IIMC pages will use proper grammar and standard AP style, avoiding jargon and abbreviations. Social Media is more casual than most other communication tools but still represents the IIMC's level of professionalism.
7. Applications

There are thousands of Facebook/Social Media applications. Common applications can allow users to stream video and music, post photos, and view and subscribe to RSS feeds. While some may be useful to the page's mission, they can cause confusion and security risks.

- a. An application should not be used unless it serves a credible business purpose, adds to the user experience and IIMC's mission statement, comes from a trusted source and has been reviewed and approved by the Executive Director.
- b. An application may be removed at any time if there is significant reason to think it is causing a security breach or spreading viruses.

8. Postings

IIMC's Communications Coordinator is the primary individual authorized to post on IIMC's social media platforms on behalf of IIMC. The Communications Coordinator will be the gateway to approving the following information:

- a. All industry-related content to include stories and pictures. Government affairs, public relations, media affairs, association/industry news

- b. Marketing, promotion, industry articles and information
- c. The “fair use” doctrine which allows quotation or copying of small portions of copyrighted materials applies only in limited circumstances. Check with counsel when in doubt.
- d. Obtain written permission before posting photographs of minors. Never provide personally identifiable information about a minor. Obtain written permission before posting photographs of individuals that were not taken in a public setting.

9. Success Rates

IIMC’s Communication Coordinator will be responsible for developing measurements to determine how well IIMC’s social media platforms are achieving the stated goals.

These measures will be reported quarterly. Types of measurements will include, but not be limited to:

- a. Number of comments per posts
- b. Number of times posts or comments within posts are removed monthly and the reason the posts are removed
- c. Number of new members generated through social media posts
- d. Number and type of complaints

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

For additional guidance and/or administrative decisions on social media and its guidelines and policies, contact IIMC’s Executive Director and Communications Coordinator. [November 12, 2011 – new Policy]

Title 2

BOARD OF DIRECTORS

Chapters:

- 2.05 Minutes and Agendas**
- 2.10 Accord of Trust and Confidentiality Agreement**
- 2.15 President and Executive Director Activity Reports**
- 2.20 Elections and Campaigning**
- 2.25 Vacancy of Vice-President**
- 2.30 Region Directors Responsibilities**
- 2.35 Committees – Creation and Appointment**
- 2.40 Ethical Standards Committee – Oath of Office/Confidentiality**
- 2.45 Expenses – Conference**
- 2.50 Expenses – Board Travel**
- 2.55 Gifts**
- 2.60 Visits – Presidential**
- 2.65 Past Presidents**
- 2.70 Memorials**
- 2.75 Board of Directors Mid Year Meetings**
- 2.80 First Timer Session at Annual Conference**
- 2.85 Executive Committee Travel**
- 2.90 Posting of Proposed Constitutional Amendments**

Chapter 2.05

MINUTES AND AGENDAS

Sections:

- 2.05.010 Purpose.
- 2.05.020 Scope.
- 2.05.030 Policy.

2.05.010

Purpose.

To establish a policy for the preparation and distribution of agendas and minutes. [October 27, 2006; September 30, 1994. Policy B-6].

2.05.020

Scope.

Board of directors and all committees. [October 27, 2006; September 30, 1994. Policy B-6].

2.05.030

Policy.

A. Approved minutes shall be maintained in an official corporate minute book.

B. In preparation of the agenda the executive director shall:

1. Set administrative deadlines for submittal of agenda reports as appropriate; however, this does not preclude subsequent additions of urgent matters to the agenda as determined by the president or executive director.

2. Publish and distribute all board meeting agendas and packets to the board no later than five business days prior to special meetings and 15 business days before the annual and mid-year meetings.

3. Post the board agenda and packets, including draft minutes, on the website immediately subsequent to distribution to the board of directors, with the exception of confidential documents.

4. Provide management's recommendations regarding committee recommendations for which action is requested.

C. Minutes of the IIMC Board, Executive Committee and all committees will be action minutes. The minutes will indicate who was in attendance, who was absent, the items discussed, comments submitted for the record, motions made (the maker of the motion and the second will not be listed) and the vote. If the vote is not unanimous, the individuals in opposition will be listed. Any member abstaining from an item due to a conflict of interest will be noted in the minutes. **(May 7, 2011)**

D. Executive Sessions

1. Executive Sessions will be allowed for personnel matters, consultation with legal counsel, real estate issues, ethics matters and other matters where public discussion would be harmful or detrimental to the IIMC organization or individual as a whole as determined by the board. **(May 7, 2011)**

2. A notation will be made in the Board minutes of Executive Sessions noting beginning time, who was in attendance, items discussed and the time adjourned. **(May 7, 2011)**

E. Recording Secretary – The recording secretary will be responsible for the recording/transcribing of the meeting. The Executive Director or his designee will make arrangements for a ~~steno typist to serve as the recording secretary~~ and to record the meetings of the Board of Directors. The transcript of the meeting will be formatted into the approved summary minutes format. (**May 7, 2011**)

F. Parliamentarian – The Parliamentarian will know parliamentary procedure and act in an advisory capacity to the board of directors in matters related to parliamentary procedure. The Executive Director or his designee will make arrangements for a parliamentarian to serve at each board of directors meeting. (**May 7, 2011**)

G. Drafts of **summary** minutes of board meetings shall be distributed to the board of directors no later than ten business days subsequent to the board meeting along with a list of any new policies adopted or amended. (**May 7, 2011**)

H. Drafts of **summary** minutes of board meetings, with the exception of confidential documents, shall be posted on the website as soon as possible following the board meeting and subsequent to distribution to the board of directors. (**May 7, 2011**)

I. Upon approval of the draft minutes of meetings of the board of directors, the approved minutes, with the exception of confidential documents, shall be distributed to all board members and the president of MCEF. In addition, the approved minutes shall replace the draft minutes on the website.

J. Executive sessions and matters regarding personnel shall not be posted on the website.

K. Minutes of the meetings of the executive committee and budget and planning committee shall be provided to the members of the board within five business days following the meeting. [October 27, 2006; September 30, 1994. Policy B-6].

Chapter 2.10

ACCORD OF TRUST AND CONFIDENTIALITY AGREEMENT

Sections:

2.10.010 Purpose.

2.10.020 Scope.

2.10.030 Agreement form.

2.10.010

Purpose.

A policy regarding board confidentiality during executive session and matters related to confidential personnel matters. [November 7, 2009; October 27, 2006. Policy B-14].

2.10.020

Scope.

Board of directors. [November 7, 2009; October 27, 2006. Policy B-14].

Agreement form.

Respect for confidentiality is the cornerstone of trust and confidence. All matters dealt with by the board of directors during executive sessions, 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. ~~HMC board members shall agree to an accord of trust and confidentiality agreement upon assuming office.~~

~~I, _____, a member of the HMC 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 HMC.~~
- ~~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 HMC.~~
- ~~5. Immediately declare any potential conflict of interest.~~
- ~~6. Immediately resign my position as a member of the HMC Board of Directors in the event that I, or a majority of my colleagues on the HMC Board of Directors have concluded that I have breached my "Accord of Trust and Confidentiality Agreement." The HMC Board of Directors should consider an advisory opinion from 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: _____

Date: _____

[November 7, 2009; October 27, 2006. Policy B-14].

Chapter 2.15

PRESIDENT AND EXECUTIVE DIRECTOR ACTIVITY REPORTS

Sections:

- 2.15.010 Purpose.
- 2.15.020 Scope.
- 2.15.030 Policy.

2.15.010

Purpose.

To establish a communication policy for the IIMC President. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

2.15.020

Scope.

Board of Directors. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

2.15.030

Policy.

A. The IIMC President will forward activity reports to the Board of Directors on a quarterly or as-needed basis.

B. The Executive Director will forward activity reports (Friday letters) to the Board of Directors on a weekly basis at a minimum.

C. The Executive Director will report the status of the errors and omissions (E and O) insurance coverage to the Board of Directors at the mid-year meeting.

D. The IIMC President shall keep the Executive Director's personnel file within his/her possession and shall transfer same to the President Elect at the annual conference meeting. It is recommended that the President keep a log of the contents of the Executive Director's file and that each President maintain the file. [November 2009; May 2007; October 27, 2006; October 1994. Policy B-8].

Chapter 2.20

ELECTIONS AND CAMPAIGNING

Sections:

- 2.20.010 Purpose.
- 2.20.020 Scope.
- 2.20.030 Nominations.
- 2.20.040 Election – Region directors.
- 2.20.050 Election – Vice-president.
- 2.20.060 Campaigning guidelines.

2.20.010

Purpose.

To establish guidelines for the holding of elections to the Board of Directors and to regulate the campaigning for office. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.020

Scope.

All members. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.030

Nominations.

A. A list of offices that are or will become vacant shall be published in the *News Digest* no later than January 31st and shall allow a period of not less than 30 days to receive nominations. Nominations received after the closing date will be returned unopened to the candidate.

B. Candidates for office shall submit to IIMC on or before the closing date the following:

1. A completed nomination form. (Available from headquarters or on the website.)
2. A recent, high quality photograph. (Digital (electronic) pictures are acceptable.

Polaroid pictures are not acceptable.)

3. A **200-word** statement of qualifications for office, not-to-exceed 200 words.

C. Candidates agree and understand that the above information will be published as received in the *News Digest*. ~~If the submitted statement exceeds 200 words, only the first 200 words will be published without editing by IIMC staff.~~

D. Candidates for regional director are required to include a letter of support from their city/municipality and the state/provincial or national associations within the region in which they are running. Candidates for vice-president are required to include a letter of support from their city/municipality.

E. All candidates for office must be members in good standing with IIMC. [May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.040

Election – Region Directors.

A. If there is one Region Director candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts a Region election 30 or more days prior to the beginning of the Annual Conference. Full Members, Additional Full Members and Honorary Members can vote for Region Director. Election results are announced at the Annual Business Meeting.

B. Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference. Ballots received after the deadline will not be opened.

~~C. The executive director shall take custody of and assure the security of the results received until such time as the results are relinquished to the Election committee Chair at the annual conference.~~

C. Upon close of voting, the Executive Director shall immediately (1) tally the votes; (2) communicate the results with the Elections Committee Chair; (3) communicate the results with the Region Director candidates; (4) communicate the results with the membership; and (5) post the results on the website.

D. At the Annual Business Meeting the Elections Chair shall announce the election results
~~The announcement of the results of the election shall include including~~ the number of ballots, the number of ballots submitted by the deadline, the percentage of members in the region voting, the number of ballots qualified and counted, and the number of votes each candidate received. [November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.050

Election – Vice-president.

If there is one Vice President candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts an election 30 or more days prior to the beginning of the Annual Conference. Election of a vice-president shall be conveyed to all full members, additional full members and honorary members.

Voted ballots must be received at IIMC headquarters no later than 20 days prior to the opening session of the annual conference. Ballots received after the deadline will not be opened.

~~The results shall be announced during the annual business meeting.~~

A. Upon close of voting, the Executive Director shall immediately (1) tally the votes; (2) communicate the results with the Elections Committee Chair; (3) communicate the results with the Vice President candidates; (4) communicate the results with the membership; and (5) post the results on the website.

B. At the Annual Business Meeting the Elections Chair shall announce the election results including the number of ballots, the number of ballots submitted by the deadline, the percentage of members in the region voting, the number of ballots qualified and counted, and the number of votes each candidate received.

[November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

2.20.060

Campaigning guidelines.

A. Candidates are allowed unlimited e-mails to discuss their candidacy.

B. IIMC staff will continue to review all election materials including candidate brochures, biographies, etc., prior to distribution to the membership and, if there is any perceived impropriety with the information provided, the Executive Director will submit the information to the Election committee for their final recommendation.

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

Chapter 2.25

VACANCY OF VICE-PRESIDENT

Sections:

2.25.010 Purpose.

2.25.020 Scope.

2.25.030 Policy.

2.25.010

Purpose.

To establish guidelines for submission of nominations for consideration of appointment to the office of vice-president when vacancy occurs pursuant to Article IV, Section D3 of the IIMC Constitution. [October 27, 2006. Policy B-13].

2.25.020

Scope.

Full members and additional full members who have served at least two years as a regional director and represent a region that is not represented by a current officer. [October 27, 2006. Policy B-13].

2.25.030

Policy.

A. The President shall notify the membership of the vacancy in the office of vice-president as soon as possible in order to begin the process of receiving nominations to fill the vacancy by the board of directors.

B. In the announcement, the president shall provide the qualifications for the appointment, the format for the nominations, along with the deadline for submission of the nominations.

C. Nominations will be received in the form of resumes of the interested members who meet the qualifications for such appointment. All resumes must be submitted to the president and executive director by the twentieth day after the official announcement of the vacancy.

D. The president shall verify through IIMC records that the nominees fulfill the requirements to hold the position of vice-president. If an individual does not meet the requirements, their resume shall be returned along with a letter from the President explaining their disqualification.

E. By the thirtieth day after the vacancy has been declared, the president shall provide to the board of directors a list of the nominees, along with the resumes.

F. The board of directors shall consider the nominations in a meeting held per the provisions in the IIMC Constitution. The board of directors shall appoint one of the nominees to the vacancy by a majority vote of the board.

G. The board of directors shall make the appointment within 60 days of the vacancy per the requirements of the IIMC Constitution, Article IV, Section D3.

The appointee will serve for the remainder of the one-year term. [October 27, 2006. Policy B-13].

Chapter 2.30

REGION DIRECTORS' RESPONSIBILITIES

Sections:

2.30.010 Purpose.

2.30.020 Scope.

2.30.030 Duties and responsibilities.

2.30.010

Purpose.

To establish the duties and responsibilities of region directors. [October 27, 2006; October 1994. Policy B-9].

2.30.020

Scope.

Region directors. [October 27, 2006; October 1994. Policy B-9].

2.30.030

Duties and responsibilities.

The duties and responsibilities of the region directors are as follows:

A. Develop and implement a communication plan on IIMC activities and programs to:

1. IIMC members in the director's respective region.

2. Officers and board of directors of state/provincial/national clerk associations in region.

3. Municipal clerks institutes and allied educational institutions, state/provincial/national and municipal leagues, and related organizations and associations.

4. Prepare quarterly communications for the president on activities within their respective regions and provide details on how directors are promoting IIMC and MCEF.

B. Write letters of welcome to new IIMC members within region.

C. Send congratulatory letters to new CMC and MMC members within region.

D. In cooperation with state/provincial/national association membership chairs, encourage and support IIMC membership campaigns, enrollment at municipal clerks institutes and academies, and attendance at IIMC annual conference.

E. Strengthen and encourage positive programs which will result in stronger professional image and knowledge of the office of municipal clerks, which may include but not necessarily be limited to:

1. Co-chairing regional meetings of state/provincial/national associations.

2. Co-chairing regional dinners and/or similar activities at IIMC annual conferences.

3. Attending state/provincial/national annual meetings and reporting back to the board and headquarters on regional or state/provincial/national activities, concerns and/or recommendations.

4. Developing regional newsletter or other media vehicle to disseminate information on IIMC.

5. Where applicable, encourage and coordinate appropriate IIMC programs and projects on a regional basis (e.g., Municipal Clerks Week).

6. Encourage the state/provincial/national associations to meet on a regional basis.

F. Develop and maintain a direct and regular communication with state/provincial/national presidents within region.

G. As requested by the IIMC president, search out and recommend active and supportive IIMC members for committee assignments.

H. As requested by the IIMC president, search out and recommend potential board of directors candidates.

I. Attend at least three IIMC Board of Directors meetings a year (the mid-year meeting and the meetings at the beginning and end of the annual conference) and the IIMC annual conference.

J. Attend IIMC board development meetings (leadership, strategic planning, etc.) held prior to or after the IIMC board of directors meetings. The development meetings are mandatory unless excused by the president in advance of the meeting.

K. Be willing to undertake special requirements and projects that may be requested by the IIMC president and/or the board of directors.

L. Serve as the board liaison to one or more of the standing and ad hoc committees of IIMC and:

1. 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.

M. Be responsible for the safety of delegates while attending the annual conference as defined in Chapter 7.50 IIMC, Safety. [October 27, 2006; October 1994. Policy B-9].

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.

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.

E. Committee Chairs and Vice Chairs cannot serve consecutive terms in the same position on the same committee.

F. 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.

G. 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.

H. 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.

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

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

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

L. The executive director shall appoint all staff liaisons. [May 18, 2013; 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].

2.35.050

Executive Committee

The composition and duties of the executive committee are set out in Article V of the Constitution. [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].

2.35.060

Budget and Planning

A. The budget and planning committee shall serve as the financial advisory committee to the board of directors. The committee shall, along with the executive director, present the annual budget to the board, review monthly reports, review the audited financial statements and report to the board any areas of concern.

B. The committee shall consist of ~~not more than~~ seven members ~~and~~ to include one board liaison (IIMC VP); ~~who, as far as practical, shall be from different regions and with financial budgeting experience.~~

~~C. The president, immediate past president and president elect shall fill three of the positions and the vice president shall serve as board liaison.~~

C. The Budget Committee shall consist of:

IIMC President

IIMC President Elect

IIMC Vice President (Board Liaison)

Immediate Past President

Chairman

Vice Chairman

Member

~~D. The remaining four positions shall be former board members to be appointed as follows:~~

~~1. Chair and one additional nonadvancing member to be appointed by the president elect.~~

~~2. Vice-chair to be appointed by the vice-president.~~

~~3. One appointment to be made by the vice-president immediately following their election to office.~~

One appointment to be made by the Vice President immediately following their election to office. Appointee shall be a former IIMC Board Member. The Vice President is encouraged

to consult with the executive director regarding the appointment to this Committee. This Committee member shall automatically progress through the positions of Budget Committee Member, Vice Chairman and Chairman.

~~E. With the exception of the nonadvancing member and as far as practicable the non-executive committee members of the committee shall automatically progress through the positions of vice-chair and chair.~~

F. D. The executive director shall attend all committee meetings and participate as a nonvoting member. [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].

2.35.070

Conference

The conference committee recommends conference education topics, speakers, sessions, and general speakers. It also works with staff in viewing the overall conference process and how to improve upon existing formats. [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].

2.35.080

Education and Professional Development

To ensure IIMC provides excellence in professional education and development programs by serving as the sounding board for the education department working in conjunction with IIMC staff in suggesting programs and outreach areas of education for clerks; being the advocate in our members' professional growth and continually visioning IIMC's overall educational philosophy from a global perspective. [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].

2.35.090

Election

A. The election committee shall conduct and supervise all necessary IIMC elections and make recommendations for updating the election policy manual.

B. The election committee must ensure that all proposed constitutional amendments are submitted for consideration to the IIMC membership in accordance with the procedures specified in Article XIII (B) of the IIMC Constitution, and shall advise the executive director and the president of the results.

C. The election committee must ensure that all proposed constitutional amendments are presented to the membership for passage and ratification in accordance with the procedures specified in Article III(C) of the IIMC Constitution and shall advise the executive director and the president of the results.

D. Terms of the election committee shall commence at the end of the annual conference. [May 18, 2009; May 16, 2008; May 21, 2007; March 8, 2007; October 27, 2006; November 12, 2005; December 4, 2004; May 22, 2004; December 6, 2002; September 2002. Policy B-1].

2.35.100

Ethical Standards – Ad Hoc

The composition and duties of the Ad Hoc Ethical Standards committee are set out in Article X of the Constitution. [May 12, 2011; 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].

2.35.110

International Relations

The international relations committee shall work to promote IIMC as a partner with national and provincial associations in providing local government professionals with premier educational opportunities, and second, as the international organization of choice for certification of local government professionals. This committee shall also work to facilitate and promote interaction and networking between IIMC members in various parts of the world. [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].

2.35.120

Legislative

The Legislative committee monitors and reviews federal legislation pertinent to the Municipal Clerk profession; identifies trends in state/provincial/national legislation affecting the profession; and when appropriate, provide relevant written reports regarding the same.

2.35.130

Membership

The membership committee shall work with the public relations and marketing committee, the international relations committee and staff to increase the number of IIMC members in all regions. [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].

2.35.140

Mentoring

The mentoring committee shall build relationships between experienced local government professionals and those new to their careers, utilizing especially the valuable knowledge resource that is our retired membership. [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].

2.35.150

Policy Review

The Policy Review Committee shall ~~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; and provide policy articles of interest for inclusion in the News Digest. [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].

2.35.160

Program Review and Certification

The program review and certification committee shall work in concert with the IIMC education department in monitoring the content and quality of all non-annual conference

educational programs, and determine the appropriate criteria for various certifications. [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].

2.35.170

Public Relations and Marketing

The public relations and marketing committee shall work closely with the membership committee and the international relations committee to market, publicize and promote IIMC with the dual aims of attracting new members and raising the professional status and image of local government professionals. [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].

2.35.180

Records Management

The records management committee shall study and make recommendations to the board of directors on matters pertaining to records management and shall develop informational materials that will assist IIMC's members with their records management responsibilities. [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].

2.35.190

Research and Resource

The research and resource committee shall work in concert with the IIMC ~~education department~~ executive director to gather information and data on an as-needed basis and provide said information to the IIMC board of directors and/or committees to assist in the decision-making process. This committee shall also respond to requests for information from IIMC members and suggest new methods for improving the availability and delivery of current and accurate information. [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].

2.35.200

Committee goals and objectives

A. Unless proscribed by the Constitution, committee goals and objectives shall be established each year by the president elect in consultation with the vice-president, executive director, director of education, committee chairs, board liaisons and staff as appropriate.

B. Each committee shall provide a written report, twice annually, to the board of directors on their progress.

C. Each committee chair, in consultation with the vice-chair and board liaison(s), shall submit a written report to the president elect on the satisfactory or nonsatisfactory participation of each member of their assigned committee by January 31st of each year. [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].

2.35.210

Meetings

A. Each committee shall convene a meeting at the annual conference. Time shall be scheduled in the conference program for committees to meet.

B. Committee members are expected to absorb the cost of telephone calls, faxes, and correspondence.

C. A committee may, at its own expense, meet during the year; however, it cannot commit IIMC to any action or expense without authorization from the board of directors.

D. Committees are encouraged to make use of teleconferencing and e-mail in order to facilitate communication between their members as well as between committees if necessary. The executive director shall approve in advance all teleconferences IIMC is expected to finance. [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].

2.35.220

Finances

A. If a committee deems it necessary to request financial assistance to conduct its affairs, it must submit a written budget request on the approved form to headquarters no later than two weeks prior to the scheduled budget and planning committee meeting.

B. No expenses should be incurred until such time as the committee chair has been advised that their funding request has been approved. [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].

2.35.230

Ad-hoc committees and task forces

A. The president may, at his/her discretion, create an ad-hoc committee or task force to carry out special projects or tasks as may be determined and ratified by the board.

B. Term lengths do not apply to ad-hoc committees and task forces and typically the chair, vice-chair and members shall remain on the committee or task force for the duration of the project.

C. All ad-hoc committees and task forces shall meet during the annual conference and shall otherwise be governed by the policy for standing committees with respect to meetings and finances.

D. Appointments to ad-hoc committees and task forces, including board liaisons, shall be made by the president and ratified by the board of directors.

E. All ad-hoc committees and task forces shall make bi-annual written reports to the board of directors regarding progress and/or final recommendations. [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].

Chapter 2.40

ETHICAL STANDARDS AD HOC COMMITTEE

OATH OF OFFICE/CONFIDENTIALITY

Sections:

2.40.010 Purpose.

2.40.020 Scope.

2.40.030 Agreement form.

2.40.010

Purpose.

Policy on oath of office and confidentiality agreement for those serving on the Ethical Standards Ad Hoc Committee. [November 7, 2009; October 27, 2006. Policy B-15].

2.40.020

Scope.

Ethical Standards Ad Hoc Committee members. [November 7, 2009; October 27, 2006. Policy B-15].

2.40.030

Agreement form.

ETHICAL STANDARDS AD HOC COMMITTEE

OATH OF OFFICE AND CONFIDENTIALITY AGREEMENT

Respect for confidentiality is the cornerstone of trust and confidence as well as a legislated obligation. Ethical Standards Committee members must at all times respect the confidentiality of any member's name and/or circumstances that might identify members. Similarly, all matters dealt with by the Ethical Standards Committee during Executive Sessions and matters related to personnel must be held in strictest confidence. Confidentiality means Ethical Standards Committee members may not relate such matters to anyone including immediate family members. The duty of confidentiality continues indefinitely after a member has left the Ethical Standards Committee. Ethical Standards Committee members shall agree to an Oath of Office and Confidentiality Agreement upon joining the Ethical Standards Committee.

I, _____, a member of the Ethical Standards Committee of the International Institute of Municipal Clerks (IIMC), declare that, in carrying out my duties as an Ethical Standards Committee member, I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interests of IIMC.
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support IIMC's Constitution, policies, Code of Ethics, and decisions of the Ethical Standards Committee and IIMC Board of Directors.
4. Keep confidential all information that I learn about members, personnel, and any other matters specifically determined by the IIMC Board of Directors to be matters of confidence including matters dealt with during Executive Sessions of the Ethical Standards Committee.
5. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Ethical Standards Committee and subordinate my personal interests to the best interests of IIMC.
6. Immediately declare to the Ethical Standards Committee any potential conflict of interest.
7. Immediately resign my position as a member of the Ethical Standards Committee in the event that I, or my colleagues on the Ethical Standards Committee, have concluded that I have breached my "Oath of Office and Confidentiality Agreement."

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

Signature: _____

Date: _____

[November 7, 2009; October 27, 2006. Policy B-15].

Chapter 2.45

EXPENSES – CONFERENCE

Sections:

- 2.45.010 Purpose.
- 2.45.020 Scope.
- 2.45.030 Policy.

2.45.010

Purpose.

Policy to pay expenses for board members attending the annual conference. [October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

2.45.020

Scope.

Executive committee and board of directors. [October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

2.45.030

Policy.

A. IIMC shall pay for all reasonable expenses for the president and their spouse (significant other), or one family member, to attend the annual conference. This shall include:

1. Conference registration;
2. Economy air or ground transportation to and from the conference site;
3. Shuttle or taxi service to and from airports;
4. Accommodations at the conference hotel for the duration of the conference;
5. All meals up to the daily limit as prescribed;
6. All gratuities as outlined in Chapter 2.50 ~~IIMC~~;
7. All reasonable telephone charges.

B. IIMC will provide a complimentary room for the president, president elect, vice-president and the immediate past president at IIMC's annual conference. The president elect, vice-president and immediate past president are responsible for all other expenses incurred.

C. All other board members are responsible for their own expenses except when requested to arrive earlier or stay later than the normal conference period. Board members will be reimbursed for the extra night (s') accommodation, parking and meals only. If a meal is provided by IIMC no reimbursement is allowed.

D. Prior to the annual conference ~~the president, in consultation with~~ the executive director, ~~may~~ establishes a daily maximum for meal expenses. In establishing the maximum, the executive director ~~and president~~ shall take into consideration the conference location and

prevailing costs. All reimbursement requests for meals must adhere to the maximums. If a meal is provided by IIMC, the board members are expected to attend and no reimbursement will be allowed.

E. Board members requesting reimbursement of expenses must file an expense report on the approved form to headquarters within 14 business days after the end of the conference. All expenses must include legible receipts.

F. All miles and points earned by officers and directors, their families and/or travel partners, on travel and hotel paid for by IIMC are to be transferred to IIMC for future IIMC-related business travel needs to the extent possible. [October 27, 2006; May 22, 2004; November 22, 2003; October 4, 2003; May 2002; February 2002. Policy B-3].

Chapter 2.50

EXPENSES – BOARD TRAVEL

Sections:

- 2.50.010 Purpose.
- 2.50.020 Scope.
- 2.50.030 General provisions.
- 2.50.040 Presidential companion travel.
- 2.50.050 Transportation.
- 2.50.060 Hotel.
- 2.50.070 Meals.
- 2.50.080 Taxi fare.
- 2.50.090 Meals for companions.
- 2.50.100 Gratuities.
- 2.50.110 ~~Phone calls.~~**
- 2.50.120 Region XI director travel policy.

2.50.010

Purpose.

To establish a policy for the reimbursement of travel expenses to members of the board of directors while on IIMC-related business. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.020

Scope.

Board of directors. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.030

General provisions.

IIMC shall reimburse travel-related expenses to members of the board of directors for the following events:

A. Mid-year board meeting.

B. Travel undertaken by the president or at the direct request of the president.

Expense reimbursement for preapproved travel **and meals** must be requested on forms provided by headquarters and should be accompanied by receipts. Requests for reimbursement must be made within 14 days following the last day of the IIMC-approved travel.

Subject to Chapter 2.45 IIMC, board conference expenses, all board of directors **members** are expected to cover their own traveling expenses to attend the annual conference. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.040

Presidential companion travel.

Travel expenses for one companion to accompany the president or designee for international association meeting visits shall not exceed \$3,500 per year. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.050

Transportation.

IIMC shall reimburse for mileage and/or air coach travel and taxi or shuttle service to and from the home airport and/or the travel destination airport based upon the most economical means of transportation available to the traveler. Mileage shall be reimbursed at the ~~then~~-current rate approved by the U.S. Internal Revenue Service. IIMC shall reimburse the traveler for tolls and parking expenses incurred during approved travel. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.060

Hotel.

Headquarters staff shall make hotel reservations and arrange for payment of room charges for mid-year IIMC board meetings and any committee meetings that have been preapproved for IIMC expense reimbursement. The individual traveler shall be responsible for paying all other charges made to the hotel room. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.070

Meals.

Prior to commencement of travel, the ~~president and~~ executive director ~~may~~ establishes an allowance for reimbursable meals. The traveler shall be reimbursed for the actual cost of each meal up to the maximum allowance established for that particular meal. No reimbursement will be made if designated an official IIMC meal function. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.080

Taxi fare.

Except for taxi service to and from the traveler's home airport and/or the destination airport, IIMC will not reimburse travelers for the cost of taxi fare. Exceptions may be made at the discretion of the president or executive director, if the hotel, meeting place or restaurant is outside normal, safe walking distance. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.090

Meals for companions.

~~Normally~~, IIMC will not reimburse members for meals of a companion accompanying the board or committee member. Exceptions may be made at the discretion of the president or executive director. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.100

Gratuities.

IIMC will reimburse the following gratuities:

A. Meals. A maximum ~~20~~ ~~15~~ percent gratuity shall be reimbursed over the meal allowance unless the restaurant has applied a pre-calculated service charge.

B. Taxi/Shuttles. Gratuities for taxi or shuttle service will be reimbursed to a maximum of 10 percent of the fare or \$2.00, whichever is greater.

C. **Airport/Hotel Baggage Handling.** Gratuities for baggage handling by ~~airport and~~ hotel personnel shall be reimbursed to a maximum of \$1.00 per bag ~~or \$3.00, whichever is less.~~ Use of airport skycaps is allowed, however, baggage handling fees and gratuities will not be reimbursed.

D. Baggage Fees: IIMC will reimburse airline baggage fees for up to two bags total.

E. Valet or Self Parking. ~~Gratuities for valet parking will be reimbursed to a maximum of \$2.00 per parking. Board members are encouraged to self park their vehicles when possible. Self-parking or valet parking will be reimbursed, whichever is less.~~

F. Housekeeping. ~~Gratuities for housekeeping are included in the per diem advance and limited to \$2.00 per night. will be reimbursed to a maximum of \$2.00 per night.~~

[January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

2.50.110

Phone calls.

~~IIMC shall reimburse one safe arrival phone call to home per preapproved required IIMC travel. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].~~

2.50.120

Region XI Director travel policy.

If IIMC has ample American Express travel points to obtain Region XI Director airline tickets to the annual conference board meeting, then IIMC shall obtain the airline tickets for Region XI directors whose municipality and/or national association cannot assist with the cost of the airline tickets. If IIMC does not have ample AMEX points to obtain the tickets, then Region XI directors needing financial assistance shall be reimbursed, with submittal of appropriate receipts, as follows:

IIMC shall average the cost of airline tickets for North American region directors and reimburse Region XI directors for the cost above the average cost, up to a maximum of \$1,500 each.

The reimbursement is subject to availability of funds in the annual budget and approval of the budget and planning committee. Also, if the annual conference is held in Region XI, then this policy will not apply. [January 2010; November 8, 2008; October 27, 2006; November 2001; October 2001. Policy B-4].

Chapter 2.55

GIFTS

Sections:

- 2.55.010 Purpose.
- 2.55.020 Scope.
- 2.55.030 Policy.

2.55.010

Purpose.

To establish a policy for gifts to other associations and dignitaries. [May 2009; December 6, 2002. Policy B-5].

2.55.020

Scope.

Board of directors and staff. [May 2009; December 6, 2002. Policy B-5].

2.55.030

Policy.

It shall be the policy of the International Institute of Municipal Clerks to present gifts and exchange tokens with other associations and dignitaries under the following conditions:

A. The president (or alternate), when attending a conference hosted or organized by an association, shall present an appropriate IIMC gift on behalf of IIMC to the current president, the president elect (if known) and the executive director (or equivalent) if applicable.

B. IIMC's president shall present an appropriate IIMC gift to the president or representative of the invited association to the IIMC annual conference at a reception/dinner specifically held for that purpose.

C. Anyone presenting a gift on behalf of IIMC shall prepare a log report and submit it to headquarters. The report shall specify the date of the event, to whom the gift was presented, their title and the type of gift presented. A master gift log shall be maintained at headquarters for all gifts presented.

D. IIMC gifts will not be given for unofficial private invitations or receptions of an unofficial nature.

E. IIMC's gifts should bear the IIMC logo, be of high quality, easily portable and of a nature that they can be displayed in a public office.

F. When IIMC is exhibiting at selected conferences and forums, other small tokens such as IIMC pens or key chains can be given or distributed to selected delegates unacquainted with IIMC for public relations purposes. Tokens may also be given to those who have rendered unexpected exceptional services during official capacities. [May 2009; December 6, 2002. Policy B-5].

Chapter 2.60

VISITS – PRESIDENTIAL

Sections:

- 2.60.010 Purpose.
- 2.60.020 Scope.
- 2.60.030 Policy.

2.60.010

Purpose.

Policy to govern the visitation by the president or others to state/provincial or national association meetings. [October 27, 2006; December 6, 2002. Policy B-11].

2.60.020

Scope.

President and board of directors. [October 27, 2006; December 6, 2002. Policy B-11].

2.60.030

Policy.

A. All invitations for the president to attend state/provincial/regional and national events or meetings shall be sent to the president and to IIMC headquarters.

B. The president, in consultation with the executive director, shall determine if the invitation can be accepted and if the president can attend.

C. If the president cannot attend, the president and executive director shall determine who should attend on the president's behalf. When economically feasible, the order of selection is as follows: president, president elect, vice-president, immediate past president, executive director, region director.

D. Every effort shall be made to coordinate the president's travel and staff travel in order to maximize the number of locations visited.

E. Travel expenses shall be paid in accordance with the IIMC approved travel expense policies.

F. Before accepting an invitation to attend a conference, the president or staff shall contact the host and request the following:

1. Complimentary registration as a delegate and/or exhibitor;
2. Complimentary conference meal events;
3. Hotel accommodations for the duration of the event;
4. Transportation to and from the airport;
5. The opportunity to address the entire delegation.

G. Notwithstanding subsection (F) of this section, the president and executive director have the discretion to decide whether the president or designee shall attend the meeting. [October 27, 2006; December 6, 2002. Policy B-11].

H. International travel by the President will be pre-approved by the Board of Directors (May 7, 2011).

I. Presidential Travel funds, including American Express points, in the Executive Committee budget are to be divided equally between the current President and Executive Committee and Incoming President and Executive Committee. (November 2010 – October 27, 2006; December 6, 2002. Policy B-11)

Chapter 2.65

PAST PRESIDENTS

Sections:

- 2.65.010 Purpose.
- 2.65.020 Scope.
- 2.65.030 Policy.

2.65.010

Purpose.

Policy to recognize the contribution of past presidents of IIMC. [May 2009; December 6, 2002. Policy B-7].

2.65.020

Scope.

Past presidents. [May 2009; December 6, 2002. Policy B-7].

2.65.030

Policy.

The International Institute of Municipal Clerks considers past presidents as a valuable resource and as such extends to them the following benefits and recognition:

- A. Past presidents are encouraged to attend all board of directors meetings at their own expense to observe the proceedings. Past presidents are not considered board members and have no voting rights.
- B. Any past president may request an advance copy of a board agenda and material by contacting the executive director. The executive director will ensure that a limited number of extra copies of the agenda package are available at the board meeting.
- C. Prior to the annual conference the executive director will send a letter to all past presidents advising them of meeting locations, dates and times, special events, private receptions and any logistical information such as transportation and scheduling.

- D. Past presidents who attend the annual conference are invited and encouraged to attend the following:
 - 1. The board strategic planning session.
 - 2. All IIMC board meetings.
 - 3. All MCEF board meetings.
 - 4. All committee meetings.
 - 5. The Golden Gavel Event.
 - 6. The pre-banquet private reception.

- E. IIMC shall reserve adequate VIP tables at the annual banquet for past presidents and their guests if applicable.

- F. A retiring past president shall be presented with a suitable retirement gift from IIMC. The president shall determine the best method of presenting the gift. [May 2009; December 6, 2002. Policy B-7].

Chapter 2.70

MEMORIALS

Sections:

- 2.70.010 Purpose.
- 2.70.020 Scope.
- 2.70.030 Policy.

2.70.010

Purpose.

To establish a policy for memorials. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

2.70.020

Scope.

Board of directors and staff. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

2.70.030

Policy.

It shall be the policy of the International Institute of Municipal Clerks to recognize in memorial the passing of certain individuals. The Institute shall formally recognize the passing of the following individuals:

- A. A former member of the IIMC board.
- B. A former member of the MCEF board.
- C. A current member of the IIMC board.
- D. A current member of the MCEF board.
- E. The following family members of a current member of the board:
 - 1. Spouse/companion.
 - 2. Father and mother.
 - 3. Brother and sister.
 - 4. Son and daughter.
 - 5. Grandchild.
- F. A current institute director.
- G. A retired employee of IIMC.
- H. A current employee of IIMC.
- I. The following family members of a current employee of the institute:
 - 1. Spouse/companion.
 - 2. Father and mother.
 - 3. Brother and sister.
 - 4. Son and daughter.
 - 5. Grandchild.

The sum of \$50.00 will be allocated toward all donations and that this amount be reviewed every three years to determine its adequacy.

An appropriate card of sympathy will be sent to the family on behalf of the president, members of the board and staff.

The executive committee may, in its discretion, authorize exceptions to this policy. [November 8, 2008; October 27, 2006; November 2001. Policy A-2].

Chapter 2.75

BOARD OF DIRECTORS MID YEAR MEETINGS

Sections:

- 2.75.010 Purpose.
- 2.75.020 Scope.
- 2.75.030 Policy.

2.75.010 Purpose.

Policy for the Board of Directors Mid Year Meeting selection of site and a three year rotation to hold meeting near IIMC Headquarters. [November 7, 2009]

2.75.020 Scope.

Board of Directors. [November 7, 2009]

2.75.030 Policy.

A. IIMC shall submit informal proposals and receive quotes for the purpose of hosting the Mid-Year Board meeting.

B. The President, in conjunction with the Executive Director, shall select the lowest and best informal quote for hosting the Mid-Year Board meeting.

C. That the mid-year board meeting be held near headquarters once every three years.

Chapter 2.80

FIRST TIMERS SESSION AT ANNUAL CONFERENCE

Sections:

2.80.010 Purpose

2.80.020 Scope

2.80.030 Policy

2.80.010

Purpose.

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

2.80.020

Scope.

Past Presidents, Board of Directors, First Time Delegates

2.80.030

Policy

IIMC considers the session held for first time delegates at each annual conference as a valuable opportunity for new members to receive up to date orientation information on the Organization.

The session is prioritized by the IIMC Board as an essential networking tool to familiarize new members on IIMC operations.

IIMC values the contribution and knowledge of its ~~of~~ Past Presidents.

IIMC Past President or in the event that the current past president is unavailable to attend a conference, then the most recent Past President who is in attendance shall Chair the First Timers session at the Annual Conference. [November 2011]

Chapter 2.85

EXECUTIVE COMMITTEE TRAVEL

Sections:

- 2.85.010 Purpose
- 2.85.020 Background and Objective
- 2.85.030 General Provision
- 2.85.040 Criteria For Selection – EC Travel Requests
- 2.85.050 Residual for Unanticipated Opportunities

2.85.010

Purpose.

To establish a policy with formal criteria to be used to analyze/decide which travel invitations the members of the IIMC Executive Committee will accept and which will be declined. The list of criteria (outlined in Section 2.85.040) although comprehensive is not intended to be a complete list and periodically additional criteria will be established (**March 5, 2012**)

2.85.020

Background and Objective.

In recent years ongoing fiscal restraint and the need for strategic prioritization and spending of limited annual Executive Committee travel funds have formed the basis for decisions on which events will have Executive Committee representation. This has resulted in some reductions in overall expenditures in this category of the budget.

The IIMC Board has an objective to have an appropriate presence and representation at as many events as possible.

2.85.030

General Provision.

In any year there are numerous requests made for either the President or a designated Executive Committee Member to travel to events and represent IIMC either regionally, nationally or internationally. Decisions on travel expenditures must be balanced on available funding and maximum return on investment for selected events. It is a reality that not all invitations will be able to be accommodated.

Direction on specific allowable expenses and protocols for expense claims already exist in other IIMC Policies i.e.

- *Chapter 2.50 Expenses – Board Travel*
- *Chapter 2.60 Presidential Visits*

2.85.040

Criteria For Selection – EC Travel Requests.

The following criteria in concert with the budget will be considered during the decision making process used to identify which events EC Members will accept. The events can be the result of invitations received from stakeholders groups i.e. State Association(s) or can be initiated as strategic sites that the IIMC Board may wish to solicit an invitation from.

Invitations should be reviewed based on:

- Prior visits (how often, when)
- IIMC Board proactively seeking invitation(s) to visit regions or state associations where the Executive Committee has not visited in recent years (not all associations are aware it is possible to have the President or his/her Executive Committee designate visit)
- New Institutes
- Associations with concerns
- Events where a large number of IIMC Members are meeting
- Where a visit would support membership recruitment plan
- Milestone events i.e. 50th Anniversary
- Strategic analysis for international (outside North America) travel related to current membership, potential membership growth, affiliation agreements, etc.

The Executive Director will apprise the Board of Directors of the locations of upcoming Executive Committee travel. Travel outside North America shall be placed on a Board agenda for confirmation.

2.85.05

Residual for Unanticipated Opportunities.

Although the comprehensive list of considerations noted above are based on the experiences that recent Presidents and Executive Committee members have used to make decisions on what event(s) they will accept, it should not be limited to only that list as other considerations not anticipated may come up and the IIMC Board must have the flexibility to address unique public relations opportunities for IIMC representation.

To that end, the Executive Committee with a comment from staff will recommend for Board approval a rationale outlining why a visit not reflective to any of the listed criteria above should be authorized.

Chapter 2.90

POSTING OF PROPOSED CONSTITUTIONAL AMENDMENTS

Sections:

- 2.90.010 Purpose
- 2.90.020 Scope
- 2.90.030 Policy

2.90.010 Purpose

To establish a policy regarding the posting of Proposed Constitutional Amendments at the Annual Conference. (**November 7, 2009**)

2.85.020 Scope

All Delegates attending an Annual Conference

2.85.030 Policy

The prescribed place for official posting of proposed Constitutional Amendments at the IIMC Annual Conference pursuant to Article III, B. 2. of the Constitution shall be the notice board located adjacent to the conference registration desk. Such notice board shall be clearly identified with no less than 2.5" letters reading, "IIMC Official Notice Board."

Chapter 2.95

PARLIAMENTARIAN

Sections:

	<u>Purpose</u>
2.95.010	
2.95.020	Scope
2.95.030	Parliamentarian
2.95.040	Appointment Process, Term and Payment
2.95.050	Scope of Work
2.95.060	Reporting to Board of Directors
2.95.070	Requirements

2.95.010

Purpose.

To establish purpose, appointment process, terms, and scope of work of static IIMC Parliamentarian.

2.95.020

Scope.

Board of Directors and staff.

2.95.030

Parliamentarian.

An individual experienced in Parliamentary procedures to carry out minute preparation, provide procedural advice and participate in the IIMC Board of Directors' board meetings, and annual business meetings (at annual conference).

2.95.040

Appointment Process, Term and Payment.

The Parliamentarian shall serve a three-year term with the ability of reapplying for the position after an RFP process. IIMC will provide an annual stipend for services plus payment of expenses for travel, accommodations and meals to attend the mid year and annual board meetings.

Recruitment and Appointment. For vacancies, the Executive Director will issue a Request for Proposals inviting any potential IIMC member to apply for the position. The President selects three current board members to review all applicants' resumes with the Executive Director and make a decision on a candidate. The Board of Directors shall confirm or deny the appointment at the next Board of Directors meeting.

2.95.050

Scope of Work.

The Parliamentarian will engage in the following work as requested by the Organization:

- Advising as a consultant to Officers, Board and Executive Director,
- Explaining proper business procedures during meetings,
- Serving before, during, and after a conference,
- Vetting and preparing policies and amendments to the Constitution,

- Assisting in preparation of agendas, resolutions, and minutes,
- Helping with elections, and
- Presenting lessons, workshops, and seminars at IIMC Annual Conferences,

2.95.060

Reporting to Board of Directors.

The Executive Director will update the Board annually on the efficiency, cost justification and results of this position.

2.95.070

Requirements:

An individual with a minimum of five years' experience in Parliamentary procedures. Preference will be given to those individuals who have had extensive training and are either certified by the National Association of Parliamentarians (NAP) as Professional Registered Parliamentarians (PRPs®) or Registered Parliamentarians (RPs®) or equivalent designation in another country; IIMC members and/or past IIMC Board members.

Title 3

PERSONNEL

Chapters:

- 3.05 Deferred Compensation Plan**
- 3.10 IIMC Business Credit Card Usage**
- 3.15 Expenses – Staff Travel**
- 3.20 Early Retirement Incentive**

Chapter 3.05

DEFERRED COMPENSATION PLAN

Sections:

- 3.05.010 Purpose.
- 3.05.020 Scope.
- 3.05.030 Policy.

3.05.010

Purpose.

To establish a deferred compensation plan for staff. [September 30, 1994. Policy P-1].

3.05.020

Scope.

All full-time staff. [September 30, 1994. Policy P-1].

3.05.030

Policy.

- A. IIMC shall provide a deferred compensation plan to all full-time employees after one full year of employment.
- B. IIMC will contribute seven and one-half percent of each eligible employee's base pay into the approved plan up to the annual limits established by federal and state legislation.
- C. Excess contributions over and above federal and state limits, if any, will be refunded directly to the employee.
- D. The executive director is authorized to execute all agreements and documentation necessary to administer the plan.
- E. Under no circumstances will IIMC draw upon the deferred compensation plan funds set aside for employees, legal action notwithstanding. [September 30, 1994. Policy P-1].

Chapter 3.10

IIMC BUSINESS CREDIT CARD USAGE

Sections:

- 3.10.010 Purpose.
- 3.10.020 Scope.
- 3.10.030 Policy.

3.10.010

Purpose.

A policy on using IIMC's business credit cards. [November 7, 2009; October 27, 2006. Policy B-16].

3.10.020

Scope.

IIMC executive committee and IIMC staff. [November 7, 2009; October 27, 2006. Policy B-16].

3.10.030

Policy.

Any credit card provided by the International Institute of Municipal Clerks (IIMC) for business use by an employee or member of the Executive Committee is for IIMC business use only. Cardholders may not, under any circumstances, use the credit card for personal purchases, for guaranteeing any type of personal reservations (hotel, rental cars, airline tickets, etc.), nor for any other non-association business use.

Any personal use of IIMC's business credit card will be considered a breach of ethics and misappropriation of IIMC's funds. This breach ~~can~~ may lead to disciplinary action for staff **and severe reprimand**. For members of the Board of Directors, this breach may result in sanction or possible removal from the Board, pending a decision by IIMC Ethics Review Committee and approval from IIMC's Board of Directors.

IIMC's credit card (American Express Gold) is to be used for the following:

- IIMC Business travel (airlines, accommodations, meals, transportation if necessary);
- IIMC Office supplies;
- All payments connected with IIMC's annual conference and IIMC's mid-year meeting by authorized staff only;
- As necessary for daily IIMC business.

IIMC's credit card is not for personal use. Personal use is defined as the purchasing of any item or service, such as products, entertainment, etc., that does fall under the heading of IIMC business, office supplies, conference and/or mid year related business activity.

Allowing others to use IIMC's business credit card requires prior approval by the Executive Director and is generally considered prohibited.

On a monthly basis all cardholders are required to print a listing of all transactions posted to their credit card using their online credit card access portal and submit a monthly expense report outlining all applicable charges – attaching all necessary receipts.

For all business transactions, a valid receipt must be attached to an expense report form. When the credit card is used to pay for meals, the credit card user must indicate, on the receipt, who was in attendance and the purpose of the meal.

It is the credit cardholder's responsibility to submit expense reports no later than the 5th day of each month for previous month's activity.

My signature indicates that I have read, understood, and agreed to abide by the terms and conditions of IIMC's Credit Card Usage Policy.

Signature: _____

Date: _____

[November 7, 2009; October 27, 2006. Policy B-16].

Chapter 3.15

EXPENSES – STAFF TRAVEL

Sections:

- 3.15.010 Purpose.
- 3.15.020 Scope.
- 3.15.030 General provisions.
- 3.15.040 Guidelines for business meetings, training or conference budget.
- 3.15.050 Advance payments.
- 3.15.060 Expenses approved for reimbursement.
- 3.15.070 Reporting business, training or conference expenses.
- 3.15.080 Settlement of advance payments.
- 3.15.090 Wages.

3.15.010

Purpose

The following rules govern expense allowances granted to headquarters staff for travel to business meetings, training or conferences. [November 2013; December 6, 2002; September 2001. Policy P-2].

3.15.020

Scope

All IIMC staff. [November 2013; December 6, 2002; September 2001. Policy P-2].

3.15.030

General provisions

A. Attendance at business meetings, training or conference events will shall only be authorized if the event or meeting offers a substantial benefit to IIMC in terms of conducting IIMC business or enhancing the professional development of the staff.

B. ~~All business meetings, training or conferences covered by these regulations shall only be attended upon authorization of the executive director or IIMC president, when applicable.~~ The executive director is responsible for reviewing and approving all headquarters staff travel to business meetings, training, or conferences. ~~Executive director travel to business meetings, training or conferences shall be reviewed and approved by the IIMC board.~~ The executive director will notify the Board of Directors of his/her travel to business meetings, training or conferences.

C. IIMC provides and pays staff established per diem prior to attending a business meeting, training or conference events.

C. D. ~~After Before~~ attending a business meeting, training or conference event, staff will shall submit an expense report form for reimbursement only if costs exceeded the established per diem. on which the nature of the event, destination, dates of the beginning and termination of the event, and estimates of cost must be stated. [November 2013; December 6, 2002; September 2001. Policy P-2].

3.15.040

Guidelines for business meetings, training or conference budget

A. For budgeted events only, the budget document shall serve as the official authorization from the board. For budgeted events only, the executive director signs the expense report form for staff travel ~~or the IIMC president for executive director travel.~~

B. ~~If, During the annual budget process, the board does not specify the various one day or more conferences, training sessions and business meetings that will arise during the year, then a lump sum can be~~ is allocated in the each Department's professional development accounts. The lump sum, until exceeded, shall serve as the official authorization. ~~After the lump sum is exceeded, events shall be treated as unbudgeted events. However, if the expenses for staff travel are anticipated to exceed the amount approved in the annual budget, approval shall be obtained from the budget and planning committee. Unless there is a clearly apparent benefit to IIMC, unbudgeted travel shall not be approved.~~

C. IIMC ~~shall~~ will not exceed its budget allocations for the business meeting, training or conference accounts, or carry over or encumber unused budgeted funds in the succeeding fiscal year. ~~If one authorized travel event exceeds its allocation, then the cost shall be recovered by reducing spending on or eliminating another authorized event.~~ [November 2013; December 6, 2002; September 2001. Policy P-2].

3.15.050

Advance payments

A. If, in the judgment of the executive director ~~or IIMC president, when applicable~~, the estimated expense for a contemplated event is too high to expect the staff to finance it and be reimbursed upon his or her return, advance payment of the estimated amount to the staff may be authorized.

B. When feasible, payment for transportation, first night's lodging expense and registration fees should be made directly by headquarters to the conference, hotel or travel agency and need not be included in the advance payment to the staff. ~~An advance payment shall not be made without the expense report form properly completed and included along with the advance payment request.~~

C. ~~After authorization of a business meeting, training or conference event, staff may submit a check request claim form for the amount of the advance.~~ An advance will not be issued more than ten ~~five~~ business days prior to the approved event.

D. When an advance payment for a business meeting, training or conference expense is made, the reimbursement procedures as stated in these regulations must still be followed. Advancing of money for expenses does not constitute approval for the expenditure of the entire amount as advanced, as all expenditures must be justified and approved. [November 2013; December 6, 2002; September 2001. Policy P-2].

3.15.060

Expenses approved for reimbursement.

A. Transportation.

1. Air Transportation. Economy or discount airline rates will be considered standard transportation ~~where the airline flight includes both economy and first class passengers.~~

2. Receipts for transportation expenditures must be obtained and submitted with the expense report. No allowance will be made in excess of the actual cost of transportation.

3. Use of personal cars for business meetings, training or conferences may be approved when use of commercial transportation is not available or is not practical. When personal vehicle use is approved, the mileage compensation rate at the ~~then~~ current U.S. Internal Revenue Service approved rate shall apply. Parking fees shall also be allowed when a personal car is used in lieu of other transportation. ~~Staff is encouraged to self-park their vehicles where possible. Self-parking or valet parking will be reimbursed, whichever is less.~~

4. When the use of a personal car is approved, the total allowance for transportation shall in no case exceed the cost of economy airfare if such service is available.

5. When air, rail or bus transportation is used, expenses for transportation, such as taxicab and bus fare, shall be allowed when such transportation is necessary. However, if hotel transportation is provided at no cost or at a lower cost, staff should avail themselves of this transportation alternative. In no case shall the reimbursement exceed the cost of this hotel transportation alternative.

6. Approval for reimbursement for car rental fees shall be obtained in advance at the time the expense report form is submitted.

B. Lodging. Expenses shall be allowed for adequate lodging. Receipts for lodging shall be provided to obtain reimbursement. The traveler is responsible for incidentals to the hotel bill, e.g., movies, dry cleaning, phone calls (except as provided), and extended stays before or after the approved event.

C. Meals. Expenses for meals shall be reimbursed at actual cost, with a 20 ~~15~~ percent maximum gratuity. For some events, the executive director may establish or provide (per diem) for reimbursable meals. In these instances, the traveler shall be reimbursed for the actual cost of each meal up to the maximum allowance established for that particular meal. No reimbursement shall be made if designated an official meal function and IIMC is paying directly (e.g., a group luncheon during a board meeting, board dinners, annual conference).

D. Gratuities. IIMC shall reimburse the following gratuities:

1. Meals. A maximum 20 ~~15~~ percent gratuity shall be reimbursed over the meal allowance unless the restaurant has applied a pre-calculated service charge.

2. Taxi/Shuttles. Gratuities for taxi or shuttle service shall be reimbursed to a maximum of 10 percent of the fare or \$2.00, whichever is greater.

3. **Airport/Hotel Baggage Handling**. Gratuities for baggage handling by ~~airport and~~ hotel personnel shall be reimbursed to a maximum of \$1.00 per bag ~~or \$3.00, whichever is less.~~ Use of ~~airport~~ skycaps is allowed, however, ~~baggage handling fees and gratuities will not be reimbursed.~~

4. Valet or Self Parking. ~~Self-parking or valet parking will be reimbursed, whichever is less. Gratuities for valet parking shall be reimbursed to a maximum of \$2.00~~ ~~\$3.00 per parking only if valet services are less than self parking.~~ Staff is encouraged to self park their vehicles when possible.

5. Conference Hotel/Convention. Reasonable gratuities for business assistance by hotel or convention center staff during the annual conference are reimbursable subject to approval by the executive director.

6. Housekeeping. Gratuities for housekeeping ~~are included in the per diem advance and are limited to \$2.00 per night.~~ ~~shall be reimbursed to a maximum of \$2.00 per night.~~

E. Parking. Airport parking arrangements for the traveler's automobile are allowable. However, if the cost of shuttle transportation to and from the airport is less than the combined cost of mileage and airport parking, staff should avail themselves of the transportation alternative. In no case shall the reimbursement for mileage and airport parking costs exceed the cost of the shuttle transportation to and from the airport.

F. Telephone. ~~Reasonable long distance telephone charges as determined by the executive director prior to the trip.~~

F. G. Registration Fees. Fees charged for registration at any training event or conference are an allowable expense. A receipt, or some other proof of the fee, and a copy of the conference or training program setting forth the fees shall be provided.

G. H. Spouses/Guests. Expenses for accompanying spouses or other guests shall not be reimbursed.

H. I. Shipping. Shipping of personal or non-IIMC materials shall not be reimbursed. [November 2013; December 6, 2002; September 2001. Policy P-2].

3.15.070

Reporting business, training or conference expenses.

A. The expense report shall be filed with headquarters within ten ~~five~~ business days after returning for either (1) reimbursement for expenditures or (2) settlement of a business meeting, training or conference expense advance. A ~~detailed~~ record of expenses by days shall be prepared. All items shall be supported by receipts.

B. The employee shall sign the expense report. No reimbursement shall be made, or account settled, until the report is approved. [December 6, 2002; September 2001. Policy P-2].

3.15.080

Settlement of advance payments

~~Staff will receive advance payments (per diem) calculated for meetings, meals and conferences prior to attending the events. If staff has drawn expense money in advance, a settlement shall be made on the basis of actual expenses paid, and a check payable to the IIMC for the unused balance shall be submitted with the expense report. If actual expenses exceed the estimate or advance, upon approval, the staff shall be reimbursed.~~ [November 2013; December 6, 2002; September 2001. Policy P-2].

3.15.090

Wages

A. If a nonexempt employee is required to travel during a regular business day they shall receive their normal hourly rate of pay for each actual hour traveled up to a maximum of nine hours. Any travel time in excess of nine hours shall constitute overtime; however, the overtime rate shall be one and one-half times the effective state or federal minimum wage, whichever is greater.

B. If a nonexempt employee is required to travel on any day that is normally considered a holiday, the employee shall be paid overtime in accordance with California State labor law, and be compensated at a rate of one and one-half times the state or federal minimum wage, whichever is greater.

C. If an exempt employee is required to travel on any day that is normally considered a holiday, the employee will receive time off in lieu equal to a maximum of nine hours or the actual travel time, whichever is less.

D. No employer shall cause his or her employees to work more than six days out of seven. However, if the nature of the employment is such that working seven consecutive days is reasonably required, employees may receive days of rest equivalent to one day in seven in the calendar month. Employees must be compensated with overtime pay for each seventh day worked and must receive double-time pay for hours over eight worked on a seventh day. [December 6, 2002; September 2001. Policy P-2].

Chapter 3.20

EARLY RETIREMENT INCENTIVE

Sections:

- 3.20.010 Purpose.
- 3.20.020 Scope.
- 3.20.030 Policy.

3.20.010

Purpose.

To establish a policy for long service employees to take early retirement. [December 6, 2002; July 2002. Policy P-3].

3.20.020

Scope.

All full-time staff. [December 6, 2002; July 2002. Policy P-3].

3.20.030

Policy.

- A. Early retirement incentives may be offered to any employee who:
 - 1. Has attained the age of 60 years or more; and
 - 2. Is within five years of receiving Medicare coverage; and
 - 3. Who has worked continuously for IIMC in a full-time position for 25 years or more.
- B. For **eligible** employees **hired before January 1, 2014**, IIMC will continue to pay the cost of medical, dental and vision insurance coverage at the prevailing rate until such time as the retired employee begins receiving Medicare coverage.
- C. IIMC reserves the right to change carriers or insurance plans at its discretion and shall notify the retired employee of such changes.
- D. The retired employee is responsible for notifying IIMC of address changes or any other circumstances which may impact the coverage provided. [December 6, 2002; July 2002. Policy P-3].

POLICIES OUTSIDE OF CHAPTERS 1 THROUGH 3 THAT NEED AMENDED:

Chapter 5.10

CERTIFIED MUNICIPAL CLERK CERTIFICATION (in part)

5.10.040

Membership categories.

- A. Full Member/Additional Full Member. Can work toward either designation.
- B. Associate Member. Does not qualify for full membership, and cannot become a certified municipal clerk or a master municipal clerk, as they do not meet four of the eight core duties. They may, however, attend conferences and courses as they desire.

When a full member, who is enrolled and has been actively working on attaining certification, finds themselves no longer meeting the criteria to be considered a full

member, they may become an Associate Member. If the Associate Member desires, they shall be allowed to complete their certification.

C. Retired Members. May continue to work on either designation.

In order for IIMC to recognize a certified municipal clerk (CMC) designation, membership must be current. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-3].

Chapter 5.15

MASTER MUNICIPAL CLERK CERTIFICATION (in part)

5.15.040

Membership categories.

A. Full Member/Additional Full Member. Can work towards either designation.

B. Associate Member. Does not qualify for full membership, and cannot become a certified municipal clerk or a master municipal clerk, as they do not meet four of the eight core duties. They may, however, attend conferences and courses as they desire.

When a full member, who is enrolled and has been actively working on attaining certification, finds themselves no longer meeting the criteria to be considered a full member, they may become an Associate Member. If the Associate Member desires, they shall be allowed to complete their certification.

C. Retired Members. May continue to work on either designation.

In order for IIMC to recognize a Master Municipal Clerk designation, membership must be current. [November 7, 2009; December 4, 2004; December 6, 2002. Policy E-4].

Chapter 6.25 (in part)

AWARDS

6.25.030

Certificates of Appreciation

A. The following individuals shall be awarded a certificate of appreciation:

1. A member of the executive committee upon ceasing to be a member of the committee.

2. A member of the board of directors upon the completion of their term of office.

From time to time, due to circumstances beyond their control, it will be necessary for a Region Director to resign from their position on the Board, prior to the expiration of their term. As any service to IIMC is greatly valued and appreciated, a Certificate of Appreciation shall be presented to them, in the same manner as is presented to the “outgoing” members of the Board.

3. The chair of an IIMC committee or task force upon completion of their service.

B. The executive director in cooperation with the president shall determine when and where the certificates of appreciation are to be presented. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

REQUEST FOR PROPOSAL (RFP)

- 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 no more than five (5) received and completed RFPs 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**
 2. 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
 3. Local Support. Preference shall be given to bidders that demonstrate a high level of support from:
 - ~ The Host City
 - ~ The Host City Clerk
 - ~ The Convention and Visitor's Bureau (CVB)
 - ~ The State, Provincial or National Association and/or Municipal League
 4. The net cost of meeting space, audio/visual, food and beverage, off-site venues, transportation and hotel sleeping rooms
 5. Financial Support - Preference shall be given to bidders that offer financial support by way of venue waivers, sponsorship of Conference events, in-kind services, **low or no attrition** and **minimum or no food and beverage requirements**. **assistance with developing corporate sponsorships**
 6. 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
 7. 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 the IIMC 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

Management's Comments:

We thank the Committee for the amount of work they've incurred these past few months. We also realize that there is more work to do between the mid year and May 2014.

As for the recommendations, management agrees with the Policy Committee's recommendations on the changes in Chapters 1 through 3 of the Policy Manual; the amendments to Chapter 5.10 Certified Municipal Clerk Certification (In Part) and 5.15 Master Municipal Clerk Certification (In Part) regarding Associate Membership and Certification, and we appreciate the clarity of the new policy; Chapter 6.25 Awards (In Part); Chapter 7.15.030 Request for Proposal (RFP) regarding the Conference Award Criteria and how the Conference bid and selection process is now utilized; and the new Policy that addresses the position of Parliamentarian .

Once the entire Policy Manual is revised by the committee and approved by the Board we will then reformat it, ensuring consistency and uniformity in layout and presentation.



To: IIMC Board of Directors

From: Bruce Poole Chair
Tami Kelly Vice Chair
Program Review and Certification Committee

Date: October 5th 2013

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

The Program Review and Certification Committee has met on two occasions – 21st May 2013 in Atlantic City and on the 23rd July 2013 by way of a Tele-Conference. It reports on these two meetings as follows the first to discuss the 2013/14 Goals & Objectives and the second in order to discuss two questions posed by the Education Department.

1. 2013/2014 Goals & Objectives

- (1) Review applications filed for new Institutes.
- (2) Provide staff with ideas and feedback for new educational programs including online programs.
- (3) Work with staff and the International Development Consultant and make recommendations regarding educational needs of Region X and XI members
- (4) Assist IIMC staff in establishing criteria and / or examples for MMC Professional and Social Contributions #8 and #9 and in creating a new category for Volunteer Work:
 - i. Category #8 - Unique on the job performance or achievements that benefit the profession or community at large
 - ii. Category #9 - Personal accomplishments of educational benefit to the profession.
 - iii. Category #13 (new) - Volunteer work that benefits the community

In respect to these goals & objectives it was noted that South Dakota was getting ready to file for a new Institute and they hoped to file by August. To the committee's knowledge this has not happened as yet.

With regards to Goal 3 it was suggested to team up an international speaker with a domestic speaker for a comparative session entitled International General Session.

As to Goal 4 the committee suggested that Restructure Category 8 should read "Unique on the job performance OR achievements outside daily duties that benefit the profession or community at large.

Also if a Volunteer Category was needed there should be requirements placed on it such as *a minimum of eight hours per month must be volunteered to qualify; one (1) point for each volunteer activity; a maximum of three (3) points can be used for this category.*

Two Committee Members suggested another goal should centre around reviewing technology classes to see if they should also qualify for points.

2. Technical Bulletins into courses and thereby attaining CMC/MMC points

Useful discussion ensued on this subject where it was readily agreed that assistance should be given to those clerks who need extra help. However it was readily accepted that it should not be achieved at the expense of lowering current standards and should therefore continue to remain as a robust process.

Resolved that before the Programme Review and Certification Committee are prepared to give a conclusive view regarding the IIMC recommendation of turning Technical Bulletins into courses it would wish to ascertain the view of the Education Resource Group.

3. Revise the Athenian Dialogue Points to comply with the Educational Guidelines

It was quite clear from the discussion held on this subject matter that members were divided as to the best approach in resolving the issue. Past history indicated that the appointing of points in the past was only achieved after some difficulty. The consensus was that the situation should remain unaltered.

Resolved that the current points are not increased as recommended and in fact stay as currently provided.

Management's Comments:

We appreciate and thank the committee for their reviews of education programs throughout the year. Regarding Goals 3 and 4, those discussions have yet to take place with staff. As for the Athenian Dialogue and Technical Bulletins additional points, both recommendations were sent to the Education Resource Group and then forwarded to this Committee. The ERG's recommendations can be found in the Education and Professional Development Committee's mid year report.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Dyanne Reese, MMC
Chair, Constitution Task Force
Date: September 17, 2013
Subject: Revisions to the Constitution



Introduction

At the 2012 Mid-year Board meeting in Portland, Oregon, the Board directed President Brenda Cirtin, MMC, to create a Constitution Task Force to review, update and rewrite IIMC's Constitution as part of the overall revision process. Along with the review, the Task Force rewrote the document, putting it in active voice, and correcting grammar and syntax throughout the document.

The Task Force is comprised of the following Past Presidents Chair, Dyanne Reese; Mary Lynne Stratta; Colleen Nicol; Sharon Cassler; Tom Roberts; and IIMC Executive Director Chris Shalby.

The following descriptions deal with the major changes made throughout the document. Grammatical changes and rewrites were made throughout the document and are not noted in this report.

Proposed Changes to the Amendments Submitted by

Dyanne Reese
Mary Lynne Stratta
Colleen Nicol
Sharon Cassler
Tom Roberts

Preamble – New

The Task Force felt the Constitution needed a Preamble to state its purpose, aim and justification. This is a new section to the Constitution

Article 1-- Formerly Articles I and II

The Task Force combined original articles I and II (name, mission and purpose) and revised the copy, creating Article I – General – to include the Name, Mission, Fiscal Principles, and Dissolution. The latter two were originally part of Article XII. Restrictions is a new section depicting the Organization's compliance with policies and acting as a non-profit.

Article II – Formerly Article III

The TF expounded on membership definitions and made the following changes:

- 1) 4. Corporate Member – eliminated name and definition since IIMC does not allow for corporate membership.
- 2) 3. Associate Members – the TF is recommending an Associate Member can vote.
- 3) 6. Retired members – the TF is recommending a Retired Member can vote.
- 4) D. Deleted Classification of Members section since only the membership can approve amendments to the Constitution.
- 5) 5. Honorary Member – no changes.
- 6) E. Privileges of Membership – information is now included as part of each definition.
- 7) F. Regions – revised section.
- 8) **Former Article IX** – Annual Dues is now incorporated into this section

Article III – Formerly Article IV – Officers and Region Directors

Created Article III as a stand-alone section that describes and defines the Board, including its composition, the Executive Committee, Region Directors and the Oath of Office. **The wording on “No two officers can be from the same Region” is the current wording in the Constitution. At the 2011 and 2012 Board meetings, there was discussion about the possibility of revising the current wording to be – “Not more than two officers can be from the same Region.”**

NOTE: the majority of the members of the Constitution Task Force do not recommend the new wording.

NOTE #2: The Constitution Task Force members do recommend that regardless of any change, the following underlined words “... same state/province and Region ...” need to be included.

Article IV – Formerly Article VI

Created this Article as a stand-alone section to define the Powers of the Board.

Article V – Formerly Article VII

Created this Article as a stand-alone section to define the Powers of the Officers.

Article VI – Formerly Article VIII

This article discusses the Executive Director’s reporting structure, employment, empowerment and vacancy in the position.

Article VII – Formerly Article V (meetings)

The article, which was part of the original Constitution’s Article V – (Board of Directors and Executive Committee), now stands alone and describes meetings, polling the Board, attendance and absences at board meetings, etc.

Article VIII – Formerly Article IV (officers and region directors)

This section deals with all Board Vacancies and Terms.

Article IX – Formerly Article XI (annual business meeting and elections)

Annual Business Meeting was moved to Article VII. This section deals with Elections and Qualification – Board of Directors. It discusses election for Region Director, Vice President, Nominations and Qualifications of candidates.

Article X – Formerly Article X

This section was revised and condensed to reflect Ethical Standards. The rest of the original article was moved into Policy since the Task Force believed the majority of the article was Policy and did not belong in the constitution.

Article XI – Formerly Article XIII (Amendments to the Constitution)

This section was revised to define how Constitutional Amendments are brought forth to the membership.

Original Article XIV (Amendment to the Articles of Incorporation)

This Article was deleted since it did not apply to the Constitution.

Recommendation: The Constitution Task Force recommends that the Board (1) forward the revisions to the membership at the Annual Business Meeting; and, (2) if approved, forward to the full membership for ratification.

PREAMBLE

Founded in 1947, the International Institute of Municipal Clerks is the leading non-profit association serving the needs of Municipal Clerks, City Secretaries, Treasurers, Recorders and other allied associations worldwide. IIMC's primary goals are to promote continuing education and training, professional and personal development, certification, public service, mutual assistance and goodwill, municipal research administration, and critical skill development.

IIMC continually works to advance leading practices for its diverse membership that enrich the knowledge, practical abilities, professionalism and leadership skills of its members worldwide.

ARTICLE I

General

Name

The International Institute of Municipal Clerks (IIMC) is a tax-exempt 501(c) 6 non-profit Organization. It was incorporated on May 22, 1953, in Illinois, United States.

Mission

IIMC's mission is to promote continuing education and certification through university and college-based Institutes and provide networking solutions, services and benefits to its members worldwide.

Fiscal Principles:

IIMC's fiscal year begins January 1 and ends December 31. A non-lapsing restricted reserve fund is required for funding budget deficits and budget surpluses. **A two-thirds vote of the Board of Directors is required to remove funds from the restricted reserves.**

The Executive Director, in concert with the Budget Committee, presents annually to the Board of Directors a balanced budget.

Restrictions

All IIMC policies and activities are consistent with applicable federal, state and local antitrust trade regulations or other requirements and applicable tax exemption requirements, including the requirements that IIMC not be organized for profit and that no part of its net earnings inure to the benefit of any private individual.

Dissolution:

Upon IIMC dissolving its operations, the assets will be either dedicated or transferred only in accordance with the Organization's purposes.

ARTICLE II

Membership

A. Membership classes: IIMC members are comprised of:

1. Full Member
2. Additional Full Member
3. Associate Member
4. Honorary Member
5. Retired Member

B. Definitions of Membership Classes:

Full Member: Municipal Clerks, City Secretaries, Recorders, Legislative Administrators, Directors of Corporate, Business, or Administrative Services, and/or those with similar titles who serve Legislative Governmental Bodies in administrative capacities with management responsibilities and duties including four of the following:

- a. General management;
- b. Meeting administration;
- c. Financial management;
- d. Stewardship of by-laws, articles of incorporation, ordinances, resolutions and other legal instruments;
- e. Custody of the official seal and execution of official documents;
- f. Records management;
- g. Human resources;
- h. Elections administration.

Privileges of Membership

Privileges of membership are enumerated and reserved for members whose dues are current.

Full Member

Full members have the right to vote, serve on the Board of Directors, and participate in all IIMC educational programs and Certified and Master Municipal Clerk programs, and access IIMC services. IIMC allows only one Full Member from each Legislative Governmental Body.

Additional Full Member

Individuals who meet the Full Member criteria and serve a Legislative Governmental Body represented by a Full Member. Additional Full Members can vote and have the same privileges as Full Members. There is no limit to the number of Additional Full Members from a Legislative Governmental Body.

Associate Member

Individuals in transition or those employed by a Legislative Governmental Body who do not meet the Full Member criteria. Associate Members can vote and have the right to participate in IIMC educational programs.

Honorary Member

Honorary Members have the right to vote and participate in all IIMC educational programs. The Board of Directors considers and votes on all nominations for Honorary Member.

- a. Past Presidents:** Upon retirement or assuming a position with a Legislative Governmental Body other than Municipal Clerk. There is no limit to the number of Past Presidents becoming Honorary Members in a given year.
- b. Individuals:** The Board of Directors can confer Honorary Membership annually to one individual who has made significant and exemplary contributions to IIMC and the profession.

Retired Member:

Retired Members were Full, Additional Full or Associate Members prior to retirement. Retired Members can vote and participate in all IIMC educational programs and Certified and Master Municipal Clerk programs.

Membership Classification Changes

Members must notify Headquarters upon changes in job duties that render invalid their current membership classification. If the membership classification of an Officer is changed from Full or Additional Full Member rendering them ineligible to serve as an Officer, the office is declared vacant and filled in accordance with the Constitution's provisions.

Annual Dues

The Board of Directors establishes membership dues. Membership dues are paid annually.

Regions

IIMC is divided into eleven geographic regions. Region boundaries are established in a manner that constitutes areas of geographic interest. Regional boundary changes do not disqualify a serving Officer or Director.

Regional re-apportionment is considered through the following actions:

- The Board of Directors requests the President to review; or
- An Association adopts a resolution to request re-apportionment and submits it to the President through the Executive Director.

The President appoints a Committee to solicit comments from the Associations within the regions proposed to be affected and to submit its report and recommendations to the Board of Directors. A two-thirds vote of the Board of Directors approves re-apportionment.

ARTICLE III ***Board Of Directors***

Directors

The Board of Directors is IIMC's governing body with each member having the right to vote at Board meetings. The Board is authorized and responsible for IIMC's governance. The Board establishes and monitors implementation of policy by IIMC staff under the direction of the Executive Director.

Composition of the Board of Directors

The board is comprised of four Executive Committee members and twenty-two Region Directors.

Executive Committee

IIMC's Executive Committee is comprised of the following Officers: President, President Elect, Vice President and Immediate Past President. Each individual serves a one-year term in office except when filling a vacancy. At the Annual Conference, the President Elect succeeds to President, the Vice President succeeds to President Elect and the membership elects a Vice President.

No two Officers can be from the same Region.

Executive Committee meetings or teleconference schedules are provided to the Board of Directors and a written report of the Executive Committee meetings are provided to the Board of Directors after each meeting.

The Executive Committee is not a decision-making body. The Board of Directors ratifies all action items.

Region Directors

There are two Region Directors elected from each IIMC region. Region Directors are elected for staggered three-year terms, so the terms of both Region Directors do not expire in the same year. No two Region Directors can be from the same Legislative Governmental Body. Region Directors cannot serve two successive full terms unless no other candidate is nominated.

Oath of Office

The Oath of Office is administered to any Director prior to taking office.

ARTICLE IV
Board Of Directors - Powers

In addition to powers granted elsewhere in this Constitution, the Board of Directors is empowered to:

1. Further IIMC's Mission and purpose;
2. Adopt and enact policies;
3. Establish membership dues and other revenues;
4. Authorize unbudgeted expenditures;
5. Approve the annual budget and require an annual independent audit;
6. Select the annual conference site;
7. Establish a job description, evaluate, appoint or remove the Executive Director;
8. Perform other duties required with the administration of IIMC Policies.

ARTICLE V
Officers - Powers

The President is empowered to:

1. Chair the Executive Committee and Board of Directors;
2. Replace standing committee members and chairs;
3. Establish task forces, appoint the members and designate chairs; and
4. Execute other duties the Board of Directors delegates.

The President Elect and Vice President assist the President and succeed to the office of President either upon a vacancy or if the President is unable to perform the duties of office. The President Elect and Vice President assign incoming committee members and chairs to serve during their terms of office as President and President Elect.

The Immediate Past President is an advisor to the President and performs other duties the President assigns.

ARTICLE VI
Executive Director

The Executive Director reports to the Board of Directors and executes the Board's established policies. The Executive Director is the Organization's Secretary-Treasurer and is responsible for its daily administrative and financial operation.

The Executive Director is employed at will under the terms of an employment contract and is empowered to hire and manage all staff, independent contractors and resources according to established policies and the annual budget.

In the event of a temporary or permanent vacancy in the position, the Board of Directors will name an Interim Executive Director and will determine the process in hiring a new Executive Director.

ARTICLE VII **Meetings - Board Of Directors**

Regular Meetings

A regular meeting in this Constitution means an in person assembly of members when referring to the three required Board of Directors' meetings held annually. All Board members must receive notice of and have an equal opportunity to participate in all meetings. Two meetings take place at the Annual Conference and the other is held no later than seven months following the Annual Conference. The President establishes the times and places for these meetings.

Special Meetings

The President, a majority of the members of the Executive Committee or of the Board of Directors can call a special meeting. Special meetings can be at a specific location or conducted using available conferencing technologies. In either event, the time, place and the special meeting's purpose must be provided to all Board of Directors at least seven days, but not less than two working days, in advance of the scheduled meeting.

Polling the Board of Directors

Polling is a valid avenue for actions to be taken if inquiry or request for a decision (with the appropriate background information) is put to all Board Members by any means available and within a deadline. Results of such polling, including roll call ayes and nays, shall be reported to the entire Board of Directors upon final tabulation at which time the decision will become effective unless otherwise specified. Poll results are recorded into the minutes of the next Board meeting. A majority of Board Members must respond to validate the action taken.

Attendance and Absences at Board Meetings

Board Members are required to attend all Board of Director meetings. A Board member can be excused from two Regular Meetings during a three-year term for a valid reason. The excuse must be in writing and approved by the President and ratified by the Board at the meeting. A third absence is considered a resignation from the position.

Quorum for Meetings

A majority of the Board of Directors constitutes a quorum for the transaction of official business.

Annual Business Meeting

The Board of Directors establishes a time and place to conduct the members' Annual Business Meeting. An Annual Business Meeting is an in person assembly.

Parliamentary Law for Meetings

The current edition of *Robert's Rules of Order Newly Revised* applies whenever parliamentary rules or procedures are involved in carrying out IIMC's affairs.

ARTICLE VIII
Vacancies - Board of Directors

Vacancy – President and President Elect

A vacancy in the President's or President Elect's Office advances the next Officer in line to the appropriate Office. The advancing Officer can remain in Office for a subsequent one-year term.

Vacancy – Immediate Past President

A vacancy in the Immediate Past President's Office remains vacant until the next Annual Conference at which time the outgoing President assumes the office.

Vacancy – Vice President

When there is a vacancy in the Vice President's Office, the Board has 60 days to appoint a current Board member to complete the term. Said Board member must have served at least two years as a Region Director and cannot be from the same Region represented by a current Officer.

If there are less than 120 days remaining in the term, the Office remains vacant. Prior to the next Annual Conference, an election will be held for President Elect and Vice President.

Vacancy and Terms – Region Directors

120 Days or Less -- The office remains vacant for the remainder of the term.

120 Days or More – A new Region Director is elected to serve the remainder of the term and is eligible to be a candidate for a consecutive full three-year term.

When there is a vacancy in the Region Director's Office, the President notifies the Board of Directors and the Presidents of the Municipal Clerks Associations within the Region in which there is a vacancy. The Municipal Clerks Associations recommend one or more qualified nominees for consideration. Nominations are also accepted from any member in the Region.

ARTICLE IX
Elections And Qualifications - Board of Directors

Elections

The Board of Directors establishes policies not included in the Constitution regarding the conduct of elections for Officers and Region Directors.

Vice President Election

If there is one Vice President candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts an election 30 or more days prior to the beginning of the Annual Conference.

Region Director Election

If there is one Region Director candidate, no election is held and the candidate is declared elected. If there are two or more candidates, IIMC conducts a Region election 30 or more days prior to the beginning of the Annual Conference.

Full Members, Additional Full Members, Retired, Associate and Honorary Members can vote for Region Director and Vice President. Election results are announced at the Annual Business Meeting.

Nominations

The Board of Directors establishes policies regarding nomination procedures for Officers and Region Directors.

Qualifications of Candidates – Vice President

- IIMC member for at least three years;
- Served on the IIMC Board of Directors for three years prior to time of election;
- Served at least three years as a Municipal Clerk or other office as defined in Article III;
- Attended at least two Annual Conferences. Attendance can include the Conference at which the candidate's term begins;
- Be a Full or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office;
- Provide written **support** of candidacy from the Legislative Governmental Body they represent.

Qualifications of Candidates – Region Directors

- IIMC member for at least three years;
- Served at least three years as a Municipal Clerk or other office as defined in Article III;
- Attended at least two Annual Conferences. Attendance can include the Conference at which the candidate's term begins;
- Be a Full or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office;
- Provide written support of candidacy from the Legislative Governmental Body they represent;
- Provide written support of candidacy from their state, provincial or national association within the region in which they are running.

ARTICLE X

Ethical Standards

Code of Ethics

Statement of Intent and Principles of Conduct for Members of the International Institute of Municipal Clerks:

IIMC members adopted this Code of Ethics on May 26, 2007

IIMC members are required to carry out their duties impartially and objectively 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 is a guide for fair and consistent behavior by its members.

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

Violations of this Code of Ethics and its related policies will be addressed in the following manner:

Standards of Behavior. All new IIMC members must affirm their commitment and willingness to abide by the Code of Ethics. Violations of the Code of Ethics may result in restricted membership rights, such as losing voting privileges, serving on Committees, or participating in membership services for specific periods of time. Grievous violations result in expulsion from IIMC without the refund of dues.

Ethical Standards Committee (Composition, Term Length and Duties)

An Ethical Standards Committee (ESC) is an Ad Hoc Committee that the Board appoints upon receiving a complaint against a member who has allegedly violated the Code of Ethics. The Committee's primary function is to investigate and file a report with a recommendation to the IIMC Board.

An ESC is mandated to conduct thorough and timely investigations, including accepting verbal or written statements from other IIMC members, witnesses or individuals with personal knowledge of the situation and holding teleconferences with these individuals.

The Ethical Standards Committee summarizes the findings to the Board and recommends whether or not there is a degree of censure to be applied against the person in the alleged complaint.

Only the Board of Directors has the authority to apply sanctions for violations of the Code of Ethics.

ARTICLE XI
Amendments To The Constitution

A. All IIMC committees and task forces may submit proposed Constitutional amendments in writing to the Board of Directors for its consideration. The Board of Directors itself may author and submit proposed amendments to the membership. In addition, two IIMC members can author and submit in writing to the Board of Directors proposed amendments to the Constitution. Proposed amendments require two authors who are IIMC voting members. The Board of Directors writes an opinion on whether or not they would support the amendment. The Board of Directors has 15 days to return their comments to the Executive Director.

B. Proposed amendments filed in accordance with the provisions in Section A are submitted to the membership for a vote when filed under the following procedures:

- 1.** A copy of the proposed amendments, both authors' names, intent and explanation is filed by February 1 in time to be published in the *March News Digest*.
- 2.** The Amendments' merits are discussed and evaluated with the attendees at the Annual Business Meeting.

C. Upon completing the steps in Article XI, Section B 1 and 2, amendments to the Constitution will be distributed for a vote to the entire membership. Members have 60 days from the Annual Business Meeting to vote on the proposed amendment.

The amendments will be adopted if two thirds of the votes are in favor of the proposal. The effective date of the amendment is the 61st day following the Annual Business Meeting, unless otherwise specified.

IIMC Financials
2014 Budget Worksheet
SUMMARY TOTALS

	2013	2010	2011	2012	2013	2014
Department	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projection	Budget
INCOME:						
Administration	500	22,025	21,626	21,571	500	500
Building	59,000	71,048	63,208	59,011	50,000	41,550
Conference	533,550	532,686	572,013	471,768	499,356	549,529
Education	104,300	168,438	129,671	122,874	105,900	92,225
Marketing	41,300	52,987	39,936	32,609	32,900	39,000
Membership	1,114,800	1,040,952	1,054,843	1,071,410	1,094,400	1,103,600
Total Income	1,853,450	1,888,136	1,881,297	1,779,243	1,783,056	1,826,404
EXPENSES:						
Administration	586,000	493,397	499,314	545,980	558,425	549,010
Building	129,800	156,097	129,078	138,909	121,690	130,256
Committee - Board of Directors	95,200	70,171	90,991	77,782	80,337	105,400
Committee - Executive	26,800	15,657	20,354	11,838	26,100	26,800
Committees - Other	25,000	7,449	17,196	12,218	15,290	25,100
Conference	490,500	509,511	606,082	461,492	409,799	474,169
Education	212,300	205,424	189,171	175,725	188,720	194,025
Marketing	109,150	96,846	90,492	117,430	108,485	112,495
Membership	173,100	153,341	144,372	172,101	179,690	205,800
Total Expenses	1,847,850	1,707,894	1,787,050	1,713,475	1,688,536	1,823,055
PROFIT/(LOSS)						
Administration	(585,500)	(471,372)	(477,688)	(524,410)	(557,925)	(548,510)
Building	(70,800)	(85,049)	(65,870)	(79,898)	(71,690)	(88,706)
Committee - Board of Directors	(95,200)	(70,171)	(90,991)	(77,782)	(80,337)	(105,400)
Committee - Executive	(26,800)	(15,657)	(20,354)	(11,838)	(26,100)	(26,800)
Committees - Other	(25,000)	(7,449)	(17,196)	(12,218)	(15,290)	(25,100)
Conference	43,050	23,175	(34,069)	10,276	89,557	75,360
Education	(108,000)	(36,986)	(59,500)	(52,851)	(82,820)	(101,800)
Marketing	(67,850)	(43,859)	(50,556)	(84,821)	(75,585)	(73,495)
Membership	941,700	887,610	910,471	899,309	914,710	897,800
Net Profit/(Loss)	5,600	180,242	94,248	65,769	94,520	3,349
Controls	0	0	0	2	-	0

IIMC Financials
2014 Budget Worksheet
Administrative

Description	2013	2010	2011	2012	2013	2014
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Interest	500	1,000	626	541	500	500
Misc Admin Revenue	-	25	-	30	-	-
MCEF Development Contract	-	21,000	21,000	21,000	-	-
Total Income	500	22,025	21,626	21,571	500	500
OVERHEAD EXPENSES						
Salary/Wages	290,000	132,462	246,997	275,591	290,000	271,300
Contract Labor	60,000	168,991	61,876	60,000	60,000	60,000
Salary Benefits	47,100	33,247	49,606	44,997	47,100	44,400
Payroll Taxes-Employer	21,200	11,994	22,058	19,386	21,200	18,200
Workers Comp Insurance	3,000	1,426	1,809	1,405	3,000	3,060
Computer/Software Purchase	7,500	1,231	741	2,078	3,500	4,100
Computer/Software Support	34,000	31,846	30,164	35,139	34,000	38,000
Depreciation Furn/Amortization Exp	15,300	11,570	7,427	6,833	7,200	7,900
Loss on Disposal of Asset	-	3,139	-	-	-	-
Office Equipment Lease	6,400	4,266	3,941	3,720	5,000	6,600
Office Equipment Maint	800	3,007	2,321	2,403	650	300
Office Equipment Purchase	500	-	-	997	250	750
Office Supplies	5,200	6,724	4,913	4,677	5,950	4,600
Telephone	10,400	9,874	9,891	10,591	10,200	10,800
Web Site	3,900	10,640	3,380	3,319	3,450	3,950
Auditor Fees	14,500	13,250	12,000	14,000	14,000	14,000
Auto Mileage-Staff	100	83	67	-	100	100
Copier	6,100	7,736	8,022	6,397	6,200	6,100
Fraudulent Activity - CC Fees/Exp				3,029	-	-
Credit Card Fees	1,600	1,187	1,936	1,567	1,000	1,400
Bank Analysis Fees	9,000	3,879	6,662	8,683	2,000	2,000
Insurance-Retiree (*)	14,700	11,158	12,016	13,307	14,000	15,400
Legal Fees	500	-	-	636	900	750
LOC MCEF Interest	-	6,465	-	-	-	-
LOC MCEF Payment	-	2,316	-	-	-	-
Memberships	800	1,039	691	741	800	800
Payroll Processing	4,000	1,920	2,008	4,583	4,800	5,000
Postage/Courier/Mailing	2,000	2,615	2,279	1,611	2,000	1,800
Printing	2,500	2,462	1,304	1,482	1,500	2,500
Professional Develop/Training	3,000	1,305	237	267	2,000	3,000
Shipping	500	506	244	552	575	550
Subscriptions/Publications	300	-	-	23	300	300
Taxes Business	5,000	35	35	10,042	5,000	5,000
Admin Accommodations	3,300	614	780	754	3,000	3,300
Admin Airfare	4,500	2,828	3,459	3,957	4,000	6,200
Admin Ground	1,300	645	514	493	500	1,450
Admin Meals	2,200	1,178	801	856	1,050	2,200
Admin Other	200	50	125	44	200	200
Other	4,600	1,709	1,010	1,820	3,000	3,000
Total Expenses	586,000	493,397	499,314	545,980	558,425	549,010
Net Profit/(Loss)	(585,500)	(471,372)	(477,688)	(524,410)	(557,925)	(548,510)

IIMC Financials
2014 Budget Worksheet
Building

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Rental Income	59,000	71,048	63,208	59,011	50,000	41,550
Total Income	59,000	71,048	63,208	59,011	50,000	41,550
DIRECT EXPENSE						
Amortize Loan Costs	1,600	1,606	1,606	6,845	250	250
Association Fees	2,500	2,760	2,735	2,460	2,500	2,706
Depreciation Building	34,300	30,771	31,287	31,763	32,000	32,600
Insurance Fire/Property	4,200	3,956	3,965	3,884	4,700	4,500
Landscaping	4,100	4,616	3,603	3,482	4,000	4,100
Mortgage Interest	40,400	68,276	50,491	43,153	36,000	35,000
Office Cleaning - IIMC	3,100	3,060	3,180	3,060	3,000	3,100
Property Tax	14,000	14,214	14,307	14,302	14,300	14,500
Repair/Maint Building	7,400	5,101	3,541	10,040	5,000	14,300
Repair/Maint Grounds	2,000	201	40	1,449	1,000	1,900
Supplies	-	345	-	-	-	600
Utilities	13,100	13,466	12,988	13,627	13,000	13,200
Utilities - Suite 300	-	-	-	-	640	840
Allocation to Bldg Reserve	1,000	-	1,000	1,000	1,000	1,000
Office Cleaning - Tenants	2,100	1,752	2,012	1,844	1,800	960
Commissions	-	5,973	(1,677)	2,000	2,500	700
Total Expenses	129,800	156,097	129,078	138,909	121,690	130,256
Net Profit/(Loss)	(70,800)	(85,049)	(65,870)	(79,898)	(71,690)	(88,706)

IIMC Financials
2014 Budget Worksheet
Committees

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
EXECUTIVE COMMITTEE:						
Shipping	-	26	-	-	-	-
Telephone	500	227	186	122	500	500
Travel Accommodations	7,000	3,330	2,892	2,768	7,000	7,000
Travel Airfare	13,500	7,966	13,876	6,098	13,500	13,500
Travel Ground	2,000	983	1,166	1,070	2,000	2,000
Travel Meals	2,500	2,122	2,195	1,688	3,000	2,500
Travel Other	1,000	-	19	92	100	1,000
Other	300	1,003	20	-	-	300
Total Expenses	26,800	15,657	20,354	11,838	26,100	26,800
BOARD OF DIRECTORS:						
General						
Election Expense	100	-	666	-	100	100
Region XI Consultant	7,000	-	-	-	7,000	9,500
Region XI Symposium	-	-	-	-	-	2,500
Insurance Officers & Directors	7,000	5,083	6,904	6,679	6,260	7,000
Legal Fees	1,000	2,100	1,260	1,330	1,092	1,000
Meeting Expenses	-	-	1,972	-	-	-
Strategic Planning	12,000	12,184	11,134	6,105	7,000	10,000
Postage	100	68	75	71	27	100
Shipping	100	12	-	58	100	100
Telephone	1,500	914	604	398	1,000	1,500
Memorials	500	300	400	250	350	500
Other Expenses	500	272	-	1,991	150	500
General	29,800	20,933	23,015	16,882	23,079	32,800
Mid-Year						
Travel Accommodations	11,400	11,314	12,416	15,288	11,000	11,400
Travel Airfare	15,000	10,890	14,199	13,935	15,000	15,000
Travel Ground	1,000	2,340	1,767	1,550	1,000	1,000
Travel Meals	12,500	8,276	14,719	12,879	12,500	12,500
Travel Other	500	60	108	42	300	500
Meeting Expenses	1,000	1,291	500	500	1,000	4,600
Mid Year	41,400	34,171	43,709	44,194	40,800	45,000
Conference						
Travel Accommodations	7,000	6,846	10,831	7,203	7,016	7,000
Travel Airfare	1,000	757	-	398	398	1,000
Travel Ground	1,000	-	75	111	111	1,000
Travel Meals	2,000	565	803	698	637	2,000
Board Meeting Expense	8,000	4,009	8,703	6,633	6,633	11,600
Board Meeting A/V	4,000	11	3,855	1,663	1,663	4,000
Travel Other	1,000	2,879	-	-	-	1,000
Conference	24,000	15,067	24,267	16,706	16,458	27,600
Total Expenses	95,200	70,171	90,991	77,782	80,337	105,400

IIMC Financials
2014 Budget Worksheet
Committees

Description	2013	2010	2011	2012	2013	2014
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
BUDGET AND PLANNING:						
Meeting Expenses	-	-	-	-	-	-
Travel Accommodations	2,000	2,674	2,252	2,258	1,890	2,000
Travel Airfare	4,000	2,745	3,109	3,105	3,600	4,000
Travel Ground	500	242	361	289	500	500
Travel Meals	1,400	1,225	1,403	1,509	1,200	1,400
Travel Other	200	-	-	-	200	200
Telephone	-	-	-	23	-	-
Total Expenses	8,100	6,886	7,125	7,184	7,390	8,100
CONFERENCE POLICY:						
Meeting Expenses	200	-	-	-	200	200
Total Expenses	200	-	-	-	200	200
EDUCATION / PERSONAL GROWTH:						
Meeting Expenses	200	59	173	54	200	200
Total Expenses	200	59	173	54	200	200
ELECTION:						
Meeting Expenses	100	-	-	-	200	100
Total Expenses	100	-	-	-	200	100
ETHICS:						
Telephone	100	213	-	-	200	100
Total Expenses	100	213	-	-	200	100
INTERNATIONAL RELATIONS:						
Exchange Program	3,000	-	88	2,216	3,000	3,000
Study Abroad	700	-	8,358	-	-	700
Meeting Expenses	200	2	1,092	1,222	200	200
Total Expenses	3,900	2	9,538	3,438	3,200	3,900
POLICY REVIEW						
Meeting Expenses	200	158	146	70	200	200
Total Expenses	200	158	146	70	200	200
MEMBERSHIP:						
Meeting Expenses	100	26	13	-	200	100
Total Expenses	100	26	13	-	-	100
MENTORING:						
Meeting Expenses	100	-	-	12	200	100
Promotion	300	70	135	-	-	300
Total Expenses	400	70	135	12	200	400

IIMC Financials
2014 Budget Worksheet
Committees

Description	2013	2010	2011	2012	2013	2014
	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
PROGRAM REVIEW:						
Meeting Expenses	400	35	19	-	200	400
Total Expenses	400	35	19	-	200	400
PUBLIC RELATIONS:						
Miscellaneous Work	1,000					1,000
Meeting Expenses	200	-	-	26	200	200
Total Expenses	1,200	-	-	26	200	1,200
Legislative						
Meeting Expenses	-	-	-	45	200	-
Total Expenses	-	-	-	45	200	-
RECORDS MANAGEMENT:						
Publications - writing/editing/design	2,500	-	-	1,050	2,500	2,500
IIMC/NAGARA Workshops	7,000					7,000
Meeting Expenses	100	-	-	-	-	100
Total Expenses	9,600	-	-	1,050	2,500	9,600
RESEARCH:						
Meeting Expenses	200	-	-	-	200	200
Total Expenses	200	-	-	-	200	200
RESOURCE & INFORMATION:						
Meeting Expenses	100	-	-	-	200	200
Total Expenses	100	-	-	-	200	200
TASK FORCE(S): Legislative Committee						
Telephone	200	-	47	339	200	200
Total Expenses	200	-	47	339	200	200
Executive Committee	26,800	15,657	20,354	11,838	26,100	26,800
Board of Directors	95,200	70,171	90,991	77,782	80,337	105,400
Other Committees	25,000	7,449	17,196	12,218	15,290	25,100
Total Expenses	147,000	93,277	128,541	101,838	121,727	157,300
Net Profit/(Loss)	(147,000)	(93,277)	(128,541)	(101,838)	(121,727)	(157,300)

IIMC Financials
2014 Budget Worksheet
Conference

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Registration Members-Full	432,850	340,398	394,398	368,410	418,103	428,353
- Comp - Full Registration	(22,000)	(25,965)	(20,430)	(33,260)	(33,803)	(33,000)
- Discount - First Timer	(8,000)	(6,550)	(9,150)	(7,400)	(11,150)	(11,000)
- Discount - Multi-Attendees	(6,100)			(6,100)	(4,300)	(4,300)
- Discount - Conference Region	(14,500)	(9,900)	(14,500)	(11,850)	(11,400)	(11,400)
- Discount - Region X	-	(850)	(850)	(2,400)	(2,070)	(2,000)
- Discount - Region XI	(3,500)			(3,465)	(3,780)	(3,800)
- Discount - Speakers	-			(560)	-	
Registration Guest	25,000	19,250	28,100	12,300	16,945	13,250
Donations & Sponsorships	46,500	46,500	45,350	45,350	41,350	46,500
Exhibitor Program	35,000	26,100	33,400	22,100	31,400	42,000
Cancellation Fee	3,000	3,016	2,686	1,875	2,765	2,500
Misc Conference Revenue	17,500	95,519	81,414	41,188	29,766	54,446
Academy Workshop	23,400	34,209	26,715	38,740	19,145	21,480
Athenian Leadership Society	3,000	7,205	4,555	5,425	4,645	4,000
Boutique Sales	1,400	3,754	325	1,415	1,740	2,500
Total Income	533,550	532,686	572,013	471,768	499,356	549,529
Conference Full - Attending		570	680	631		
Conference Full - Comp		48	36	49		
Conference Full - Paying (*)	700	522	644	582	630	650
Conference Retired	25	26	31	25	32	25
Conference Guest	100	77	112	49	63	50
DIRECT EXPENSES						
Planner - Contract Labor	55,000	55,008	55,008	55,008	55,000	60,000
Planner Travel Accomm.	1,500	-	2,576	2,005	1,537	1,500
Planner Airfare	1,000	765	1,272	2,048	1,032	1,000
Planner Ground Travel	300	218	248	540	343	300
Planner Travel Meals	1,500	670	1,995	773	716	1,500
Planner Travel Other	100	-	83	250	333	300
Planner	59,400	56,661	61,182	60,624	58,961	64,600
Academy Speaker Fees	16,000	22,000	12,000	11,350	11,315	14,000
Academy Speaker Accommodations	2,000	447	3,068	1,092	2,203	1,464
Academy Speaker Meals	800	495	423	132	434	800
Academy Speaker Travel	5,000	2,835	3,053	1,156	1,955	7,204
Academy Materials/Supplies	500	2,265	-	-	220	1,000
Academy Speakers	24,300	28,042	18,544	13,730	16,127	24,468
Genl/Plenary Speaker Fees	30,000	44,250	22,000	21,000	17,500	30,000
Genl/Plenary Speaker Accommodations	400	447	877	554	625	549
Genl/Plenary Speaker Meals	200	-	114	185	613	150
Genl/Plenary Speaker Travel	2,500	-	251	667	4,351	2,447
Gen/Plenary Speaker	33,100	44,697	23,242	22,406	23,089	33,146

IIMC Financials
2014 Budget Worksheet
Conference

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
Speakers Accommodations	5,000	2,685	4,051	2,261	3,487	7,686
Speakers Fees	20,000	20,250	17,250	9,850	16,750	20,000
Speakers Meals	2,100	1,031	921	523	307	2,100
Speakers Travel	12,600	5,345	4,989	4,243	2,828	8,000
Speakers	39,700	29,311	27,211	16,877	23,372	37,786
Staff Travel Accomm.	5,900	6,803	14,852	10,406	9,115	10,520
Conf. Travel Airfare Staff	6,000	3,756	1,293	4,466	6,161	6,000
Conf. Travel Ground - Staff	500	921	361	328	2,256	600
Conf. Travel Meals - Staff	4,500	3,450	4,520	3,848	4,108	4,500
Conf. Travel Other - Staff	100	47	162	230	59	100
Staff	17,000	14,977	21,188	19,278	21,699	21,720
Conf. Transportation - VIP	3,000	-	1,000	1,335	545	1,000
Travel Accommodations VIP	10,000	4,922	9,447	6,683	5,979	10,000
VIP	13,000	4,922	10,447	8,018	6,524	11,000
Opening Reception	25,000	35,500	16,000	14,581	15,561	25,000
All Conference Event	40,000	34,100	40,350	24,448	29,968	40,000
Opening Ceremony	500	350	453	350	2,022	500
Events	65,500	69,950	56,803	39,379	47,551	65,500
Food & Beverage	71,900	82,636	146,005	63,161	71,084	40,000
Meeting Space/Labor	6,000	-	-	3,699	-	-
Colloquim Food & Beverage	1,000	547	-	912	877	500
Annual Banquet	40,600	23,184	53,890	23,506	28,855	40,600
Private Receptions	2,500	10,303	7,555	9,126	10,435	10,000
Meeting Expense - MCEF	-	2,563	-	943	-	500
Food & Beverage	122,000	119,233	207,450	101,347	111,251	91,600
Credit Card Fees	10,500	7,902	9,070	10,098	7,122	8,000
Hotel Room - Attrition			63,016	72,332	-	-
Athenian Leadership Society	1,400	4,906	870	-	1,047	1,350
Conference Consulting	-	435	-	-	-	-
Telephone/Internet	2,000	2,796	2,035	1,966	1,714	2,000
Awards & Gifts	3,000	5,493	2,317	2,666	4,845	2,500
Office Supplies	200	189	161	258	175	200
Shipping	3,000	1,643	2,949	2,557	4,533	3,000
Lanyards/Bags	2,500	4,814	2,337	2,902	2,851	2,500
Conference Security	2,000	1,638	2,555	397	409	2,000
Colloquium Institute Director	3,400	26	2,692	2,189	1,613	4,400
Postage/Courier/Mailing	500	619	112	26	324	500
Conf. Transportation	5,000	11,531	5,750	3,462	650	5,000
Audio/Visual	50,000	57,840	47,725	46,735	35,584	50,000
Copier	-	431	15	-	-	-
DJ	-	2,175	-	-	-	-
Exhibit Hall	4,000	3,902	4,569	4,535	6,759	10,000
Onsite Labor	1,000	-	-	-	-	-
Design Work (non conference)	-	-	-	85	-	1,199
Photographer	2,500	2,500	3,359	3,168	2,500	2,500
Signage	-	-	-	-	-	-
Conference Printing/Design Work	17,000	21,521	21,953	17,085	17,356	18,500
Merchandise	1,000	1,872	210	999	2,984	1,500
Conference Scanners Expense	5,500	9,191	6,581	5,773	7,778	7,500

IIMC Financials
2014 Budget Worksheet
Conference

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
Other	800	294	1,739	738	605	500
Conference CD Handout	1,200			1,862	2,376	1,200
Subtotal Operating Expenses	116,500	141,718	180,015	179,833	101,225	124,349
Total Expenses	490,500	509,511	606,082	461,492	409,799	474,169
Net Profit/(Loss)	43,050	23,175	(34,069)	10,276	89,557	75,360

IIMC Financials
2014 Budget Worksheet
Education

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME:						
MCEF Contribution/Policy 8	25,000	44,374	44,227	35,415	35,000	35,000
- Grants - Study Abroad/Conference	-		(13,660)	(4,958)	(5,000)	(5,000)
- Scholarship - MCEF	-	(7,224)	(6,192)	(13,660)	(10,000)	(10,000)
Fees CMC	26,000	38,820	38,850	37,200	34,000	30,000
Fees CMC Recertification	-	(950)	(200)	(250)	-	-
Fees MMC	40,000	57,620	46,605	45,210	30,000	28,000
Pin CMC	100	90	180	840	100	100
Pin MMC	100	120	60	90	100	100
Plaques CMC	4,600	7,645	7,115	7,135	7,700	4,025
Plaques MMCA	-	16	-	-	-	-
Distance Ed Registration	8,500	19,635	11,486	14,930	14,000	10,000
Conference CD Rom	-	8,100	1,200	-	-	-
Misc Education Income	-	192	-	892	-	-
Total Income	104,300	168,438	129,671	122,874	105,900	92,225
DIRECT EXPENSES:						
Salary/Wages	110,600	125,996	132,698	112,863	112,000	110,000
Salary Benefits	19,200	17,963	20,283	18,130	18,000	20,000
Payroll Taxes - Employer	10,200	11,086	11,351	10,607	10,200	9,750
Workers Comp Insurance	1,200	888	1,524	1,113	1,100	1,000
Computer/Software	1,000	19,771	1,305	3,408	1,000	1,000
Credit Card Fee	1,500	1,725	1,850	1,519	1,200	1,500
Distance Ed	25,000	14,385	9,090	10,350	15,000	10,000
Memberships	450	-	100	250	450	375
Pins MMC	2,000	691	905	2,015	1,400	2,000
Plaques	3,500	5,076	2,680	2,983	3,000	3,000
Postage/Courier/Mailing	1,200	2,027	1,003	1,177	1,200	1,200
Printing	500	(1,275)	767	5,456	500	500
Shipping	4,000	6,139	4,532	5,043	4,000	4,000
Professional Develop/Training	1,500	767	1,074	239	1,100	1,500
Program Development	25,000	109	-	-	15,000	10,000
Education Consultant						12,000
Subscriptions/Publications	500	-	-	-	500	500
Telephone	200	75	9	93	200	200
Staff Travel Accommodations	2,000	-	-	151	1,000	2,000
Staff Airfare	2,000	-	-	215	1,000	2,000
Staff Travel Ground	250	-	-	58	500	500
Staff Travel Meals	250	-	-	55	120	500
Staff Travel Other	250	-	-	-	250	500
Total Expenses	212,300	205,424	189,171	175,725	188,720	194,025
Net Profit/(Loss)	(108,000)	(36,986)	(59,500)	(52,851)	(82,820)	(101,800)

IIMC Financials
2014 Budget Worksheet
Marketing

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Advertising	10,800	22,570	10,700	7,800	6,500	11,000
Advertising/Sponsor	16,500	15,771	15,903	15,400	15,000	16,500
Advertising Website	2,000	2,004	2,197	2,033	2,300	2,000
Royalty - Liberty Mutual	-	1,084	-	-	-	-
Royalty - MBNA MasterCard	3,000	2,632	2,482	1,748	2,200	-
Royalty - Robert's Rule of Order	1,000	1,037	624	21	500	1,000
Royalty - E.Mina	500	445	801	460	200	500
Mailing Lists	500	1,700	-	863	500	500
Merchandise	2,000	-	-	105	250	2,500
Publications	4,000	5,444	6,477	3,880	5,000	4,000
Publications - Book 8 NAP	1,000	300	752	300	450	1,000
Total Income	41,300	52,987	39,936	32,609	32,900	39,000
DIRECT EXPENSES						
Contract Labor- Chris		81,900	-			-
Salary/Wages	78,500		81,900	85,384	78,500	80,100
Salary Benefits	11,600			12,509	11,600	12,650
Payroll Taxes - Employer	5,500			5,786	5,500	5,575
Workers Comp Insurance	800	511	600	623	800	820
Credit Card Fee	100	165	101	67	60	100
Awards & Gifts	1,000	1,007	-	2,111	500	1,000
Postage	-	121	-	-	-	-
Design Work (non conference)	500	310	30	-	200	500
Merchandise	1,400	-	703	954	125	1,000
Shipping	100	74	31	68	-	100
Staff Travel Accommodations	600	704	-	-	600	600
Staff Airfare	500	50	-	-	500	500
Travel Exhibit	3,000	2,294	-	4,352	3,000	3,000
Staff Travel Ground	250	108	-	-	300	250
Staff Travel Meals	500	232	-	220	500	500
Staff Travel Other	200	-	-	-	200	200
News Digest/Print/Mail/Design	3,000	4,041	4,435	3,774	4,000	3,000
Printing - Book 8	600	260	605	248	300	600
Printing /Publications	1,000	5,069	2,087	1,334	1,800	2,000
Total Expenses	109,150	96,846	90,492	117,430	108,485	112,495
Net Profit/(Loss)	(67,850)	(43,859)	(50,556)	(84,821)	(75,585)	(73,495)

IIMC Financials
2014 Budget Worksheet
Membership

	2013	2010	2011	2012	2013	2014
Description	Budget	YTD Actual	YTD Actual	YTD Actual	YTD Projected	Budget
INCOME						
Membership Dues	1,111,000	1,035,296	1,049,544	1,066,830	1,090,000	1,100,000
Membership Late Fee	3,800	5,655	5,299	4,580	4,400	3,600
Total Income	1,114,800	1,040,952	1,054,843	1,071,410	1,094,400	1,103,600
Salary/Wages	102,100	90,377	93,698	97,084	102,100	124,000
Salary Benefits	22,100	18,378	20,254	20,669	22,100	28,000
Payroll Taxes-Employer	9,300	8,119	8,574	8,616	9,000	11,000
Workers Comp Insurance	1,000	1,064	672	670	1,000	1,000
Awards					4,000	-
Auto Mileage	100	-	-	-	100	100
Computer/Software Support	3,000	12,361	2,465	2,744	4,000	3,300
Credit Card	7,000	4,824	6,179	7,229	7,000	8,500
Dues Mailing	8,000	8,997	7,995	8,665	12,000	9,500
Membership	400	-	285	540	300	400
Office Equipment	-	154	44	32	-	
Postage/Courier/Mailing	3,500	5,156	3,314	1,812	2,500	3,700
Membership Drive Expense	13,000	2,434	(131)	23,087	13,000	12,000
Professional Develop/Training	400	202	110	91	250	1,100
Promotional	500	925	536	537	700	500
Research Salary Survey Services	400	350	300	300	300	400
Staff Travel Accommodations	1,000	-	77	-	500	1,000
Staff Airfare	1,000	-	-	-	500	1,000
Staff Travel Ground	100	-	-	25	240	100
Staff Travel Meals	100	-	-	-	50	100
Staff Travel Other	100	-	-	-	50	100
Total Expenses	173,100	153,341	144,372	172,101	179,690	205,800
Net Profit/(Loss)	941,700	887,610	910,471	899,309	914,710	897,800

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: July 31, 2013

Subject: 2013 Projected Year-End Budget Notes



The 2013 Year End Projected Budget is anticipated to end with a profit of \$94,520, approximately an \$88,920 increase from what was originally projected. Overall, there are several key areas that have helped keep this budget positive: 1) eliminating the part time Director of Education position and converting that area to the Education Resource Group (an annual savings of \$38,000); 2) a \$5,000 decrease in fees for strategic planning for the 2013 mid year and annual meetings; 3) no election expenses for the VP candidate; 4) a slight increase in income in Education; 5) a slight increase in Membership revenue; 5) refinancing the building's mortgage; 6) 2013 Atlantic City Conference profits well above what was originally projected; and overall diligence in oversight and internal controls. Our reserve is approximately \$331,000 of which \$21,000 is allocated to the building reserve. The following are general comments and highlights:

STAFF and Cost of Living Allowance (COLA)

In January 2013, Staff received a salary adjustment based on a sum allocated by the Budget committee.

COMMITTEES

Executive Committee

We are projecting that EC travel budget will be approximately right on target of \$26,100 if not under budget. We added approximately \$4,000 to the 2013 original EC travel budget (\$22,000), realizing that we may be including an additional Region XI visit. All in all, this figure has remained steady since 2008, cementing the Executive Committee's commitment to maintain a strategic travel plan, and using our American Express points as much as possible. Great efforts with the EC continue to keep Region XI travels to only those associations with which IIMC has strong presence or working toward an Institute. This trend with board policy will continue.

By the time this report is in the Agenda, IIMC will have concluded major trips to the United Kingdom to attend the SLCC Conference in Leicestershire, UK, in October. We also worked with our International Consultant Nick Randle to coordinate a meeting with the VVG in the Netherlands and, possibly, attending the Region XI meeting in Brussels if the schedule is amenable to all. All airline tickets will be through AMEX points, if possible, with the UK providing complimentary hotel accommodations and meals when possible.

Board of Directors – General

There was no election for Vice President in 2013. We also reduced our board development costs due to our facilitator becoming ill and having to use a replacement at a lesser fee. This budget will come in approximately \$5,000 less than what was projected.

2013 Conference – Atlantic City

The 2013 Conference in Atlantic City was projected to make a net profit of \$43,050, providing us with the first conference in several years to exceed expectations. However, this conference, with reduction in expenses by year-end 2013, will stand to net approximately \$89,557. Thanks to an amenable hotel that allowed us to revise and lower the room block, reductions in expenses from Audio Visual to speaker fees to food and beverage, elimination of attrition, and low room rates, IIMC had a successful 2013 conference. Also, approximately 630 full paying delegates and strong support from the AC host committee and New Jersey helped provide for an excellent conference, both in revenue and events.

Education

The Department is working with Captus press regarding additional on-line courses. We hired the Education Resource Group (more information in the 2014 management notes and the ERG report) and continue to search for other distance education companies to create on-line programs for the membership. Today, we continue to promote the “ed2go” on-line courses.

Marketing

Since the News Digest is going on five years as an on-line E-zine, IIMC has realized more than \$500,000 in savings these past five years by not printing and mailing a monthly edition.

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

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

Membership

The 2012 Membership Campaign continued into 2013 and continues to do well. Our membership numbers from the campaign are 333 (10/7/13). As of today, our rate of return on the initial investment is approximately 7% and growing. Total revenue for 2012 and 2013, including new members that attended both conferences and became involved in the Certification program is \$57,385 (\$44,105 – 2012) and (\$13,280 – 2013). We’re projecting membership to arrive lower than projected projections by approximately \$20,400 for a total of \$1,094,400.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: September 30, 2013

Subject: 2014 Management's Notes



The 2014 budget is projected to end the year with a profit of \$3,349. **NOTE:** The Executive Director's renewed contract salary requirements are not in the 2014 budget but will be discussed at the board meeting. This discussion will affect the bottom line as it is now projected.

IIMC continues to follow established procedures, to maintain a watchful eye on finances and to try to anticipate and resolve potential problems while providing the Organization with excellent resources. All departments are fully staffed and operating well.

Management's Comments

The following areas and departments highlight salient points for information:

Executive Director

One of the Executive Director's primary goals for the next three years is to increase the restricted reserves to \$500,000. To fund this objective, we will rely heavily on successful conferences and increasing external dollars from sponsorships, exhibit programs and News Digest advertising.

ADMINISTRATION

Salaries – we are recommending a COLA increase (2% per Budget Committee and Board's approval) for all of staff.

BUILDING

We are now fully leased. IIMC will start to see an increase in Building revenue with the new tenants.

CONFERENCE

2014 Conference – Milwaukee, WI

We are projecting 650 Delegates/50 guests for the 2014 Conference, projecting a net profit of \$75,360. Based on the number of attendees in Atlantic City, we believe this projection is attainable. We will be utilizing two co-host hotels – Hilton and Hyatt – along with a convention center sandwiched between the hotels. We believe the room costs are reasonable and Regions VI and VII are heavily populated with IIMC members.

Conference Delegate/Guest Registration Fees - 2014

The current fees are \$575 early bird for Delegates and \$265 for Guests. Registration fees for Delegates and Guests were increased by \$15 for 2013. We did not propose a 2014 fee increase.

Hotel Costs:

Hilton -- \$159.00/per night with 15.1% sales tax

Hyatt -- \$159.00/per night with 15.1% sales tax

Current revisions for Hilton and Hyatt hotels as of September 2012

Last fall, we renegotiated the room block with both hotels, decreasing our original count to a more achievable number that we can meet. Our old obligation for both hotels was a total of 6,335 rooms for a seven-day period. Our overall commitment to avoid attrition was 5,068 room nights combined.

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

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

New number of Delegates needed to avoid attrition in 2014 Milwaukee – 500 - 520

Rebates/Commissions

Both hotels are offering rebates/commissions: Hyatt is offering \$10 per room night of which IIMC will keep \$7 with the \$3 going to our event management company; the Hilton is offering a 10% commission with IIMC keeping 7% and 3% going to our event management company.

** The Visit Milwaukee Bureau has also guaranteed \$25,000 as a cash incentive for choosing the City. This will be paid after the Conference in 2014. The rebates/commissions and cash incentive are reflected in the 2014 Conference budget as Miscellaneous Conference Revenue.

A few years ago, the Budget Committee and Board accepted our recommendations to reduce expenses for two IIMC events beginning with the 2012 conference.

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

The savings of \$20,000 and paying on a per-person rate has helped keep IIMC's bottom line healthy in these areas. Also, a per-person rate allows us to pay only for those in attendance and not a blanket, general number.

Areas to note for Milwaukee include:

- Economic problems continue to affect travel toward attendance and conference goers; and
- Working with an excellent local Institute Director will help considerably with the education program and speakers in attaining them and keeping costs within the budget.

The 2013 conference included several discount programs that Management recommends continuing in 2014. These are:

- Print the Conference program as an 8.5" x 11" brochure – a savings of approximately \$2,500;
- Extend the discount program to cover all of Regions 6 and 7 (IIMC's population in these regions is approximately 1,700 members). The past two conferences (2012 and 2013), we've extended the discount program to the host region and other nearby regions that we deemed to be within close (driving/train/bus) proximity of the host city;

- Offer an incentive for any city that sends two or more Clerks to the conference a discounted flat rate of \$485.00 per delegate (**No other discounts - first timer or Region - would apply to the delegates paying \$485.00**). However, the first member from this group paying the full price would be able to take advantage of the first timer and Region discounts if applicable.
- Offer Clerks who have never been IIMC members a one-year's complimentary membership if they attended the Conference. Atlantic City had 22 Clerks take advantage of this opportunity.
- All other standard discounts regarding first timers and Regions would still apply.

New Proposals for 2014 Conference approved by Budget and Planning

- Reduce each Academy session from \$195 to \$179 with a \$50 discount for each additional Academy session after paying the \$179 fee for the first Academy. We will offset the reductions by utilizing more Institute Directors and IIMC members (MMCs) to conduct sessions and also reduce the speaker fee from \$2,000 to \$1,500. Our 2013 conference surveys of attendees noted that \$195 was too high and the discount not enticing enough to attend more than one Academy.
- WI-FI – with a \$15,000 cost of including Wi-Fi in the Convention Center, IIMC opted out of this obligation. However, both hotels are offering Delegates complimentary internet access in their guest rooms.
- We are discontinuing the Delegate Package with inserts, saving us approximately more than \$1,500 in reproduction/printing costs. In an informal survey, we've found that no one reviews the inserts. We will continue to print a couple of copies to post on a bulletin board near registration and the information is in the program.

EDUCATION

Management recommended not hiring a Director of Education for 2013 and utilizing four Institute Directors to comprise the Education Resource Group (ERG). Management believes we should continue in this manner for 2014. We believe this new approach is the most feasible and conducive method of working with education programs and Institutes in today's certification world. The ERG was presented to an accepting ID Colloquium group in Atlantic City and will continue to provide IIMC with insight and experience in continuing Clerk education.

The Department is technically proficient. Any areas bending the boundaries of the Department can be resolved by utilizing Committees and external consultants. We recommend continuing to allocate funds into the following areas:

- Funding new programs – on-line;
- Exploring raising the MMC program to a higher level, etc.;
- Hiring, as needed, a consultant/company to produce on-line programs/webinars, wholly owned by IIMC (2015); and
- Hiring, as needed, a company proficient in certification/accreditation programs to audit IIMC programs if necessary (2015).

Moving in this direction has allowed IIMC to:

- Maintain current education programs without disrupting status quo of Institutes and members;

- Reduce any barriers between IIMC, Institutes and Associations; and
- Ensure consistency utilizing staff's experience.

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

The budget for these individuals is \$12,000 – divided equally among the four IDs.

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

MARKETING

Our News Digest advertising dollars continue to slip away as many of our long time advertisers have lost business and are battling their own financial hardship. However, we are anticipating increasing these dollars in 2014 as part of a direct marketing effort to sell advertising space on our web site and through the Executive Director's concerted efforts to grow this area in the News Digest. Advertising dollars for a magazine that is totally on-line results in bottom-line revenue.

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

MEMBERSHIP

The 2014 projected budget in membership revenue is \$1,103,600. The concerns for 2014 continue to be budget reductions in local government, especially when a position is eliminated, thus reducing the amount of members in a municipality from two or more to one. Membership continues to be pivotal in the Organization's financial health. Our 2012-2013 membership campaign has yielded a 6.5% return on investment, exceeding industry standards of 1%.

2013-2014 Membership Campaign

Although the campaign was created for 2012, we are continuing with the membership campaign through 2013, utilizing the balance of the budget that was allocated from 2012. Our approach will be similar to the one we used in 2012. In June of 2014, we changed our criteria to focus more on members from municipalities of 2,000 or less population. We propose continuing with the campaign for the remainder of 2013 and through 2014.

2014 Membership Dues – No Increase Recommended for 2014

Policy states that we propose a dues increase every two years. We increased dues in January 2013 by \$10.00 across the board. The next scheduled dues increase to present to the Board will be for January 2015 and that will be discussed at the budget meeting in August 2014.

The department has taken measures to ensure continuity of IIMC's 9,400 membership base, primarily by concentrating on contacting those members who are close to losing their membership, utilizing the Institutes to recruit new members, and continuous promotions to recruit new members. We are acutely aware of budget constraints and we're utilizing our monthly E-briefings to promote IIMC services and features. We're also employing the Board in recruiting efforts as well as the Membership committee.

MANAGEMENT'S RECOMMENDATIONS/PROPOSALS – 2014 WISH LIST

Staff Cola – 2% included in all departments. The costs are in the budget.

Committees - Board of Directors - General

Region XI Consultant – Nick Randle

2013 marked IIMC's first year with former Region XI board member Nick Randle to work as a consultant with IIMC regarding Region XI responsibilities. The Board's approval of this position has proved quite insightful, considering that Randle has already overseen 3 Region XI meetings (currently working on 4); contacted the Indian Local Government milieu to discuss future collaborative arrangements between AILSG and IIMC (India); is currently working on a 2014 Symposium in Brussels; and coordinating efforts to improve communication throughout Region XI. Randle will also facilitate future meetings with the VVG, ADSO and similar national affiliates.

We are asking that this arrangement continue through 2014 with a slight annual increase in the consultant's fees to \$1,500. Current fees are \$6,000 annually. **The costs are in the budget.**

Committees - Board of Directors - General

Region XI Symposium – Brussels 2014

Attached are a budget and planning assumptions for the Symposium. IIMC's portion toward launching this seminal venture is \$2,500. **The costs are in the budget.**

Committees - Board of Directors – Mid Year & Conference

Parliamentarian -

As of this writing, IIMC has chosen a Parliamentarian. The cost would be \$7,200 annually (\$3,600 annual stipend with an additional \$3,600 for travel/accommodations) for the mid year and annual meetings. **The costs are in the budget.**

Conference – Contract Labor

Partners Ltd.

We are proposing an increase of \$5,000 in contract services to our event planning management company – Partners, Ltd. These past three years, this group has been incredible in helping IIMC create and manage premier conferences. They keep a watchful eye on expenses, alleviate Executive Director's time at the event, manage the daily conference operation and have been instrumental in negotiations. **The costs are in the budget.**

Conference – Printing/Design

Pop-Up Displays and Banners

We are proposing creating several pop-up displays and/or banners to use around the food and beverage tables to promote the sponsors. Also, our International Relations committee would like a permanent display to promote future study programs, etc. **The costs are in the budget.**

Education – Program Development

Education Resource Group

We are recommending continuing with the ERG for 2014 for an annual stipend of \$12,000 split evenly among four Institute Directors. **The costs are in the budget.**

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Board of Directors

From: Emily Maggard, Communications Coordinator

Date: September 30, 2013

Subject: 2013 Communications Department Mid-Year Report

The Communications Department has been working on several items since the May Board Meeting, but the main concentration has been on maintaining clear and consistent communications. The Communication Department functions as an interface between the IIMC, IIMC stakeholders (Institutes/ Associates, IIMC- affiliates, government institutions, regional and international organizations, non-governmental organizations, service providers) and the Membership in matters related to IIMC, Institutes, State/ National/ Provincial Associations, Annual Conference, education, professional development, and any other relevant information. Please see the highlights below:

Institutes:

The Institute “Seal of IIMC Approval” was emailed to all Institute Directors. It was also posted on the IIMC-sponsored ID chat group on the IIMC website.



Responses were positive, ranging from general approval, to specific questions regarding the use of the approval logo. “This seal came out great. We’ll be proud to use it! Do you think it would be appropriate to use it on the Institute/Academy program (agenda)? I’m getting ready to finalize both before we go to print (tomorrow).” – New Mexico ID

E-briefings:

The informational IIMC E-briefings continue to be sent out once weekly. These mailings have an average open rate of 22%. Links embedded in the E-briefings are opened 6% of the time. Approximately one quarter of the Membership views the E-briefings on a mobile device.

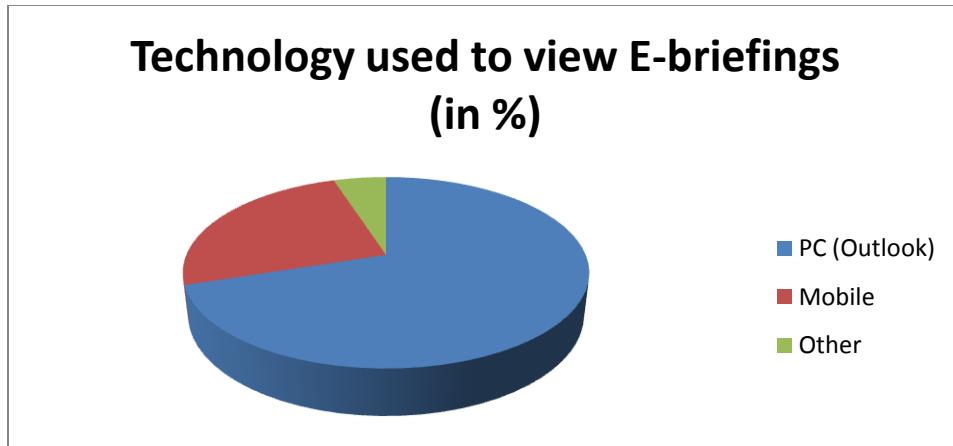


Figure 1: Devices used to view E-briefing

News Digest:

The News Digest is produced monthly. A new feature has been added, “Ask the Clerk,” featuring a Municipal Clerk chosen from the Membership. This feature highlights the Clerk from different areas of the world, in order to give a glimpse of the diversity of the IIMC membership and various functions of the Municipal Clerk. This feature has had a wonderful response, from both those being interviewed as well as the readership, and will continue monthly.

At the 2013 Annual Conference, it was suggested that a more obvious link to the current News Digest be added to the IIMC website homepage. A logo for the Digest can be found in the bottom right corner.



The News Digest has an open rate of >23%.

Facebook:

As of 9/3/2013 IIMC has 888 “likes” on Facebook (www.facebook.com/itsmyiimc). The IIMC page has a weekly reach (the number of people who saw any activity from your page including posts, posts by other people, page like ads, mentions, and check-ins) of approximately 573. When links are posted, approximately 79 people will click on them. Very few posts made by IIMC are shared (re-posted) <2%.

Athenian Dialogues:

The Athenian Dialogue pages on the IIMC website (Education ➔ Athenian Leadership Society) have been expanded to further explain the program. Previously, the Education Department had gotten some feedback that some materials may be difficult to find. The page is now clear, with links in multiple places, in order to ensure members receive all information. Additionally, an online form for referring books to be approved for use in Athenian Dialogues was created, and is available at: <http://ca-iimc.civicplus.com/FormCenter/Athenian-Book-Request-7/Athenian-Book-Request-44>

Public Relations & Marketing Committee:

The Public Relations & Marketing Committee has been busy this year, with many exciting goals. This year, PRMC will work on a new Municipal Clerk’s Week promotional poster, submitting article(s) for the News Digest, marketing the IIMC Conference at local venues (State/National/ Provincial conferences), as well as looking at a commemorative postage stamp.

Management’s Comments:

The Department continues to look for new ways of reaching out to IIMC stakeholders and does an excellent job of promoting education and Institute programs, and conveying general information to members. The News Digest grows with each issue as more and more diverse articles generate positive comments. The Department is keeping up with technology as best as possible and we will most likely be looking into a new web site in 2015, one that will be more capable and facilitative of handling IIMC’s demands for easier online activity.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: **Board of Directors**

FROM: **Partners, Ltd.**
Debbie Bulwinkel
Sharon Ozimek

DATE: **October 3, 2013**

SUBJECT: **Conference Planners Report**



Background

In 2010, IIMC entered into an independent contract (attached) with Partners, Ltd., Debbie Bullwinkel and Sharon Ozimek, to oversee IIMC's annual conferences, future conference bids, etc. In addition to the usual meeting planning functions throughout the year and on site, Partners, Ltd., have achieved the following:

- Negotiated with the Portland Hilton to reduce attrition to approximately \$ 72,000 in May 2012 (was as high as \$ 474,000 in March of 2012)
- Negotiated transportation contracts in Portland for the All Conference event and the daily bus looping during the conference. As a result, we re-negotiated with Travel Portland to have the unused budgeted transportation dollars transferred to IIMC (value of \$6,000 cash).
- Re-negotiated to reduce the Atlantic City room block for 2013 to avoid attrition while at the same time maintaining all discounted rates and special concessions which helped to make it a very profitable conference
- Re-negotiated to reduce the Milwaukee room blocks with the Hyatt and the Hilton for 2014
- Participated in site visit research and negotiations for the 2016 conference
- Continue to control and often times reduce AV costs via diligent pre-conference planning
- Worked with staff to streamline and improve the Opening Ceremony festivities
- Aid all staff on site as needed and troubleshoot most on site issues
- Oversee exhibit hall on site
- Work with all Host Committees on site for local conference logistics and local talent needs
- Closely monitor all F&B functions on site at conference
- Facilitate pre-planning conference calls with Host Committee and staff

Management's Comments:

This partnership has been incredibly fruitful for IIMC and has exceeded the initial objectives with Partners, Ltd. The past four conferences, Partners has been instrumental in helping reduce costs, renegotiate contracts, and alleviate quite a bit of the conference daily burden from the Executive Director and staff. We recommend renewing Partners Ltd., contract with an increase in their annual fees (included in 2014 budget). In comparing costs with other event management companies, IIMC saves annually more than \$35,000 and has the use of this company's services for all things related to conference. The familiarity with IIMC, its attendees and staff makes this a special relationship.

Partners Ltd.
10s187 Schoger Drive, #51
Naperville, IL 60564

DEC 15 2010

CONTRACT: IIMC 2011-2013 Event Management Services

Project

- International Institute of Municipal Clerks 2011-2013 Conference
Client: International Institute of Municipal Clerks (IIMC)

Scope of Work

- Conference meeting planning for IIMC Annual Conference and Mid-Year meetings
- Work with IIMC staff directly on pre, on-site and post-show activities as outlined below

Contract Negotiations

- Partners Ltd. will negotiate and review all hotel and venue contracts for the annual conference and mid-year meetings for the current conference year
- In addition, Partners Ltd. will aid in evaluating potential host cities for future IIMC conferences and negotiate with said cities as required
- Partners Ltd. will attend site visits prior to conference per city and as requested

Pre-Conference

- Work with local host/volunteer committee as directed by IIMC staff
- Partners Ltd. will serve as primary contact concerning the day-to-day details regarding conference preparations with key IIMC staffers. Flow of correspondence -- TBD
- Work with IIMC staff and vendors on exhibitor recruitment, show floor planning and layout and pre-con coordination of exhibitor services required
- Aid in identifying and pursuing potential conference sponsorship opportunities
- Partners Ltd. to participate in conference calls with IIMC staff and host/volunteer committee prior to event as required
- Coordinate with IIMC staff for any special venue needs (for example, bookstore & silent auction requirements)

On-Site

- Partners Ltd. will serve as primary contact for the following on-site set-up, logistics and daily requirements through close of conference (two people):
 - a. On-site coordination of food & beverage
 - b. On-site coordination of supplemental events
 - c. On-site coordination of audio visual requirements
 - d. On-site coordination of speakers needs
 - e. On-site coordination of airport & special event transportation
 - f. On-site coordination and production of Opening Ceremony

On-Site, continued

- g. On-site coordination and management of contractors, vendors and exhibitors
- h. On-site coordination and management of bookstore
- i. On-site coordination of speakers during sessions
- j. On-site coordination of main luncheon
- k. On-site coordination of banquet

Post -Conference

- Partners Ltd. to participate in conference calls/meetings with IIMC staff and local host/volunteer committee after conference per a mutually agreed upon schedule
- Partners Ltd. will provide a post-conference report to IIMC

Cost

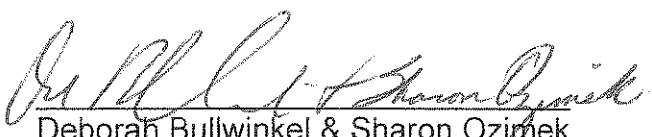
- Flat fee of \$ 55,000.00 per year
Payable as follows: \$ 4,584.00 payable monthly due the 1st of each month for twelve (12) months; payments due on the first of each month
- Expenses not included (i.e., airfare, lodging, meals, cab fare, shipping/postage, etc.)
- Note #1: 30/70 split on any special pre-determined commissions or rebates (with 30% to Partners Ltd. And 70% to IIMC)
- Note # 2: Fee based on delegate attendee list not to exceed 1,000; conferences that draw more than 1,000 delegates will require an additional fee of \$20 per person
- Note # 3: \$ 200.00 rebate will be paid to Partners Ltd. for any new exhibitors they are responsible for signing up

Terms

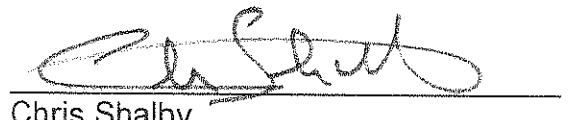
- Fee schedule (see above)
- Contract duration: 01/01/11 – 12/31/13
- Expenses payable upon receipt of invoice
- Either party to give 30-day written notice if they wish to terminate this contract

Submitted by:

Approved by:



Deborah Bullwinkel & Sharon Ozimek
Partners Ltd.
Date: October 28, 2010



Chris Shalby
International Institute of Municipal Clerks
Date: 11/22/2010

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Education Resource Group
Date: October 1, 2013
Subject: Mid-Year Report 2013-2014



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

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

Moving in this direction allows IIMC to:

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

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

ERG To Date:

The ERG, which is comprised of four Institute Directors: Kassie Van Remortel, University of Wisconsin, Green Bay; Ina Wintrich, Arizona State University; Fleming Bell III, North Carolina University; and Jeff Hendry, Florida State University, began in full swing in 2013. The ERG has been working with the Education Department on a variety of activities including:

- Coordinating the 2013 Institute Director's Colloquium
- Coordinating the 2014 Institute Director's Colloquium
- Providing opinions on education programs
- Mentoring new Institutes, primarily Texas, Georgia, Wyoming
- Providing recommendations toward the 2014 Conference education program
- Support as needed, whether it be weekly or monthly regarding all things education

Management's Comments:

The Group and the Education Department have developed an excellent working relationship and will continue to rely on each other with each new endeavor. We appreciate the Board's support when we moved in this direction and we recommend continuing with this Group in the manner outlined above.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Janis Daudt, Director of Member Services
Date: October 1, 2013
Subject: Member Services Mid-Year Report 2013-2014



In the midst of moving forward with our 2012-2013 Member Drive, Member Services is now developing a small municipality mailing list (population under 2,100) and plans to mail to approximately 4,000 Municipal Clerks in October 2013. The process has been very successful with 227 new members joining in 2012 and 102, so far, in 2013. This has been and is expected to continue to be an exciting time in IIMC Membership history.

The IIMC postcards were used for our first point of contact with our large municipality member drive, but with the small municipality member drive we will only be using the member drive letter and application. The letter and application mailing has resulted in a quicker turn-a-round response from the new member as the application is already in front of them and they can just send it in with payment.

Member Services is about the personal touch, the contact and exemplary customer service. One of the things that make IIMC stand out with their customer service is the “real” voice that answers the phone calls. We do not make our members drift along through a series of telephone prompts to get to the proper person. We listen and try to be sure that each and every member is satisfied that their question or specific need is responded to before the call ends.

Although the member drive campaign has been ongoing, so has our constant contact with our seasoned membership, making certain we catch those members whose dues are about to expire. Tammy Schultz inputs new membership applications weekly and follows up with each email promptly. Janet Pantaleon, who is being cross-trained in our department, has assumed certain responsibilities, affording us the time to make the personal calls. Janet took on the conference registration input for our 2013 Annual Conference.

Member Services has been proactive in communicating with our Institute Directors by sending IIMC Member Brochures, IIMC Mentor Program Brochures and IIMC Member Applications. We have every intention to create a letter through our database Task Manager that will be sent to all of our new members with Institute contact information and Region Director contact information. It will be sent automatically within their “Thank you for joining IIMC” letters.

We will have our Task Manager create a sixth month “reach-out” letter to all new members asking if they have any questions about their membership and offer assistance and who to contact at IIMC Headquarters. We will have the Task Manager automatically create certificates for 5 year, 10 year, 20 year and 25 year members which will then be sent through the mail.

We are very proud of our IIMC 2013 Salary Survey. The Membership Committee added five questions to the survey so it took some time for us to pull all of the information together to make the final format easily understood and pleasing to the eye. We had 2,812 responses. Our next survey will be in 2015.

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

- Recruit A Member has brought in 13 new members this year. We have run this program for 7 years and will not continue in 2014.
- Region Director Challenge has brought in 7 new members – We hope this number will grow as we get closer to February and March 2014. There are two free 2014 conference registrations going to the Region Director that brings in the most new members.

Non-dues revenue through our IIMC Career Center has brought in \$1,542 to date. We have announced our Career Center in our IIMC E-Briefing a few times this year. We will continue to advertise both the job posting and member resume posting areas.

Respectfully submitted for your information.

Management's Comments:

There is an ebb and flow to association membership. Recruiting efforts may bring in new members, yet finances will expire existing members. The efforts of this department the past several years have been strong regardless of the outcome. Not only are Janis, Janet and Tammy exerting great effort in maintaining current members, but they have also delved wholeheartedly into our membership recruitment campaign. The Campaign that began in 2012, continued strong through 2013, reaching a 6% return on investment. We're optimistic the same results will be reached with the new campaign of going after the smaller markets. Considering our existence lies in our membership and so much of those members rely on their municipality's funding, IIMC should be proud with the outcome and expect continuing positive results.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: **Board of Directors**
From: **Nick Randle**
Region XI Development Consultant
Date: **October 2, 2013**
Subject: **Summary Report**



Region XI Membership

A number of membership initiatives are under way and it is hoped that these will start to bear fruit in the next few months. These include; -

- The Bulk membership scheme that the board approved in Atlantic City. I have been defining a process for implementation of this scheme and am in discussion with the Membership Services Director prior to final review with the Executive Director and implementation by the end of the year.
- Attempts have been made to contact the All India Institute of Local self Government to establish a basis for members in India. To date these attempts have received no response but I will keep trying.
- A response to an approach from an organisation called Agenda Publica in Brazil. I am currently in a dialogue with Ines Gomes of this organisation
- An approach to the Commonwealth Office in London to seek contacts in Commonwealth countries where IIMC does not currently have members. I am currently in a dialogue with Nicholas Broadbridge on this subject.
- I have also learned of an organisation in France called Syndicates Secretaires de Mairie who also call themselves Town Clerks and I will investigate whether their functions fit with IIMC

Member Benefits

I am working with The Region XI Management board to implement the action plan defined following the 2012 survey of Region XI members.

- The Action Plan calls for **bi monthly newsletters**. Experience has shown that at present we do not have the resources to provide a bi monthly publication. However an informative and high quality issue of the newsletter has recently been distributed with the assistance of head office staff and the personal involvement of the Executive director. It may be that in the short term we target less frequent but high quality publications as a means of keeping region XI members informed. I will discuss this at the next region management board.
- The proposed **Symposium in Brussels** is the key current Region XI benefit project. An organising committee has been formed and certain individuals and national organisations are undertaking key pieces of work.
 - Ronnie Frederickx is working on finding European Community venues for our use during the symposium.
 - Jaap Paans and VVG are leading the development of the programme.

- Helen Quick and SLCC are looking at preferred hotel accommodation and a venue for the symposium dinner.
- I have produced a trial budget, which will be confirmed over the next two organising committee meetings.
- The dates for the event have been confirmed as the 27th and 28th June 2014.
- I have been working on behalf of the International Relations Committee to help define study tour locations for 2015 and 2017.
 - In 2015 the committee confirmed that it favours a US/ New England Study Tour in connection with the Hartford Conference. It is felt that this will be of interest International and North American members alike.
 - In 2017 there is a possibility of an Israeli Study Tour and IAM have agreed to host such a tour. The Committee also expressed an interest in having a tour in Southern Europe and I am looking for French, Italian and Spanish associations who might become part of the IIMC family and also host such a tour.
- The international relations committee has also been working to find International Exchange Programme candidates and two individuals have now been identified who wish to undertake this.
- I have also been involved with the International Relations committee goal to conduct surveys in region X and XI. Due to the fact that a survey was carried out in Region XI in 2012 it has been agreed that the goal can be varied to include region X only. A further survey of region XI will be commissioned once the action plan has been implemented.

Structural Development

- The Region XI Management board has now been constituted and, having met on several occasions, most recently in Atlantic City it is beginning to work well. The two regional directors chair the board alternately and individual representatives from the National Associations have been identified. Past Directors also have a seat on the Board. By the time of the Midyear meeting the board will have met again in Brussels to move forward arrangement for the symposium in 2014.

Presidential Visits

- I have been helping to facilitate presidential visits to Region XI and European National Organisations in October and November. We have established a programme to combine the presidential visit to SLCC with a meeting with ADSO while the President is in England. We have also managed to combine a visit to the VVG conference in the Netherlands with a Region XI Management Board meeting in Brussels. This ensures the maximum opportunity for the President to be present at region XI events while he is across the Atlantic.

Future work stream

- One important area to which I feel I need to give future attention is for the production of two pieces of marketing material specifically tailored to region XI. National associations have requested this.
 - One would be aimed at potential members and specifically answer the question of why individuals should join IIMC in addition to their national association. There is a convincing argument that can be made but it is not evident in current marketing literature that is primarily aimed at a North American audience.

- A second would be aimed at National Associations themselves. Once again there is a convincing case to be made to National Associations that being part of the family can have benefits for them in running their own organisations, and offering a low cost benefit to their members. It can also dispel any immediate misconceptions that IIMC might be a competitor rather than a collaborator.

Development Consultant Role

I am now in my 8th month as International Development Consultant and I hope that the board feels that progress is being made. I would like to express my appreciation to Chris Shalby and all the staff at Head Office who are giving me great support, assistance and encouragement albeit that I am a branch office 5345 miles (8601km) away!

Nick Randle

IIMC International Development Consultant

Management's Comments:

Nick's been responsible for initiating quite a bit of fruitful activity in this Region. We're excited about the June Symposium in Brussels and view this as a promising international education meeting. The Symposium is currently part of the 2014 budget the Board will be asked to approve its funding when we discuss the budget.

We don't have specific funds allocated for the marketing materials, but we believe they're valuable and feasible enough to produce them. We recommend moving forward with these.

The two Region XI newsletters were well received and we look forward to working with Nick, our Region XI directors, the IRC and staff liaison Denice Cox in producing this valuable piece of communication.

