



**International Institute of Municipal Clerks
Board of Directors
Annual Meeting Agenda
May 16-17, 2014**

**Wisconsin Convention Center
Milwaukee, Wisconsin**

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
Fax: (812) 988-5527
Email: byoung@townofnashville.org

Monica Martinez Simmons, MMC

Vice President Term ends: May 22, 2014
City Clerk
City of Seattle
P.O. Box 94728
Seattle, WA 98124-4728
Phone: (206) 684-8361
Fax: (206) 386-9025
Email: monica.simmons@seattle.gov

Brenda M. Cirtin, MMC

Immediate Past President Term ends: May 22, 2014
City Clerk
City of Springfield
P.O. Box 8368
Springfield, MO 65802-8368
Phone: (417) 864-1650
Fax: (417) 864-1649
Email: bcirtin@springfieldmo.gov

Paul R. Bergeron, MMC

Region I Director Term ends: May 25, 2016
City Clerk
City of Nashua
229 Main Street
Nashua, NH 03060
Phone: (603) 589-3010
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
430 S. Wellwood Ave.
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
Municipal Clerk
Township of Ocean-Monmouth County
399 Monmouth Road
Oakhurst, NJ 07755-1589
Phone: (732) 531-5000 X 3321
Fax: (732) 531-5286
Email: vbuttiglieri@oceantwp.org

Kimberley A. Rau, MMC

Region II Director Term ends: May 25, 2016
Clerk to the City Council
City of Laurel
8103 Sandy Spring Rd.
Laurel, MD 20707
Phone: (301) 725-5300 X 121
Fax: (301) 725-6831
Email: krau@laurel.md.us

Kelly J. Lovette, 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
Phone: (205) 662-4228
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
101 Berard Street, Suite A
Breaux Bridge, LA 70517-5051
Phone: (337) 332-8302
Fax: (337) 332-6023
Email: pattiecity@yahoo.com

Mary Kayser, MMC

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

Lanaii Y. Benne, MMC

Region V Director Term ends: May 25, 2016
Assistant City Recorder
City of Franklin
P.O. Box 305
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
1827 N. Squirrel
Auburn Hills, MI 48326
Phone: (248) 370-9400
Fax: (248) 364-6719
Email: tkowal@auburnhills.org

Linda M. Rappe, MMC

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

Roxanne L. Schneider, MMC

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

Kittie L. Kopitke, MMC

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

Lana R. McPherson, MMC

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

Donna M. Geho, CMC

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

Nancy A. Vincent, MMC

Region VIII Director Term ends: May 25, 2016
City Clerk
City of Thornton
9500 Civic Center Drive
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
P.O. Box 487
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
1001 W. Center Street
Manteca, CA 95337-4302
Phone: (209) 456-8011
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
141 W. 14th Street
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
106 Conception Bay Highway
Conception Bay South, NL A1W 3A5
CANADA
Phone: (709) 834-6532
Fax: (709) 834-8337
Email: gpomroy@conceptionbaysouth.ca

Jaap Paans, MMC

Region XI Director Term ends: May 20, 2015
Raadsgriffier
Gemeente Rotterdam
Coolsingel 40
Rotterdam 3011 AD
THE NETHERLANDS
Phone: (010) 417 33 71
Fax: (010) 417 91 61
Email: j.paans@griffie.rotterdam.nl

Samantha Shippen, CMC

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

**International Institute of Municipal Clerks
Board of Directors ~ Annual Meeting Agenda
May 16 – 17, 2014
Wisconsin Convention Center – Milwaukee, Wisconsin**

1.	Call to order	
2.	Roll call	3
3.	Agenda approval	7
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b.	DRAFT Minutes of November 22 Mid-Year Executive Session- HANDOUT	
c.	DRAFT Minutes of Executive Committee Meeting – February 21, 2014	20
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5.	MCEF Report Update – Barstow/Shalby – Verbal	
6.	Executive Director Update – Chris Shalby – ACTION REQUIRED	31
a.	Policy on Committee Meetings at the Conference – Attached	35
7.	Education Department Report – Ashley Carroll – NO ACTION REQUIRED	43
8.	Committee Reports – NO ACTION	
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c.	Membership	51
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9.	Committee Reports – ACTION REQUIRED	
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ii.	December 2013 year-end Financials	69
b.	Education/Professional Development	81
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g.	Constitution Task Force	123
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10.	Financials	
a.	2013 Year-End Budget with notes – Archer/Pantaleon/Shalby	137
b.	December 2013 year-end Financials – December	141
c.	2013 Audit Report – Pantaleon/Archer/Shalby – Handout at meeting	
d.	2014 March Financials – Handout at meeting	
11.	Staff Reports	
a.	Communications – Shalby – NO ACTION REQUIRED	153
b.	Education Resource Group – NO ACTION REQUIRED	155
c.	Membership – Janis Daudt – NO ACTION REQUIRED	157

12. Annual Conference Updates – Shalby- Verbal
 - a. 2015 – Hartford, CT
 - b. 2016 – Omaha, NE
 - c. 2017 – Montreal, Canada
 - d. 2018 – Norfolk, VA
13. Report From Directors
 - a. Bulk membership expectancy management – Paans – Verbal
14. Other Business and Announcements
15. Adjournment

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

Mid-Year Board of Directors Meeting

November 23, 2013

Hilton Desoto Hotel, Savannah, Georgia

Minutes

CALL TO ORDER

President Marc Lemoine called the IIMC Board of Directors mid-year meeting to order at 8:00 a.m. on Saturday, November 23, 2013.

ROLL CALL

Board Members Present:

President Marc Lemoine, MMC

President Elect Brenda Kay Young, MMC

Vice President Monica Martinez Simmons, MMC

Region I Directors: Shawn Cullinane, MMC; Paul R. Bergeron, MMC

Region II Directors: Vincent Buttiglieri, MMC; Kimberley A. Rau, MMC

Region III Directors: Lynnette Ogden, MMC; Kelly J. Lovette, MMC

Region IV Directors: Pattie S. Dupuis, MMC; Mary Kayser, MMC

Region V Directors: Lanaii Y. Benne, MMC; Terri Kowal, MMC

Region VI Directors: Linda M. Rappe, MMC; Roxanne L. Schneider, MMC

Region VII Directors: Kittie L. Kopitke, MMC; Lana R. McPherson, MMC

Region VIII Directors: Donna M. Geho, CMC; Nancy A. Vincent, MMC

Region IX Directors: Alice J. Attwood, CMC; Joann Lynn Tilton, MMC

Region X Directors: Karla D. Graham, MMC; Gail E. Pomroy, MMC

Region XI Director: Samantha Shippen, CMC

Board Members Absent: (Board excused absences)

Immediate Past President Brenda M. Cirtin, MMC

Region XI Director Jaap Paans, MMC

The following staff members were present:

Executive Director Chris Shalby

Office Manager Denice Cox

Director of Member Services Janis Daudt

Associate Director of Education Jennifer Ward

Communications Coordinator Emily Maggard

Financial Consultant Pilar Archer

Guests present:

Past IIMC President Colleen Nicol

Incoming Georgia Municipal Clerks and Finance Officers Association President Teresa Bolden

Others present:

Former Region III Director Tiny B. Washington
Parliamentarian Connie M. Deford

AGENDA

By unanimous consent, the printed agenda was approved.

CONSENT AGENDA

By unanimous consent, the following consent agenda items were approved:

Minutes of May 17 and 18 Board of Directors Meeting

Minutes of May 23, 2013 Board of Directors Meeting

Minutes of August 17, 2013 Executive Committee Meeting

EXECUTIVE SESSION

Minutes of the May 17 executive session were distributed to members present. Since there were no corrections to the minutes, members were asked to initial their copy as approval. The initialed minutes were collected by staff.

MCEF REPORT

Since MCEF President Dale Barstow was not present, this item was postponed until later in the meeting.

EXECUTIVE DIRECTOR UPDATE

Staff: Executive Director Shalby reported that staff changes in accounting and membership departments have allowed Jan and Tammy to concentrate on membership recruitment.

Building Update: We now have two tenants in the building. Building remodeling for suite 100 was required, and the approximate \$4,000 cost was reviewed with the budget committee. The leases have saved IIMC \$1,000 per month on the mortgage payments. This money is now being added to the building reserve fund.

2013 Conference: It is anticipated that a net of \$88,000 will be realized from this conference.

2014 Conference: The preliminary program is online and has also been mailed out early, thereby achieving a goal established last summer.

Education: Education continues to be IIMC's top product. Report on the Education Resource Group will be reviewed later in the agenda.

Finance: Vice President Monica Martinez Simmons will provide the budget update in a later report. It was noted that IIMC has \$331,000 in reserves.

Marketing/Communication: This year, 15 out of 16 new Technical Bulletins from the NAGARA and MCEF grant were uploaded. These are complimentary to IIMC members.

Membership: The focus is on both recruitment and retention of members.

MCEF Memorial Policy: This policy is reviewed every three years; there is no hardship in providing the \$50 memorials, usually fluctuating between \$250 and \$500.

MCEF: IIMC has two proposals to MCEF regarding distribution of funds toward scholarship. These would allow IIMC to use MCEF restricted funds to choose the scholarship recipient based on developed and approved criteria, and also to use a portion of MCEF Policy 8 funds (provided to IIMC annually) toward each Region's annual meeting.

LGMA: The Local Government Management Association (LGMA) in British Columbia is similar to the AMCTO in Ontario, Canada. The LGMA board has approved entering into an agreement with IIMC. The proposed agreement with LGMA was included in the Board packet. **Motion to approve the Memorandum of Understanding with LGMA was adopted.**

EDUCATION DEPARTMENT REPORT

Associate Director of Education Jennifer Ward provided the following updates to her written report: As of November 20, there are 225 who have been awarded the CMC designation and 79 the MMC designation.

Director Tilton requested that staff provide statistical information as well as a full activity report regarding the Educational Resource Group.

Director Cullinane requested that staff provide statistical information to the Board regarding the various Institutes.

Director Shippen, at the request of Director Paans, read a communication regarding increasing the number of points for International Exchange Program. Executive Director Shalby advised that 11 points had been awarded to the Study Abroad Program participants. On the other hand, the International Exchange Program has never warranted any points.

Director Lovett stated that a requirement for continuing education might increase attendance. President Lemoine advised that the Education Professional Development Committee is looking at this issue. Associate Director Ward stated that the use of an online learning assessment is being evaluated for the Technical Bulletins.

Without objection, President Lemoine's recommendation was approved that the Education Action Item #1, the Education/Professional Development Committee recommendation; and the Program Review/Certification Committee report be postponed and considered at the same time later in the meeting as they all dealt with the Athenian Leadership Dialogue Points.

MCEF

Director Kayser inquired about the necessity of approving recommendations from the Executive Director regarding MCEF funding.

Director Shalby stated that there are two management recommendations as follows:

- 1) Authorize IIMC Region Directors to oversee the criteria process of the Annual Scholarship program using restricted funds.**
- 2) Adopt the policy that Policy 8 funds be distributed to each Region to use toward Region meetings, with the amount fluctuating annually depending on MCEF's donation. Also, IIMC would not be returning 14% of these funds to MCEF.**

Motion to amend recommendation #1 to read that the Region decides how the funds will be allocated to the Region as a whole or among the associations within the region was adopted by unanimous consent. MCEF Recommendation #1 was adopted as amended.

MCEF Recommendation #2 was adopted.

COMMITTEE REPORTS

Without objection, reports from the following committees that did not require action were received: Conference, Election, International, Legislative, Membership, Public Relations, Records Management, and Research and Resources.

On behalf of Director Paans, Director Shippen provided his report on the International Relations Committee suggesting that the Mentoring Committee work with the International Committee toward establishing a “buddy” system for new international members. Director Shalby noted the concern is with a possible language barrier, but staff will look into what Director Paans is proposing.

Director Kayser asked if the concern regarding holding conferences in casinos was being handled by the Conference Committee. President Lemoine advised that he will make that referral.

As a result of Director Kowal’s concern about lack of communication from committee chairs, President Lemoine advised that he will talk to the chairs and make sure they are corresponding with the Board liaisons.

BUDGET & PLANNING COMMITTEE

Vice President Simmons advised that the committee had met at headquarters in August and is pleased to present a balanced budget. Consideration of the proposed budget was postponed until after Financial Consultant Pilar Archer’s review of the budget in the afternoon session.

The Auditor’s Report was reviewed in May and is presented for adoption. **Motion to approve the Auditor’s Report for the year ended December 31, 2012 as prepared by Sadd-Velazquez-Higashi-Shammaa, Certified Public Accountants was adopted.**

MENTORING COMMITTEE

Director McPherson, liaison to the committee, related that the committee would like to play a much bigger part in the first-timer orientation process at the conference, including an opening reception time with the new members that will not conflict with other activities. Director of Member Services Director Daudt advised that there are now 49 mentors and 55 mentees. Executive Director Shalby stated that staff is planning a pre-opening reception with invitations extended to all first timers, mentors, and Region Directors. He reiterated that there is an IIMC Policy regarding first time orientation and the Immediate Past President is the person who facilitates that session. That process will be continued.

Motion to approve the Mentoring Committee’s recommendation was adopted.

RECESS

The meeting recessed at 10:40 a.m. and reconvened at 10:50 a.m.

EDUCATION DEPARTMENT ACTION ITEMS

President Lemoine noted that there are recommendations regarding these two action items (Athenian Leadership Society Point Increase and IIMC/NAGARA Technical Bulletins courses) have been reviewed and recommendations received from both the Education and Professional Development Committee and the Program Review and Certification Committee and the Education Resource Group - ERG.

On behalf of the Education and Professional Development Committee, Director Kayser noted that the committee is in favor of increasing the point structure for the Athenian Leadership dialogues. Regarding

the technical bulletin courses, the committee thought that this might be useful for clerks who are just a few points short and have funding issues. Based on information from the Educational Resource Group, it is recommended that the number of technical bulletins used for educational points be limited to five and to charge a nominal fee to help offset the use of staff resources.

Director Kopitke noted that the Program Review and Certification Committee had an extensive teleconference regarding these topics. The committee is comfortable with keeping the Athenian dialogue to two points. As far as the technical bulletins, the committee wished to first ascertain the view of the Education Resource Group.

Associate Director Ward advised that she had contacted Director Bergeron regarding the NAGARA grant and charging a fee for the technical bulletin review. There was no objection so long as it is clear that the fee is for assessment and evaluation. The proposal is for a fee of \$25, and she is recommending that no more than five technical bulletins earning up to five points be allowed.

After extensive discussion, a motion was offered that 3 CMC/MMC educational points be awarded for participating in and completing an assessment for an Athenian Leadership Dialogue and that the maximum number of educational points obtained in that manner be limited to 20 points to be applied to the CMC/MMC designations. A motion to amend by striking out 20 and inserting 18 was adopted by unanimous consent.

A motion to divide the question between the award of 3 points and the maximum number of points allowed was adopted.

The motion to award 3 CMC/MMC educational points for participating in and completing an assessment for an Athenian Leadership Dialogue was adopted.

The amended motion that the maximum number of educational points obtained in that manner be limited to 18 points to be applied to the CMC/MMC designations was adopted with the following Directors voting no: Atwood, Buttiglieri, Kayser, Kowal, Rappe, Shippen, and Tilton.

There was no motion regarding the technical bulletin issue, and President Lemoine requested that staff put together some additional information for a future meeting.

POLICY COMMITTEE

Director Cullinane reported on the work of the committee regarding the IIMC Policy Manual. He reviewed the changes and presented the following for approval:

Title 1. GENERAL PROVISIONS

- Chapter 1.01 Policy Manual Adoption
- Chapter 1.05 Mission Statement, Educational Philosophy, Professional Certification and Educational Partnership
- Chapter 1.10 Social Media

Title 2. BOARD OF DIRECTORS

- Chapter 2.05 Minutes and Agendas
- Chapter 2.10 Accord of Trust and Confidentiality Agreement
- Chapter 2.15 President and Executive Director Activity Reports
- Chapter 2.20 Elections and Campaigning
- Chapter 2.25 Vacancy of Vice President
- Chapter 2.30 Region Directors Responsibilities
- Chapter 2.35 Committees – Creation and Appointment
- Chapter 2.40 Ethical Standards Committees – Oath of Office/Confidentiality

Chapter 2.45 Expenses – Conference
Chapter 2.50 Expenses – Board Travel
Chapter 2.55 Gifts
Chapter 2.60 Visits – Presidential
Chapter 2.65 Past Presidents
Chapter 2.70 Memorials
Chapter 2.75 Board of Directors Mid Year Meetings
Chapter 2.80 First Timer Session at Annual Conference
Chapter 2.85 Executive Committee Travel
Chapter 2.90 Posting of Proposed Constitutional Amendments

Title 3. PERSONNEL

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

Chapter 5.10 Certified Municipal Clerk Certification (in part)
Chapter 5.15 Master Municipal Clerk Certification (in part)

Chapter 6.25 Awards (in part)

Chapter 7.15.030 Request for Proposal (RFP)

Motion to approve Title 1 was adopted by unanimous consent.

Motion to approve Title 2 was adopted with the following amendments:

Chapter 2.05.030 2F, by striking out “The Executive Director or his designee will make arrangements for a parliamentarian to serve in each Board of Directors meeting.”
Chapter 2.20.030 D, by striking out the “s” in associations.
Chapter 2.95.030, by striking out “carry out minute preparation” and inserting “review the minutes”

Motion to approve Title 3 was adopted.

Motion to approve Chapter 5.10 and Chapter 5.15 was adopted.

Motion to approve Chapter 6.25 was adopted with the following amendment:

Chapter 6.25.030 A2, by inserting “in good standing” after to resign.

Motion to approve Chapter 7.15.030 was adopted.

RECESS

The meeting recessed at 10:55 a.m. and reconvened at 11:18 a.m.

CONSTITUTION TASK FORCE

Without objection, the report of the committee was postponed until the afternoon session when Committee Chairman Dyanne Reese would be present.

STAFF REPORTS

Communications: Communications Director Emily Maggard reported that the “Seal of IIMC Approval” was emailed to all Institute Directors, and they are using it on their correspondence. E-briefings continue to be sent out weekly. We are getting 22% readership for the News Digest which compares to the industry standard of 19.7%. We now have 909 “likes” on Facebook.

Conference Event Management Group: Executive Director Shalby stated that in 2010 IIMC entered into a contract with Partners Ltd., Debbie Bullwinkel and Sharon Ozimek, to handle and oversee the annual conferences, future conference bids, etc. They have been instrumental in helping reduce costs, renegotiate contracts, and alleviate quite a bit of conference burden for staff. It is recommended that the contract be renewed with an increase in their annual fee from \$55,000 to \$60,000. Funds have been set aside in the 2014 budget.

Motion to approve the contract renewal with Partners Ltd. at an annual fee of \$60,000 was adopted.

Education Resource Group: In 2012, management recommended and Board approved not hiring a Director of Education but instead creating the Education Resource Group, now 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. This group has been working with the Education Department on a variety of activities. Executive Director Shalby recommended renewing their contract for the next two years.

Motion to approve the contract with Education Resource Group for the next two years was adopted.

President Lemoine referred the responsibility for developing a policy for the duties and responsibilities, methodology for member selection, etc. for the Education Resource Group to the Policy Review Committee.

Membership: Director of Member Services Janis Daudt stated that the focus of the membership drive this year will be small municipalities (between 400 and 2100 residents), offering one and one half year membership for the cost of one year. She noted that there were 2,812 responses to the 2013 Salary Survey. The Region Director Challenge has brought in 18 new members. Whoever wins the challenge will get two free 2014 conference registrations.

Region XI Consultant Report: Executive Director Shalby advised that the contract with Nick Randle, former Region XI Director and former CEO of the Society of Local Council Clerks in the United Kingdom, was approved a year ago. He has produced two Region XI newsletters with the assistance of staff liaison Denice Cox and the International Relations Committee. Currently plans are underway for a Symposium in Brussels. What Nick feels is needed would be marketing materials specifically tailored to Region XI.

RECESS

The meeting recessed at 12:00 p.m. and reconvened at 1:20 p.m.

GUESTS

President Lemoine recognized the presence of former Region III Director, Olivia Woods, retired City Clerk of the City of Atlanta, and IIMC Past President, Dyanne Reese, City Clerk of Savannah and our host for this meeting.

MCEF REPORT

MCEF President Dale Barstow reported that this year there will be a 30-30 campaign – to raise \$30,000 in the 30th year of the foundation. He explained how the donations assist IIMC through policies instituted by the foundation. Currently the foundation has approximately \$1.5 million in unrestricted and \$371,000 in restricted funds.

For the fundraiser at the 2014 Conference, a \$30 donation will provide a card to be used and verified at different restaurants and establishments in Milwaukee. A drawing from those tickets with 10 verifications will be held on Wednesday. President Barstow also pointed out that the Hawaii raffle is not limited to clerks; anyone may purchase a ticket. Last year approximately \$10,000 was raised through this raffle.

2014 CONFERENCE REGISTRATION

Communications Coordinator Emily Maggard stated that the beta version of online conference registration is now available. She encouraged the Region Directors to register to test the system.

CONSTITUTION TASK FORCE

Past Presidents Dyanne Reese and Colleen Nicol came forward to present the report. It was explained that the task force consists of a group of past presidents who worked with the IIMC Executive Director in preparing the proposed constitution. Past President Nicol noted that they are proposing that associate and retired members have the right to vote.

Past President Nicol also noted that a prior Board voted that not more than two officers on the Executive Committee could be from the same region and directed that this be sent to the membership for a vote. The Task Force is not recommending that language, and they wish to have a separate vote on that issue when the constitution is considered.

Without objection, President Lemoine then proceeded to take debate article by article before a motion was made.

After discussion on the Preamble, **the motion to take comments on the document and then refer back to the Task Force with the document to be brought back to a teleconference so that the document can go before the Annual Business Meeting in May 2014 was adopted.**

Article I: General

A suggestion was made to add “and academies.”

Fiscal Policies: There was discussion on whether the word “shall” should be substituted.

Restrictions: The word “shall” was suggested as well as the singular “requirement.” Executive Director Shalby expressed his thinking that the document should be in an active voice without the use of the word “shall.”

Name: Substitute verbiage was suggested.

Article II. Membership

Full Member: There were suggestions regarding removal of “and” and also in a different location, insertion of “have.”

Additional Full Member: It was suggested that instead of saying these members can vote to include language that they have the same privileges as full members.

Associate Members: The discussion was largely about the voting rights of all members, and a suggestion was made that the statement be made only once.

Honorary Member: It was suggested to strike out the second sentence in a) Past Presidents.

It was agreed that the more substantial changes be reviewed, with grammatical corrections sent to the Task Force.

Article III. Board of Directors

Executive Committee: There was a question regarding the election of the Vice President, since this is done in advance of the conference.

There was no discussion regarding Article IV. Board of Directors – Powers; Article V. Officers – Powers; or Article VI. Executive Director.

Article VII. Meetings – Board of Directors

Polling the Board of Directors: It was stated that this is a good section, since it has been discussed for some time.

Annual Business Meeting: There was a question whether this was included in the correct section.

There was no discussion regarding Article VIII. Vacancies – Board of Directors.

Article IX. Elections and Qualifications – Board of Directors

Qualification of Candidates – Vice President: It was suggested that the language be uniform with the policy of having served two years as a Municipal Clerk.

There was no discussion regarding Article X. Ethical Standards.

Article XI. Amendments To The Constitution

The discussion focused on who can bring a proposal forward and what the role of the Board of Directors will be. Task Force members stated that it was their intent to have the Board of Directors approve the proposal before being placed on a ballot. There was also discussion regarding how the vote would be conducted—at the Annual Business Meeting or by the membership after input at the annual meeting.

Executive Director Shalby noted that after the document is in final form, it will need to be reviewed by legal counsel. Also, there is a 120-day notice requirement prior to the conference. That would mean everything must be in place by March 1. If it isn't ready to be presented in 2014, the existing constitution is fine as it stands.

RECESS

The meeting recessed at 2:38 p.m. and reconvened at 2:52 p.m.

FINANCIALS

Financial Consultant Pilar Archer presented the September financial report. All departmental expenses are currently under their respective budget. A net profit of \$194,278 is projected—more than \$140,000 over the projected budget of \$54,000. Current operating reserves are \$237,000 with restricted reserves of approximately \$331,000.

The proposed 2014 budget was presented. This budget includes the agreed upon 1% increase for the Executive Director as well as a 2% cost-of-living adjustment for all departments. Archer explained that a "wish list" category was added to the reporting, and it has been a very useful tool for staff and the Budget and Planning Committee.

A schedule of salaries was requested, and the Executive Director advised this will be e-mailed to the Board.

Motion to approve the proposed 2014 budget was adopted.

It was suggested that a one-page summary of the budget be presented at the Annual Conference.

ANNUAL CONFERENCE UPDATES

2014 Milwaukee, Wisconsin: Executive Director Shalby stated there are two hotels, the Hyatt and the Hilton, within a five minute walking distance from the convention center. More than 600 attendees are expected. The All-Conference Event will be off-site at the Harley Davidson Museum. All contracts have been signed. The rate for both hotels is \$159 per night.

2015 Hartford, Connecticut: An agreement has been signed with the Marriott, and there are several other hotels within walking distance of the convention center. He will travel to Connecticut in January.

2016 Omaha, Nebraska: The conference will be in one hotel, the 500-room Hilton, connected to the convention center by a skywalk. Contracts are signed; and necessary steps to reduce the room block have been taken.

2007 Montreal, Quebec, Canada: The Hilton Hotel has approximately 325 rooms, and there are other hotels within the city that could be used. A smaller number of attendees is projected because the conference will be outside of the United States.

2008 Annual Conference – Site Selection

The site selection will be considered anonymously, without using the names of the cities. The conference will be May 18-23, 2008; and 600 attendees are projected. The Executive Director reviewed the amenities and financial aspects for locations A thru D. The Conference Committee recommended City B.

Motion to select City B was adopted.

The Executive Director revealed that City B is Norfolk, Virginia. City A is Greensboro, North Carolina; City C is Columbus, Ohio; and City D is Anchorage, Alaska.

2013 STUDY ABROAD RECAP

Vice President Elect Simmons reviewed the 2013 Study Abroad Program. Each participant received 11 educational points. She stated there were over 14 presenters, and she thought the educational events were outstanding. It was suggested that a policy be developed regarding the Study Abroad Program.

Without objection, President Lemoine referred this matter to the Policy Committee and the International Relations Committee.

REPORTS FROM DIRECTORS

Each Region Director reported on activities in their region and announced upcoming meetings and events. Executive Committee members also provided verbal reports.

NATIONAL LEAGUE OF CITIES CONFERENCE

Executive Director Shalby gave an update on the recent conference held in Seattle. Twenty-five IIMC members attended a breakfast. He suggested that perhaps next year a session could be presented on how to work with your clerk.

INTERNATIONAL EXCHANGE PROGRAM

Director Shippen stated that Region XI will provide a report on how best to use the allocated money for the International Exchange Program.

COURTESY ACKNOWLEDGEMENTS

Thanks were expressed to Past President Dyanne Reese for the gifts from the City of Savannah and for hosting the Board during the weekend meeting. Appreciation was also voiced to Past Region III Director Tiny Washington for taking the minutes of the meeting.

ADJOURNMENT

Motion to adjourn was adopted, and the meeting adjourned at 4:35 p.m.

Tiny Washington, Recording Secretary
by Connie M. Deford, Parliamentarian

SUMMARY MINUTES
IIMC Executive Committee Meeting
Friday, February 21, 2014

President Marc Lemoine called the Executive Committee meeting to order at 9:15 a.m. at IIMC Headquarters in Rancho Cucamonga, CA.

The following Executive Committee members, staff, and guests were present:
President Marc Lemoine, President Elect Brenda Young, Vice President Monica Martinez Simmons, Past President Brenda Cirtin, Executive Director Chris Shalby, and guest/incoming Vice President Vince Buttiglieri

Milwaukee, May 2014

Strategic Planning, Annual Board Meeting (ABM) and MCEF

Executive Director Shalby reviewed the following tentative schedule for the Board, Executive Committee and MCEF at the Conference for May 17 and 18:

May 17, 8am – 3pm

Gordon McIntosh will facilitate board development/strategic planning exercise pursuant to the Savannah mid-year Board discussions.

May 17, 3pm – 6pm

Part I of the Board Meeting will begin immediately following the strategic planning exercise.

May 18, 8 am – 3 pm – (tentative)

Part II of the Board Meeting continues Saturday morning.

May 18, 3 pm – 6pm (tentative)

The MCEF Board will tentatively meet at this time to address Board membership. IIMC Executive Committee members, who are part of the MCEF Board, will make every effort to participate and ensure a quorum. A call to MCEF President Dale Barstow was made during the EC meeting to solicit feedback on proposed schedule.

May 18, 6pm – 9pm

IIMC President's reception will be held in the President's Hilton suite. More information forthcoming.

Constitution Task Force Update

The Task Force accepted IIMC's Parliamentarian Connie Deford's recommendations/revisions to the Constitution. Recommendations will be reflected in the Task Force report for consideration/adoption at the Board Meeting, and ED Shalby will ensure a legal review is conducted before presenting the final Constitution to members.

President Lemoine will be communicating with member Tami Kelly to explain the Constitution matter she raised relating to "two members from the same region serving on the Executive Committee."

Parliamentarian Connie Deford

Deford will be serving as Board parliamentarian for the next three years pursuant to contract. She has received excellent feedback.

Minute Taking

Administrative Assistant Maria Miranda has expressed an interest in taking Board minutes in Milwaukee and future Board meetings. Having one person taking the minutes will ensure consistency and uniformity.

Executive Director Evaluation

There was brief discussion by the Executive Committee related to the timing of the Executive Director's evaluation during mid-year Board Meeting. The Executive Director is evaluated annually.

Department Updates

ID Acknowledgements

Retiring Institute Directors will be acknowledged at the Conference and the Colloquium.

Education Group, On-line Programs, and Certification

Education

Emily Maggard reported on the following Education updates:

- MMC survey will be launched to 1,200 MMC members in regards to specialized certifications beyond the MMC designation;
- The conference education program is complete with two dialogues - JFK and Francis Perkins. Dialogues will be facilitated by Chuck Tokar and Mary Lynne Stratta, respectively;
- Three general sessions will be offered;
- There will be 2 vs. 3 concurrent rotation-style sessions;
- The Education Department is working with the ERG to build the Colloquium considering the subject areas of 1) adult learning; 2) technology; and 3) interactive sessions addressing methods of how to deliver education for IDs;
- Details for the Region X and XI offsite are being finalized via four-time ICMA winner Andy Peterson, City Manager, from the City of Bayside to facilitate the session.

Jennifer Ward reported the following Conference and On-line Course updates:

- She is currently working on scanners, conveners, and room schedules for the programs;
- Annual reports are in good shape, and she will be sending a reminder to the Institute Directors;
- There are seven active dialogues being offered online. The point increase has helped with interest, and there has been no issue regarding point caps;
- Two Captus courses will be available this summer, and four academies will be recorded at the 2014 conference and, subsequently, offered online. Academy presenters are paid a stipend when their session is filmed. The following sessions will be scheduled: 1) Delegation/Negotiation; 2) Diversity; 3) Influence; and 4) Technology.

Communication

Maggard reported on the following rate of readership:

- We are currently at 24-25% readership, and eBriefs maintain a steady open rate, and all other resources remain steady as well;
- Region XI events have received solid interest; and
- The Institute and Quill awards will be publicized soon, and the March Digest will feature the incoming Board biographies.

Certification

Ashley Carroll reported the following certification updates:

- Transition members are in a good place, and we have one MMC in the queue that is international;
- Canada is doing well and members generally experience a 2-year period between attaining their CMC and MMC designations;
- Region X – XI members have until June 1, to submit paperwork for certification;
- International applications take more time due to the nature of their certificate format; and
- It is important to note that in Region XI, the UK, Netherlands, and Bulgaria have institutes in place; other countries do not, and this is why we are providing special accommodation for their member certifications

Membership

Jan Daudt, Janet Pantaleon and Tami Schultz reported the latest membership updates:

- IIMC is currently at 9,918 municipal members, which include VVG's bulk membership. Bulk memberships must maintain 100 members. There is not a specific policy; however, this aligns with the bulk membership concept;
- An average of 75 new membership kits are distributed via email monthly. New members receive a mailed packet including their certificate, pin, and other resources; Members Only ID's and membership receipts are sent via email;
- Along with a welcome letter, staff now includes steps to earning CMC designation; Delegate registration for Milwaukee is above last year;
- Daudt is sending a notice out that all Wisconsin Clerks not currently IIMC members will receive free membership with conference registration;
- The next online ePay function will address membership applications, and staff's goal is to offer online dues payment as well.

Building/Administration/Finance

Denice Cox and Maria Miranda reported on a number building and administrative items:

- Building maintenance has been ongoing as scheduled. The painting of the building has been funded. This upkeep keeps the building in shape for tenants and competitive with other properties in the area;
- A great deal of time has been dedicated to conference preparation. The Executive Committee acknowledged Cox for the terrific job she does creating the special dinner event for Regions X and XI;
- Miranda reported a great deal of her time is addressing A/R and registrations for the conference. She has worked on the preparation and distribution of committee sign-ups as well, and she also proofreads the Digest each month;
- Miranda was asked to assume responsibility over minute taking for the Board meeting in Milwaukee. She will receive the appropriate stipend for her work.

Finance

Shalby reviewed the following updates with the Executive Committee:

- IIMC will end 2013 with \$159,000 in the black;
- Shalby's goal is to maintain a building reserve at \$1,000/month. The building reserve fund is approximately \$21,000;
- IIMC continues to realize great savings thanks to strong policies, financial reporting structure and due diligence by everyone involved;
- Our membership revenue in 2013 stands at \$1.1 million;

- Shalby stated that no member has previously asked to review the budget; however, he will communicate 2013 year-end budget status to membership in a future Digest.

Lemoine did recommend we include variance reporting in the future should our expenses or savings represent a 10% difference by providing an explanation. The EC discussed the need to hold the 2 pm Budget Meeting following the Board orientation. This meeting may be cancelled considering the limited time and subject matter at this point.

-Lunch Break 12:45pm – 1:25pm-

Update for on-line publication

Policy Manual

Shalby reported the Policy manual is updated and available on the website for board members only. The Policy Manual is available to Board members currently and not to members unless upon request.

Update on 2014 Conference – Milwaukee, WI

Shalby reported and discussed the following conference details:

- All general sessions and education in Milwaukee will be held at the Convention Center;
- The MCEF walk will be held around the Convention Center;
- There are two offsite events: the All Conference Event will be held at the Harley Davidson Museum and delegates will be bused there; and the Milwaukee Art Museum will be the site of the Region X/XI Dinner on Tuesday, and Board spouses/guests are welcome. The Host Committee will not be attending this event as the focus is the Board and International delegate event;
- Past Presidents will receive a small welcome gift in their room;
- The Banquet schedule was discussed, and Shalby plans to create a systematic schedule for review in the next few weeks, detailing a different start and end time. (President Elect Young is looking to sponsor the band for the evening);
- To date we have 232 delegates registered; 27 of the delegates are also registered for the MCEF 30/30. This time last year we were at 215 registrants;
- Breakfast will be included at the Opening Ceremony;
- The Hilton and Hyatt host hotels will both include complimentary internet services in guest rooms.

Future Travels were reviewed with the Executive Committee

President, President Elect, Vice President, and Executive Director

The following travel schedule was reviewed and will be covered as follows pending Board approval for Regions X and XI travel:

June 8-11: AMCTO, Niagara Falls: *Lemoine will represent IIMC*

June 10-12: Israel Conference: *Young will attend*

June 26/27: Brussels Symposium: *Young and Nick Randle will attend*

August: Hartford site visit: *Shalby and Young will attend*

August: Budget & Planning: *TBD*

September 17-19: Bend Oregon: *Hold the Date*

October 9-11: Bristol, England, SLCC Conference: *Shalby and Young will attend*

October 15-17: LGMA, BC: *Simmons will represent IIMC*

November 13-16: Mid-year Board meeting: Riverside, CA

November: NLC in Texas: *Shalby will attend*

February 2015: Executive Committee, HQ
April 2015: California Clerks: *Young will attend*
May 2015: Hartford, CT

Shalby noted other invitations will be coming in and they will be addressed as needed. He also will be on site visits summer and fall visiting 2019 Conference bidding cities.

Executive Committee Travel Budget

Shalby commented that the 2013 Executive Committee's travel budget of \$26,800 was exceeded by \$700. This is excellent considering the unplanned extra meetings held with ADSO and the VVG.

Other Business

International Exchange Program

Shalby will provide a report at the May Board Meeting regarding the feasibility of continuing with the International Exchange Program.

Study Abroad Program

The study tour prior to the Hartford conference is scheduled, and the cost is estimated at \$1,100-\$1,600.

Staff Assessment

Shalby is planning to conduct a staff analysis on comparable positions in similar associations to determine where IIMC staff ranks in terms of salaries and responsibilities. Shalby will provide a report to the Budget Committee prior to their meeting in August.

Other staffing matters Shalby is working on include:

- Arranging for former communications coordinator Maggard to receive a monthly stipend for the purpose of continuing to produce the Digest, E-briefings, etc., for the next few months until IIMC hires a new communications coordinator;
- Shalby will be notifying the Institute Directors about the Associate Director of Education vacancy. Shalby reinforced it will be important to maintain our partnership with the Education Resource Group regardless of what we do with the Education Director position; Shalby will schedule a Board telecon within the next two weeks to discuss the resignations of Associate Director of Education Ward and Communications Coordinator Maggard and IIMC's short and long term plans to replace these two individuals. He will also briefly discuss how we have reassessed the position of Carroll, our Verification Specialist; and the Board will discuss and vote on the Region X and XI certification programs, how they've benefitted those members and the possibility of extending the application requirements deadline, which is set for this June 2014.

President Lemoine adjourned the Executive Committee at 5:20 pm

M. Simmons
Vice President

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

Board Teleconference

March 10, 2014

DRAFT Minutes

CALL TO ORDER

President Marc Lemoine called the IIMC Board of Directors meeting to order at 9:05 a.m. PST, on Monday, March 10, 2014.

ROLL CALL

Board Members Present:

President Marc Lemoine, MMC

President Elect Brenda Kay Young, MMC

Vice President Monica Martinez Simmons, MMC

Region I Directors: Shawn Cullinane, MMC; Paul R. Bergeron, MMC

Region II Directors: Vincent Buttiglieri, MMC; Kimberley A. Rau, MMC

Region III Directors: Lynnette Ogden, MMC; Kelly J. Lovette, MMC

Region IV Directors: Pattie S. Dupuis, MMC; Mary Kayser, MMC

Region V Directors: Lanaii Y. Benne, MMC; Terri Kowal, MMC

Region VI Directors: Linda M. Rappe, MMC; Roxanne L. Schneider, MMC

Region VII Directors: Kittie L. Kopitke, MMC; Lana R. McPherson, MMC

Region VIII Director: Donna M. Geho, CMC;

Region IX Directors: Alice J. Attwood, CMC; Joann Lynn Tilton, MMC

Region X Directors: Karla D. Graham, MMC; Gail E. Pomroy, MMC

Board Members Absent:

Immediate Past President Brenda M. Cirtin, MMC

Region VIII Director Nancy A. Vincent, MMC

Region XI Directors: Jaap Paans, MMC; Samantha Shippen, CMC

The following staff members were present:

Executive Director Chris Shalby

Administrative Assistant Maria Miranda (Minute-taking)

Verification Specialist Ashley Carroll (For Item 2 of the Agenda only)

President Lemoine stated that Maria Miranda will be taking minutes for this teleconference and future Board of Director meetings as well. He asked Director Shalby to proceed with Item #1 on the agenda.

PERSONNEL UPDATE EDUCATION DEPARTMENT

Jennifer Ward: Director Shalby stated that Jennifer Ward's last day of employment with IIMC was February 27, 2014. The Department was left in good shape and duties will be taken over by Ashley Carroll. Advertisements for an Associate Director of Education have been send to all the Institute Directors and placed in the Non-Profit Times and the Southern California Non-Profit section of Craig's List in order to fill this position. The long-term plan is to find an individual with an advanced degree and background in education with college or association experience, so the new hire can eventually transition into the Director of Education position within 18 to 24 months. The new hire will be on 90-day probation.

Director Kowal asked for a deadline on the applications, Director Shalby stated that applications for the position will be accepted until March 17, 2014 and hopes to begin interviews by the week of March 17th. Director Lovette asked that Director Shalby keep the Board informed on the potential prospects and their experience in the non-profit sector and education background.

Emily Maggard: Director Shalby notified the Board that Emily's last day was February 21, but has been retained by IIMC to work on a freelance basis through June 30, 2014. She will continue to produce the News Digest, weekly E-briefs and oversee social media. IIMC's goal is to bring in someone with public relation, marketing and writing experience to be their next Communications Coordinator. The eventual new hire will start after the Annual Conference this year.

Ashley Carroll: Director Shalby reassessed Carroll's position and explained that a salary increase was necessary to retain her since her roles and responsibilities have grown since she was hired in 2010. He explained that when Carroll was hired she was only working on the CMC certification review process but since her hire, she has assumed additional duties and has turned the CMC and MMC review period from 6 to 2 weeks, and has overhauled the department's application process among other things. Her position has evolved with additional duties and now with Ward's departure, she has taken over many of those duties as well. He assured the Board that with Emily's departure, IIMC was able to offer Carroll an increase in pay without affecting the 2014 budget. Prior to making this move, Shalby informed and received support from the Budget Committee about his plans. Director Cullinane inquired about Carroll's salary increase and Director Shalby informed the Board of the amount.

Director Shalby also informed the Board that he will be reassessing staff positions and salaries and will provide the Budget Committee with a report prior to their meeting this summer.

EXTENDING REGION X AND XI CERTIFICATION DEADLINE – CARROLL (Report provided to Board)

President Lemoine explained that Region XI Director Jaap Paans, The Netherlands, has requested that IIMC extend the certification deadline from June 1, 2014 to December 31, 2014 to allow new VvG members, and any new member in Regions X and XI, extra months to enter into the certification program.

Carroll explained that this extension has been quite helpful for Region X and XI members. Since the approval of the IIMC Guidelines and the transition period in June 2012, IIMC has certified members in Canada, Netherlands, UK and Bermuda. Carroll discussed the Pros and Cons as stated in the report and that the two major concerns are (1) the possible resistance from Regions I-IX due to the inequity in those regions and (2) the fear that the need for Institutes/Academies may be eliminated since the members will be allowed to “bank” items for the MMC program. Doing away with the possibility of “banking” points will drive members to the Institutes/Academies and ensures that Clerks are receiving current education and professional development.

Director Tilton expressed concern that these members would be given carte blanche and wants to make sure IIMC will be reviewing material to ensure it meets education criteria. Carroll assured the Board that she does review all material on an individual basis.

President Lemoine stated that Director Paans urged IIMC to consider extending the deadline especially since it will be useful for the 400+ new members. Director Cullinane expressed concern that if we agree to extend the deadline, there will be more requests for future extensions. President Lemoine stated he didn’t see harm in extending the deadline to the end of this year. Carroll agreed adding that it would be of great benefit to those without Institutes such as South Africa, Israel and Bermuda. Director Shalby stated that if there were future requests for extensions from any Region that it would have to be studied further and can be discussed in Milwaukee.

Director Cullinane questioned if at some point the 400+ members and possible 200+ members from the UK will start paying higher membership dues. Shalby stated the intent is for these members to eventually begin paying same dues as Regions I - X.

After extensive discussion, a motion was offered to extend the deadline to December 31, 2014; the motion was carried.

ANNUAL CONFERENCE UPDATE – SHALBY (VERBAL)

Board Schedule/Travel: Board travel date is Thursday, May 15.

Board Development/Strategic Planning with Dr. McIntosh: Friday, May 16 at 8:00 a.m.;

Board Meeting: Saturday, May 17 at 8:00 a.m. IIMC will provide breakfast and lunch for the Friday and Saturday meetings.

Annual Banquet: This year IIMC's intent is to trim 30 minutes from the Annual Banquet; most likely by not introducing everyone at the Board head table and shaving time from or eliminating the live auction.

Committee Meetings: There will be no committee meetings at conference this year due to lack of attendance at prior meetings. Also, meetings are held either too early or late in the evening and not enough people attend.

Director Cullinane expressed concern with the decision to eliminate committee meetings at conference stating that this might deter members from attending conferences. Director Bergeron and President Lemoine both stated that committee meetings at conference are not a big draw and attendance is low. Executive Director Shalby stated that there will be a meeting with Chairs and Vice Chairs on Sunday, May 18th and all committee members at the conference are welcome to attend this meeting. Vice President Martinez felt that committee meetings were a great opportunity for members to meet with Chairs and Vice Chairs. Shalby said that the issue can be revisited for further conferences if need be. Director Schneider encouraged everyone to promote the committees and the importance of participating; all Board members agreed.

REGION DIRECTOR CHALLENGE – Shalby (verbal)

Shalby explained that Directors McPherson and Ogden each brought in 7 new members. Director Paans brought in 400+ members thereby winning the challenge and would be awarded two complimentary conference grants. However, Shalby felt that Directors McPherson and Ogden were also deserving for their contribution of new members and would like to offer each of them one complimentary conference registration. It was agreed and accepted by all participating Board members; Directors McPherson and Ogden thanked everyone. Director Shalby also stated that if Director Shippen brings in the 200+ members from the UK prior to the conference she, too, will be offered one complimentary conference registration. There were no objections.

REGION CONFERENCE GRANT – extending the deadline – Shalby (verbal)

Director Shalby stated that grant applications were received from every region with the exception of Regions I, X and XI. He is asking to extend the deadline to April 4, 2014 in order to allow more time for these regions to submit their applications for the grant. Once all applications have been received, he will distribute them to Directors for review and selection. If the Board agrees, Shalby will distribute emails to members only in Regions I, X and XI informing them of the new deadline. There were no objections.

President Lemoine stated that the following Board members will be traveling (no dates specified):

President Elect, Brenda Kay Young – Kansas

Vice President, Monica Martinez-Simmons – Washington

President Marc Lemoine – Minnesota, Iowa and Ohio

Shalby and staff will attend the California Association Conference

President Lemoine asked if there were any additional comments or questions; there were none. He thanked everyone for their time.

Meeting was adjourned at 10:00 a.m. PST

Minutes taken by: Maria E. Miranda, IIMC

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby
Executive Director

Date: April 15, 2014

Subject: Executive Director's Update



OVERVIEW

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

PERSONNEL

In February, Jennifer Ward, Associate Director of Education and Emily Maggard, Communications Coordinator, resigned their positions. After an immediate search to replace the Associate Director of Education that resulted in only two qualified applicants, we've postponed the search to January 2015.

Regarding the Communications Coordinator position, Maggard has been working as a freelancer for IIMC since March, producing the News Digest, E-briefings and overseeing social media. She is interested in continuing to freelance until the end of 2014 and, possibly, into 2015. We recommend this route for several reasons: 1) As a freelancer, Emily continues to meet the publication deadlines and offer the same type of online communication to members as she did as a full time staff member; 2) allows IIMC to bank at least 50% of her salary and benefits going into 2015 and, maybe, beyond. This route will provide us time to search for a Communications/Marketing Coordinator to bring on board in 2015.

ADMINISTRATION

As a whole, IIMC's staff continues to operate efficiently and productively and persists in finding new and creative methods to improve the Organization in every aspect. We are currently at seven full time employees, down from nine, and every single staff member has assisted where needed in helping to pick up the slack. Prior to the budget and planning meeting this August, I will be conducting an IIMC staff assessment overview, comparing IIMC's staff salaries and responsibilities to other similar non-profits. It's been 10 years since I conducted the last staff assessment.

As always, Denice Cox, Maria Miranda and Janet Pantaleon, who divides her time between Finance and the Membership Department, are extremely proficient and capable in meeting their daily responsibilities.

CONFERENCE – MILWAUKEE

We projected 650 Delegates and 50 guests. As of April 16, we have 628 Delegates and 38 guests. With exhibitors, speakers, etc., our total number of attendees is approximately 772. Regions 6 and 7 have registered more than 250 delegates. Our hotels are the Hilton and the Hyatt.

We took a proactive approach in 2012, after the Portland Conference, where we noticed our attendance was not as high as in past years, and renegotiated the contracts with both Milwaukee Hotels. We reduced the Hotels' room block from 800 to 600 on peak nights. As of this writing, IIMC has exceeded its percentage of rooms with the Hilton (86%) and the Hyatt is hovering at 69%. We need 80% of the block sold to avoid attrition.

IIMC has negotiated hotel rebates and commissions to help offset costs: The Hilton and Hyatt are providing us with \$10/per room night commission. Visit Milwaukee CVB will provide a \$25,000 rebate. This was part of the negotiation process in 2009 when they bid on the conference. Since we're still promoting the conference, I will have updated information at our Board meeting in Milwaukee.

Exhibit Program/Sponsors

IIMC has a sold out exhibit hall with 35 exhibitors of which six are sponsors.

Steps To Curtail Losses

- Our food and beverage minimum in the Wisconsin Center is \$50,000, which we will meet.
- We printed the Conference program in an 8.5" x 11" format (as opposed to the palm size program which is considered a special print job) – a savings of approximately \$2,000.
- We offered discount programs for Academies, Regions 6 and 7, first timers, and reduced the Region X costs from \$575 to \$460. We have an incentive for any city that sends two or more Clerks to the conference to receive a discounted flat rate of \$460 per delegate. These measures were meant to increase attendance. Also, we've provided one year's complimentary membership for any Wisconsin Clerk (never been an IIMC member) who attends the conference. As of this writing, we have nine new members from the state that will be in attendance.
- We eliminated the printing of the conference handouts and delegate envelopes, a savings of approximately \$1,500. **This is NEW**

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

- Opening Reception –budget reduced from \$35,000 \$25,000
- All Conference Event – reduce budget from \$50,000 to \$40,000 – Since the space at the Harley Museum where this event will be held is not large enough to house all attendees, we've ordered a tent and extra tables, which the Milwaukee host committee will fund.

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

EDUCATION

Our Education Department, which consists of Ashley Carroll, continues to operate efficiently and strives to provide excellent customer service to our members while working with them through the various certification processes. Ashley has done an excellent job of assuming the Associate Director of Education's responsibilities as well as staying on top of her own duties. The Department's full report is in this Agenda.

Education Group

This Group began work in January 2013 and has been instrumental in helping with the Colloquium and the Conference and handling education requests. Two members of the ERG will be coming off the Group: Fleming Bell from the University of North Carolina retired in January 2014; and Ina Wintrich from Arizona State University will be retiring in June 2014. The ERG report is part of the Agenda.

FINANCE

Our existing policies and processes continue to steer us in a positive direction. We're diligent about administering the Organization's finances. 2013 witnessed IIMC end in the positive for the seventh consecutive year (2013 year-end review is part of this Agenda). We also were able to move funds into our restricted reserves, now totaling \$401,000 – a first in IIMC's history. We look for ways to continue growing this fund and anticipate, if all goes well, to be near the \$500,000 mark within three years. When you think of the impact the economy has had on our membership and conference attendance these past years, IIMC's financial accomplishments are a strong indication of an Organization's collective efforts and willingness to adhere to a set budget, while continuing to broaden its horizons and provide members with valuable services.

Improvement to Budget Process -- FYI

At the 2013 Budget and Planning meeting, the Committee requested staff to modify the budget process to allow for a more clear understanding of the budget proposal. The modifications included creating "working" columns to the current and upcoming budgets, detailing what additional funding was being requested and measured by the Committee. Included in the base proposed budget were those increases that would be considered a part of doing business, such as increase in insurance or electricity and other similar items. The additional column showed those items that the staff believed appropriate but needed further clarification. The recommendation above will be adhered to with future budget presentations.

Headquarter Building

Both offices (Baron services at 900/square feet; and Springleaf Financial at 1,800/square feet) at Headquarters are fully leased through 2016 and 2018, respectively. As of this writing, the building is in good shape, but is in dire need of new paint and patchwork. We are exploring proposals. Painting the building and other areas of maintenance, such as air conditioning and roof repair, etc., are in the budget

MEMBERSHIP

In 2014, the Department embarked on a new membership campaign, one that dealt with municipalities with populations of 2,100 or less. The budget committee allocated approximately \$13,000 toward this campaign. To date, the Department has brought in 72 new members for a dues revenue total of \$10,130.00. We are anticipating not only meeting the budget allocation but exceeding it in the next 12 months. More information on this campaign is in the Membership Department report.

This is the second extensive membership campaign that IIMC has embarked on in the last two years. The first one was for recruiting members in municipalities of more than 2,100. That campaign began in January 2012 and wrapped up in mid 2013. The budget allocation for this campaign was \$26,000. To date, that campaign has brought in more than \$40,000 and more than 370 new members.

Janis Daudt, Tammy Schultz and Janet Pantaleon are an excellent team who truly enjoy dealing with IIMC members and coming up with creative ways to recruit and maintain membership.

Their efforts helped make the 2013 year-end membership figures exceeded the \$1 million mark for the sixth consecutive year.

MISCELLANEOUS UPDATES

Symposium

The Region XI Symposium in Brussels, Belgium is on target for June. As of this writing, we have 74 registered IIMC Region XI members. President Elect Brenda Young will be attending and representing IIMC in Brussels. We are dealing with three hotels and keeping track of unsold rooms.

Region XI Consultant – Nick Randle

When we initially discussed the Region XI consultant's position and responsibilities, we knew that it would be an ambitious project and certainly not one that can be wrapped up in a 12-month period. Nick Randle has informed me that he will have to discontinue his work with IIMC due to other personal commitments. We will be searching for another Region XI individual to replace Randle. It will be difficult to fill Randle's shoes; however, he has laid an excellent foundation for IIMC to build upon.

ACTION ITEM REQUIRED BY THE BOARD

During the March Board Teleconference, we mentioned that there would be no IIMC Committee meetings at the 2014 Conference. Region I Director Cullinane pointed out that there currently is a policy that refers to holding committee meetings at the Conference. Attached is the policy that needs Board approval to remove that sentence.

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 seven members to include one board liaison (IIMC VP).

C. The Budget Committee shall consist of:

IIMC President,

IIMC President Elect

IIMC Vice President (Board Liaison)

IIMC Immediate Past President

Chairman

Vice Chairman

Member

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.

D. The Executive Director shall attend all committee meetings and participate as a nonvoting member. [November 23, 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].

2.35.070

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

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. 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 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. [November 23, 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].

2.35.200

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 committee 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].

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Ashley Carroll, Verification Specialist

Date: April 7, 2014

Subject: 2014 Education Department Report



The Education Department has spent a lot of time researching additional education opportunities to offer to the membership. There continues to be a demand for distance learning and easily accessible education and professional development for all members worldwide. We have worked with the appropriate committees in order to conduct this research and have many new and exciting ideas for the upcoming year.

Please see the highlights below:

- **2014 Annual Conference Education Program** – With the assistance of the Conference Committee and the Wisconsin Institute Director, Kassie Van Remortel, we were able to put together an excellent, well rounded education program. The education schedule was posted to the website on Thursday, April 3, 2014. We are confident that all the delegates, Regions I through XI, will enjoy the program and find that their program evaluation comments were heard and taken into account
 - **8 Academy Session** – Topics range from Delegation, Facilitation, Ethical Leadership, Grant Writing, Negotiating, Communication, Influence and Diversity.
 - **General Session topics** – Leadership – with Dr. De Hicks; Strategy – with Sherrin Ingram; and Employee Engagement – with Michelle Ray.
 - **Concurrent Sessions** – We will offer 42 concurrent education sessions on various Municipal Clerk related topics.
 - **Athenian Dialogues** – Francis Perkins: The Woman Behind the New Deal by Kirstin Downey will be facilitated by Mary Lynne Stratta and Jack Kennedy: Elusive Hero by Chris Matthews will be facilitated by Chuck Tokar.
 - **Regions X and XI offsite education session** - The session titled, "Citizen Engagement: Right Brain and the Emotional Draw," will focus on problem solving and getting the citizen involved in the problem solving process. This will take place at the Schlitz Audubon Nature Center in the City of Bayside. As an added bonus, we will also be offering this session onsite to the rest of the IIMC delegation as one of the 42 concurrent sessions. This should be a wonderful program! Please see the concurrent session description printed in the program.
 - **Conference Handout CD ROM** – Each Delegate this week will receive a CD ROM of the concurrent education session handouts. Handout will also be posted on the IIMC website using a DropBox file for those that wish to stay paperless.

- **Crucial Conversation Sessions (roundtables)** – The Education Department was delighted to see the overwhelming approval of this module in the conference evaluations last year. Feedback from the 2013 Conference stated that delegates would like to which sessions will be offered in each room prior to their choosing a room. We have accommodated this request and have published the topics in the program so the delegates now have options. We have also changed from 3 topics offered during this session segment to 2 topics with each being discussed for 1 hour. Again, the presenters will rotate rooms, not the delegates. This module will be held on Thursday, May 22nd.
 - Topic option this year are:
 - Finance & Budgeting AND Succession Planning
 - Technology AND Finance & Budgeting
 - Customer Service AND Technology
 - Training Boards AND Customer Service
 - Succession Planning & Mentoring AND Getting the Most Out of Your Staff
 - Leadership & Ethics AND Training Boards
 - Getting the Most Out of Your Staff AND Leadership & Ethics
- **Breaks** – To accommodate the presenters and delegates,, 15 minute breaks have been incorporated into all the sessions again this year, with the exception of the Crucial Conversations. This seemed to work well last year and all parties involved appreciated the gesture. This also eliminated many scanning issues or missed class time affecting delegate transcripts and points earned.
- **Athenian Program** – This program is catching on worldwide. We have seen an increase in Dialogues and recently approved several new Athenian Facilitators and Fellows. We currently have 34 Facilitators and 51 Fellows. An Athenian Dialogue is scheduled to be held at the Region XI Symposium in June! The membership seems to be extremely happy with the point increase that was approved at the Mid-Year meeting from 2 points to 3 points.
- **Region XI Symposium** - The Department has reviewed the education program that will be offered at the Brussels Symposium in June and has awarded 3.5 CMC Education or MMC Advanced Education points. An Athenian Dialogue facilitated by Mary Lynne Stratta will also be held which will earn 3 CMC Education or 3 MMC Advanced Education points with completed assessment.
- **Committee Work –**
 - **Conference Committee** - The Department worked with the Conference Committee to recommend sessions for the 2014 Conference Education program.
 - **Education and Professional Development Committee** – The Department worked with the committed to develop a set of survey questions to be disseminated to the members holding an MMC designation. The intent of the survey was to determine whether there was interest in continuing education opportunities/programs for those that had already achieved the MMC designation. The survey was completed in

March and the information gathered will be used to explore further professional development programs for those that have reached the highest level of certification.

- **International Relations Committee** – The Department worked with the committee to discuss the education program for the 2015 Study Abroad Program in Boston, Massachusetts. As of this date, the program has not been finalized and points have not been determined.
- **Program Review and Certification Committee** – The Department worked with the committee to review the Technical Bulletins and Athenian Dialogue program. This committee will be involved in the review process of the new institute proposal from Virginia Commonwealth University.
- **Education Resource Group** – The ERG is proving to be a valuable asset to IIMC in general and the Education Department. The biggest accomplishment to date has been the planning of the 2014 Institute Directors Colloquium. A wonderful agenda has been developed in which the Institute Directors will discuss all aspects of adult learning and program development. Patricia Hicks from UW-Green Bay will act as the facilitator for this program. The outcomes of this session will be carried over into the Tuesday Institute Director's meeting.
- **Institute Update**
 - **2013 Institute Annual Reports** - Out of 47 IIMC-approved Institute programs, the Education Department has received 37 Annual Reports.
 - **Reports Not Received:**
As of the date of this report, the department has not received 10 Annual Reports. A handful of these Institutes have requested alternate deadline dates due to program scheduling and others have had a change in Institute Directors. We will continue to work with these Institutes in order to receive their reports.
 - **South Dakota** – Interest still remains in South Dakota and the Association continues to look for a University to house their program. As of this date, a proposal has not been submitted.
 - **Virginia** – The agreement between Old Dominion University and the Virginia Municipal Clerks Association has expired. A proposal from Virginia Commonwealth University was received on 3/24/14 and the Education Department is working with the Institute Director to finalize the details before sending the proposal to the Program Review and Certification Committee.
 - **New Jersey** – The New Jersey Clerks Association continues to research options for a new University to host their program.
 - **West Virginia** - The Department has received numerous emails from Clerks in West Virginia requesting more information in the creation of an Institute. From what we understand, a task force has been created to begin the process. Nothing has come in house to date.

- **Maryland/Delaware-** The Department has had many discussions with members from this area about the possibility of creating an MMC program in this region. Nothing has developed as of this date.
- **Online Education Programs**
 - **Captus Press-** This program continues to move forward. At the present time, IIMC has two courses that will be released to the membership in the next few months. We will also be audio recording three of the Academy sessions in Milwaukee with the intent of turning these sessions into online programs. We will keep you apprised of any new updates.
 - **Webinars-** The Department met with Robert Blatt from AIM and discussed the possibility of offering an IIMC owned Electronic Records Management webinar series to the membership. This was a very productive conversation and all parties involved feel that our membership will both benefit from the program and appreciate the additional distance learning opportunity. The Department also participated in a sample webinar and found the program to be excellent and along the lines of what the membership is asking for. We will be discussing this in more detail before the Board Meeting and will provide a verbal update at that time.
- **Course Review Approvals** – Course reviews continue to stream in. Many new states have begun submitting programs for Course Review which benefits the members in those areas greatly. The Department has not encountered any issues with the process and requests are answered within a week.
- **Verification –**
 - **CMCs and MMCs** - Application review time is currently 2-3 weeks. Since the Mid-Year Meeting on November 22, 2013, we have awarded **115 CMC** designations and **30 MMC** designations. CMC numbers are right in line with last year but MMC numbers have almost doubled in comparison to last year's numbers during the Mid-Year to the Annual Board Meeting time frame.
 - **International Certification** – During the Board conference call on March 10, 2014, the Board voted to extend the International Transition period through December 31, 2014, which allows an additional 6 months for members in Regions X and XI to submit paperwork for the designations under the guideline changes. Since the implementation of the International Guidelines, the following certifications have been awarded:
 - **Canada-** 13 CMC designations and 1 MMC designation.
 - **The Netherlands** – 6 new CMC designations and 3 MMC designations. Due to the two year membership requirement, 2 additional CMCs will be granted in 2014 and 11 additional CMCs will be granted in 2015 so far. The department looks forward to seeing those numbers increase due to the bulk membership received from the Netherlands.
 - **The United Kingdom-** 3 new CMC designations and 1 new MMC designation.
 - **Bermuda-** 1 CMC designation!

The Education Department thanks you for your support this past year and looks forward to a successful year to come.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: Board of Directors

From: Stephanie Carouthers Kelly, MMC, NCCMC
Conference Committee Chair

Date: March 25, 2014

Subject: 2013/2014 Year End Annual 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: Chair, Stephanie C. Kelly, Vice Chair Mary Johnston, Laura Bauer, Denise Carey, Tracy Davis, Pam DeMouth, Anna Stetson, Kassie Van Remortel, Kate Wall, and Vikki Zuehike. **Board Liaisons:** Linda Rappe and Roxanne Schneider. **Staff Liaisons:** Chris Shalby, Emily Maggard, Ashley Carroll and Jennifer Ward.

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

The goals set for the committee this year were:

1. Evaluate and review the content and suitability of the proposed educational sessions of the Annual Conference collaborating with IIMC's Education Department to ensure that the varying levels of education, experience, and job responsibilities of all IIMC members are being met. Forward any recommendations for improvements to the Education Department.
2. 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, 2014.
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.

This report is a follow-up to the September 30, 2013 Mid-Year report submitted to the IIMC Board of Directors.

Discussion

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

Goal #2 - The Committee discussed sessions from the 2013 conference attended by Committee Members and provided direct feedback to the Education Department. **Completed.**

Goal #3 - The Committee reviewed and ranked prospective 2014 Education and “Crucial Conversations” topics. Results were forwarded to the Education Department in August 2013. **Completed.**

Goal #4 - The Committee received and reviewed the future Conference Bid Proposals in October from the Executive Director and provided their recommendation to the Board at the Mid-Year meeting. **Completed.**

Goal #5 - The Committee discussed, at their May meeting, how to recruit scanners and conveners at future conferences. In addition to recruiting in the newsletter and in e-briefings, a suggestion was made to offer scholarship recipients opportunities to scan delegates and convene education sessions. **Completed.**

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 individual business/products. The Exhibit Hall should be promoted as a networking opportunity for delegates. **Completed.**

2018 Conference Site Selection

A schematic prepared by Director Shalby of the four finalists for the 2018 conference site was distributed to the Committee for review. Director Shalby went over each line item during a November 7, 2013 teleconference and responded to questions from committee members. The four finalists were identified as “City A”, “City B”, “City C” and “City D”. The Committee unanimously selected “City B” which turned out to be Norfolk, Virginia. Committee members again complimented the process and expressed approval of reviewing “anonymous proposals.”

2014 Conference Education Update

The education program is complete: we are offering 8 Academies, 2 Athenian Dialogues, 3 General Sessions and 42 Concurrent Education sessions. This year the program has been approved for several dual certification credits from other organizations. This is a true testament to our organization and the quality of the educational sessions offered during our conference.

Summary – This was an active committee with participation from all members and outstanding support from the Executive Director and Education Department. It has been an honor to serve as Chair. I am appreciative of the invaluable assistance provided by Vice Chair Mary Johnston. I also appreciate the committee members’ willingness to promptly provide input and ideas. The Committee appreciates and thanks our Board Liaisons Linda Rappe and Roxanne Schneider.

Recommendation – There are no recommendations from the Conference Committee.

Financial – None requested

Management’s Comments:

This committee does an excellent job year in and year out regarding all things conference, from the education programs to working through the future conference site selections. Their input, comments and perspective is extremely helpful.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

TO: **Board of Directors**
FROM: **Legislative Committee**
Randi Johl-Olson, Chair
DATE: **May 2014**
SUBJECT: **Board Meeting Report**



BACKGROUND

The Legislative Committee has been a standing committee for 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 completed 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 was disseminated in January 2014 and can be found on IIMC's website.

FINANCIAL

Not Applicable – The Legislative Committee is a volunteer group of municipal clerks, the Committee holds meetings and conducts its work via conference calls and email.

SUMMARY

The Legislative Committee completed the second annual issue of *Federal Watch* and continues its focus 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:

The Committee's outreach continues to improve as its foundation grows. *Federal Watch* is an informative newsletter. There is a strong commitment to continue to provide legislative information to IIMC members

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: April 4, 2014

Subject: Membership Committee Mid-Year Report



Background

The Membership Committee held one teleconference in January.

Discussion

The Large Municipality Membership Drive added 356 new members over the past two years. The Small Municipality Membership drive (population 200 – 2,100) is now underway. Since January 1, we have obtained 67 new members offering a 1 ½ year membership for the price of one year. This is off to a wonderful start for us!

We have been in the process of gathering information for some upcoming News Digest articles. Most recently, Bernice Dixon prepared an article on Carol Landau, a retired clerk from Florida who is now in Hospice. Please check out Carol's website at www.carolsadventures.com, simply a remarkable, courageous lady. Look for her article in an upcoming News Digest.

Janis Daudt has continued educating our committee and offering her assistance and guidance. The committee was charged with contacting the Soon to be Cancelled Members and encouraging them to "re-think" their non-action on membership.

Financial

We have no financial needs at this time.

Summary

The committee is very supportive to have a new vendor provide website services to IIMC. What is needed is a way for members to pay their membership dues, conference fees, etc. online; this option is not available now. It was suggested that IIMC view the CCAC (City Clerks Association of California) and other association websites, as many have had success in this area. We hope the new website will offer many new avenues for our members.

Although, the current membership and renewal materials are in need of update, we feel that much of the improvement in this area will develop as the new website is updated. Due to this our efforts have been placed on hold. When the new website is launched, much of the renewal and membership materials will be emailed to members rather than mailed, which will also be a budget benefit.

The Membership Committee will continue to work on the task of contacting the soon to be cancelled members. Some committee members have also gone the "extra" mile to welcome new CMCs and MMCs and welcomed new members.

Recommendation

The only recommendation at this time is to support a new upgraded website to help expand membership opportunities.

Management's Comments:

We appreciate this committee's efforts with the Membership Department. Currently, IIMC has no plans to introduce a new web site, at least not for another year; however, we will be researching new modules to use on the current site to handle on line payments, etc. As always, we appreciate any articles for the News Digest. We will also look into creating an "interview template" to help in writing these articles.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: April 5, 2014

Subject: Final Report – 2013-14 Mentoring Committee



As we began this year with the attitude that mentoring is without a doubt a very important part of what IIMC mature members can offer its new members, the committee members have not changed their minds at all. Our committee is very excited that the executive committee and the board of directors listened to our suggestions to make the first time attendees to the IIMC Annual Conference an even better experience and we are equally excited to take part in some of those changes.

The committee has continued to contact new members from the information provided by Director of Member Services, Janis Daudt and have enjoyed making them each feel welcome to this great organization. Additionally, Janis has provided us with contact information for the mentor/mentee matches and we've made contact with them to assure each feels the other is a good fit for them and their needs.

Currently there are 51 Mentors and 52 Mentees enrolled in the program. In addition there are 62 inactive mentors waiting for mentees.

The committee met via teleconference on Thursday, February 6th, and received an update from Janis on some of the changes the executive committee and the board of directors were agreeable to make with reference to our suggestions. The first-time table will be manned again by the mentoring committee and others that also have a passion for the program.

The committee would like to “thank you” for allowing us to share in the first timer experience. And we greatly appreciate your consideration of our suggestions. We respect the work you do to make IIMC the best it can be and we know your decisions are always geared to what’s best for the organization as a whole.

Management’s Comments:

The Milwaukee conference will feature the first timers “meet and greet” reception/session prior to the opening reception on Sunday evening. The mentoring committee is provided a table by the IIMC registration area to greet prospective mentees and discuss IIMC programs with them. We thank the committee for their continued efforts to share their knowledge with IIMC “newbies.”

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Bruce Poole Chair
Tami Kelly Vice Chair
Program Review and Certification Committee

Date: 7th April 2014

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



As reported to the 2013 November 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. For the sake of reporting them again we set them out herewith as follows. The first was to discuss the 2013/14 Goals & Objectives and the second in order to discuss two questions posed by the Education Department.

The Committee were pleased to note that the Board of Directors revisited the subject matters brought to its attention through other committee of IIMC.

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 this committee's input on these topics, some of which still need further discussion. At the mid year meeting in November 2013, staff was asked to create an assessment tool regarding the awarding of points for the Technical Bulletins. Also at the mid year, the Board awarded an additional point for the Dialogues with a cap of 18 total points.



To: IIMC Board of Directors

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

Date: April 7, 2014

Subject: 2013/2014 Public Relations & Marketing Committee Final Report

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

Concerning goal number one to submit articles for the News Digest, best practices, management and leadership, committee members recommend the solicitation of articles from Clerks for the IIMC News Digest pertaining to a variety of subjects such as education, certification and best practices to promote the Clerk's role.

Process has been started with some articles already sent in. Committee recommends collecting additional articles for the future if possible.

Concerning goal number two to develop a marketing plan for Program Excellence in Governance Award committee members recommend having prior recipients do a short video clip of what the award has meant to them and their city. Former recipients were contacted and receptive to this idea. The committee recommends establishing a budget for the video with further work suggested at the conference. Committee also recommends working with Rod Didiron, City Clerk/City Auditor with the City of Santa Clara, California concerning the video clip.

Concerning goal number three to develop existing materials and new marketing ideas for Municipal Clerk's Week this goal has been completed. Posters were created and submitted for clerks week and distributed in the January 2014 Digest. Committee members also revisited a former recommendation to apply with the United States Postal Service for a Municipal Clerk stamp issue as another vehicle to promote the municipal clerk and recommend moving forward with that process as well.

Concerning goal number four to develop new marketing ideas around promoting attendance at the IIMC Annual Conference committee members came up with a brochure template created for state associations to use to promote and generate IIMC conference attendance. Other suggestions are working with the IIMC Communications Coordinator concerning the use of social media and getting live feed testimonials from clerks attending the annual conference.

Concerning goal number five to develop new marketing ideas to promote the value of IIMC's certifications committee members recommended doing a Q&A at the annual conference with certified clerks and hearing what the certifications mean to them.

Financial – The Public Relations and Marketing Committee recommend budgeting funds for a short video clip for goal number two concerning marketing the Program Excellence in Governance Award.

Summary

- Committee will work with the IIMC Communications Coordinator to solicit and maintain articles for future News Digests (Goal 1).
- Committee recommends budgeting funds to put together a short video with former Program Excellence in Governance award recipients to market the award (Goal 2).
- Committee updated the Municipal Clerks Week posters and recommends submitting an application to the United States Postal Service for consideration of issuance of a Municipal Clerks postage stamp (Goal 3).
- Committee created a draft brochure template for State Associations to use to promote the IIMC conference (Goal 4).
- Committee recommends IIMC have a Q&A session at their annual conference where certified clerks tell what their certification means to them. IIMC communications staff would video individual testimonials and use as a promotional tool (Goal 5).

Recommendation

The PRMC recommends that the IIMC Board of Directors accepts this final report.

Management's Comments:

We appreciate this Committee's submittal of News Digest articles and look forward to future materials. We like the idea of producing short video clips from members regarding Certification, and the Award recipients to upload on our web site for promotional use. The Municipal Clerks Week promotion has grown in the past few years as IIMC's membership Department distributes approximately 4,000 emails to Mayors, City Managers, council members, etc., promoting the Week and importance of the Clerk.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Kacie Paxton, Chair Research & Resource
Date: April 4, 2014
Subject: 2014 Final 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

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.

This year the committee accomplished:

- Actively responded to email requests for information from clerks around the country regarding a multitude of topics affecting municipal clerks
- Assisted the IIMC board in reviewing the salary survey and MMC survey
- Began reviewing content for the FAQ section of the website
- Began to discuss content for the Online Resource Center

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 will continue in this effort and will work with the new committee members so that these goals can be accomplished in the upcoming months.

Management's Comments:

We thank this committee for their expediency in responding to member requests and for providing their perspective on the Education Professional Development committee MMC survey. IIMC would also like to expand its online resource center since it's a value added service to its members.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Mary Lynne Stratta
Chair, Budget and Planning Committee

Date: April 4, 2014

Subject: Final 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.

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. No major discrepancies or accounting/financial issues were identified.

The BPC submitted a balanced budget that was approved by the Board of Directors at its mid-year meeting. Areas where savings were noted included salary for an Education Director, election expenses and the building mortgage refinancing. Expense items to note included 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 2014 conference budget was based 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. The BPC did not recommend a dues increase in 2014.

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 develops and formalizes 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. (Board adopted a policy at the mid-year meeting.) 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. (Board adopted a policy at the mid-year meeting.) 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.

Discussion

Since the BPC meeting, the BPC has continued to thoroughly review monthly financial reports and notes as submitted by staff. Staff has been diligent in answering BPC members' questions in a timely manner.

A teleconference of the BPC was held on January 30, 2014, to address concerns and questions regarding the mid-year Board meeting expenses. The mid-year Board meeting was budgeted at \$41,400. Actual expenses for the mid-year Board meeting were \$56,845, or \$15,445 or 37.3 percent above budget. It was a healthy discussion with recommendations as listed below:

- Have mid-year conference bids available at the BPC meeting in August to help BPC budget accordingly. It was acknowledged BPC probably needs to reasonably increase the budget for mid-year meetings in the future, but having the mid-year conference bids will help BPC do so in a more accurate manner.
- Accept bids from multiple cities to find the best value for IIMC for the mid-year meeting.
- Recommended the President ask the Policy Review Committee to develop a policy that stipulates IIMC will not pay for board member air fare changes to change flights when the change was not caused by IIMC. To not have a policy to address this puts the staff in a bad position. All agreed that unless the change in flight was caused by IIMC, then IIMC should not pay for flight changes because something has come up back home for that Board member.
- Recommended the President ask Policy Review Committee to develop a policy that stipulates that Board members who do not submit expense reports within the prescribed period following return from IIMC travel shall be referred to BPC for consideration. (Discussion indicated it was unacceptable for a Board member to wait a year to turn in receipts for travel and expect IIMC to reimburse him/her, especially after staff has spent considerable time trying to collect the expense report from the Board member.) Board

members are informed of the policy during Board orientation. A suggestion was made that at the end of all Board meetings, Board members be reminded of the policy and the deadline by which to submit their expense report.

- It was suggested there may be merit to contacting the cities bidding for the annual conference to determine if IIMC could get more “bang for the buck” by bringing mid-year to the same city. This could also apply after the conference bid has been awarded. Host hotels may be amenable to an economical deal for mid-year. It was suggested that criteria be developed that would help capitalize on the good will generated for IIMC by the mid-year location. The Board should be cognizant of traditionally high cost cities and look for alternatives, perhaps in the same region. Also, it was suggested bidding cities for the annual conference that were not awarded the bid may be very willing to offer a good deal for IIMC for mid-year to get the Board there to see firsthand what that venue has to offer (such as the Omaha example).

It is recommended the Board consider the recommendations above in order to keep the cost of mid-year Board meetings at a minimum.

Financial

Year end financials as of December 31, 2013, reflected a net profit of \$159,399, which is \$153,799 over the projected budget of \$5,600. Increased revenue in membership dues and conference net profit, along with continued diligence regarding spending, resulted in a net profit for IIMC for the seventh consecutive year. December 2013 year end reflected \$93,640 more in profit than December 2012 year end. Of that amount, \$70,585 was placed into restricted reserves. During its annual meeting, the BPC discussed the goal of having \$500,000 in the restricted reserve fund. As of December 31, 2013, there was \$401,585 in restricted reserves and \$168,382 in operating reserves.

Notable factors for the positive change in net profit include: reduction in mortgage interest due to headquarters building refinancing; increase in publications income; reduction in bank analysis fees; dues income increase to \$1,103,355 (exceeded \$1 million for the sixth consecutive year); leasable space in the headquarters building is fully occupied; and the 2013 conference yielded a net profit of \$47,754 due to higher attendance, reduction in food/beverage costs, reduced speaker fees and no hotel attrition.

Summary

The BPC was pleased to present a balanced budget to the IIMC Board of Directors for adoption. We are pleased to provide December 2013 year end budgetary figures that indicate IIMC continues on the road to financial success and stability. Our only area of concern is noted above relative to mid-year Board meeting expenses being more in line with the budget.

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 and in preparing monthly financial reports. As Chair, I thank the BPC members for their diligence in reviewing the monthly financial reports.

Recommendation

The Budget and Planning Committee recommends the acceptance of this report and the 2013 year-end financial reports and encourages the Board to consider the recommendations listed above relative to mid-year Board meeting expenses.

The BPC members thank President Lemoine and the IIMC Board of Directors for the opportunity to serve. Again, we are pleased to see IIMC continue on the path of financial stability and success.

Enclosure: 2013 Year End Financials and Notes

Management's Comments:

Dealing with Budget and Planning on a monthly or as needed basis certainly helps with financial perspective. They're an excellent sounding board and offer divergent and insightful perspectives on IIMC's financial health.

As for mid-year meeting bids, staff currently accepts RFPs searching for the most cost effective ways of producing this meeting. We need to be more realistic in determining the mid year meeting budget, considering the time of year it's held (not change the time, but realize the cost of travel in November), less options with airlines regarding certain destinations and miscellaneous costs that vary from hotel to hotel, city to city. There is a policy on how mid-year meetings are chosen:

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.

1. IIMC shall submit informal proposals and receive quotes for the purpose of hosting the Mid-Year Board meeting.
2. The President, in conjunction with the Executive Director, shall select the lowest and best informal quote for hosting the Mid-Year Board meeting
3. That the mid-year board meeting be held near headquarters once every three years.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: March 10, 2014

Subject: 2013 Year-End (December) Notes



December 2013 YTD reflects a Net Profit of \$159,399. This is \$153,799 over projected budget of \$5,600. Continuing overall due diligence in spending and increased revenue in dues and conference net profit has lead IIMC to another stellar year in which IIMC has, for the seventh consecutive year, ended with a Net Profit. In addition, this is the sixth consecutive year that IIMC has surpassed the million-dollar mark with dues revenue. Comparing December 2013 YTD with December 2012 YTD – 2013 YTD reflects approximately \$93,640 more in profit than 2012. Such a healthy net profit has allowed for IIMC to invest \$70,585 more into its Restricted Reserves.

Reserve Balance

Reserves – Operating	\$168,372
Reserves – Restricted	\$401,585

Key Factors for change in 2012 & 2013 Net Profit:

- **Administration** - *Although 2013 experienced a reduction in income due to the discontinuation of the MCEF contract, there was also a reduction in expenses due to credit card fraudulent activity in 2012 as well as a reduction in bank analysis in 2013.*
- **Mortgage Interest** – *With the building refinance, IIMC is realizing a reduction in Mortgage Interest in 2013 over 2012.*
- **Education** – *We are realizing a reduction in certification income, primarily MMC in 2013 over 2012. Such a reduction is offset by a reduction in expenses due to eliminating the Education Director's salary in 2013.*
- **Marketing** – *Publications income increased in 2013 over 2012. Marketing also incurred less in salaries in 2013 due to salary allocation changes.*
- **Membership** – *Dues income has increased in 2013 as well as expenses for the Member Drive are lower in 2013 than 2012*
- **Conference** – *2013 Conference yielded a higher Net Profit due primarily to higher attendance, reduction in food and beverage costs, reduced speaker fees and no hotel attrition.*

Administrative

- Administrative YTD budget is under budget - \$43,660
 - **Income** – Income is over budget - \$276
 - **Expenses** – Expenses are under budget - \$43,384
 - **Key Factors for 2013:**
 - **Salary/Wages – under budget – \$8k:** In 2013 Janet Pantaleon's time changed to 50% Administration/Accounting and 50% Membership, hence the savings in Salary/Wages in Administration Budget.
 - **Depreciation/Amortization Expense – under budget – \$8k:** A reduction of approximately \$52k in expected capitalized purchases resulted in an \$8k savings in depreciation.
 - **Legal Fees – over budget – \$3k:** Shalby contract negotiations in November.
 - **Bank Analysis Fees – under budget – \$6k:** IIMC changed banks in November 2012, after which the budget was already finalized, to secure a new mortgage for IIMC building as well as reduce ongoing bank analysis fees.

2013 December Notes – Cont.

Building

- Building YTD is over budget - \$1,450
 - **Income** – Revenue is under budget - \$5,528
 - **Expenses** – Expenses are under budget - \$4,077
 - **Key Factors in 2013:**
 - **Depreciation/Amortization Expense – under budget – \$2k:** *A reduction of approximately \$16k in expected capitalized improvements resulted in a \$2k savings in depreciation.*
 - **Mortgage Interest – under budget – \$5k:** *IIMC secured a new mortgage at the end of 2012 after the budget was established based on old mortgage resulting in a reduction in expenses.*
 - **Commissions/Appraisals – over budget - \$7k:** *Commission expense incurred for negotiations of new tenant lease.*

Committees

- Committees YTD is under budget - \$15,950
 - **Executive Committee** – Is over budget - \$691
 - **Board of Directors** – Is under budget - \$483
 - **General** – under budget - \$9,386
 - **Mid-Year** – over budget - \$15,445
 - **Conference** – under budget - \$6,542
 - **Other Committees** – under budget - \$16,158
 - **Key Factors in 2013:**
 - **Strategic Planning/Board Development – under budget – \$8k:** *Board Development instead of Strategic Planning for both the Conference and Mid-Year Board meetings resulted in overall savings.*
 - **BOD – Mid-Year – over budget - \$15k:** *Higher than expected travel to IIMC Savannah Mid-Year meeting resulted in budget overages, primarily due to airfare, audio visual, and overly optimistic cost on accommodations.*
 - **Other Committees – Exchange Program - under budget - \$3k:** *IIMC did not host an exchange program in 2013 hence no expense was incurred.*
 - **Other Committees – Records Management – under budget - \$8k:** *Less than expected expenses incurred for Publications Committee as well as no expense incurred for IIMC/NAGARA workshops resulted in less expense.*

Conference

- Conference YTD is over budget - \$47,754
 - **Income** – Revenue is under budget - \$31,419
 - **Expenses** – Expenses are under budget - \$79,173
 - **General Comments:**
 - Comparing 2013 Conference to 2012, we recognized 48 more full paying attendees. Although Atlantic City experienced a slight increase in event cost, this was expected due to the increase in attendees. The primary reduction in total expense was no hotel attrition with the 2013 Conference.
 - Overall, all expenses are under budget with the exception of Staff Travel expense due to the cost of the hotel rooms (prior to Conference) and travel from airport to conference site.
 - **Key Factors in 2013:**
 - Hotel Room Block – Reduction in room block alleviated attrition
 - Speaker Expense – under budget – \$16k
 - Events Expense – under budget – \$18k
 - Food & Beverage Expense – under budget – \$11k
 - Audit Visual – under budget – \$14k

2013 December Notes – Cont.

Education

- Education YTD is under budget - \$56,614
 - **Income** – Revenue is over budget - \$9,442
 - **Expenses** – Expenses are under budget - \$47,172
 - **General Comments** – *Policy 8 funds came in over budget by \$16,467, of which \$17k of Policy 8 funds was applied to 2014 Grants – Conference and Regional Meetings.*
 - **Key Factors in 2013:**
 - **Fees CMC – over budget – \$12k:** *IIMC continues to see increased enrollment in the CMC certification program.*
 - **Distances Education/Program Development – under budget collectively – \$34k:** *Less than expected expenses incurred for both of these budget line items.*

Marketing

- Marketing YTD is over budget - \$14,479
 - **Income** – Revenue is under budget - \$14,826
 - **Expenses** – Expenses are under budget - \$347
 - **General Comments** – *The reduction in Advertising revenue is due to the decline in advertising. Several advertisers have either pulled or reduced the rate of their ads due to loss of revenue in their business.*

Membership

- Membership YTD is over budget - \$5,752
 - **Income** – Revenue is under budget - \$7,815
 - **Expenses** – Expenses are under budget - \$13,566
 - **General Comments**
 - **Membership Dues** – *Dues starting with the term of 01/01/2013 include a board approved increase of \$10.*
 - **Expenses** - *Overall savings in expenses.*

Year	Dues Revenue	\$ Change	% Change
2008	1,023,592		
2009	1,017,120	(6,472)	(0.01)
2010	1,035,296	18,176	0.02
2011	1,049,544	14,248	0.01
2012	1,066,830	17,286	0.02
2013	1,103,355	36,525	0.03

IIMC Financials
FISCAL YEAR 2013
Statement of Financial Position
December 31, 2013

ASSETS

Current Assets

General Checking	\$ 43,686
MMA - Operating	168,372
MMA - Reserves	401,585
Accounts Receivable	63,812
Inventory	15,693
Prepaid Expense	52,842
Prepaid Conference	37,287
Total Current Assets	\$ 783,278

Property & Equipment

Furniture	73,943		
Accum Deprn - Furniture	(73,302)	\$ 641	
Office Equipment	18,794		
Accum Deprn - Office Equipment	(18,794)		(0)
Building	397,448		
Accum Deprn - Building	(126,538)		270,910
Building Improvement - No Rent	177,178		
Accum Deprn - Building Improvement	(76,883)		100,295
Building Improvement - Rent Only	34,107		
Accum Deprn - Building Improvement	(29,506)		4,601
Land	321,408		
Building Rental	376,400		
Accum Deprn - Bldg Rental	(119,833)		256,567
Computer Equipment	33,645		
Accum Deprn - Computer Equipment	(23,833)		9,812
Computer Software	81,278		
Accum Amortization - Computer Software	(77,713)		3,565
Loan Cost	4,995		
Accum Amortization - Loan Costs	(271)		4,724
Total Property and Equipment		\$ 972,523	

TOTAL ASSETS

\$ 1,755,801

IIMC Financials
FISCAL YEAR 2013
Statement of Financial Position
December 31, 2013

LIABILITIES & EQUITY

Current Liabilities

Accounts Payables	42,318
Accrued Expense	41,473
Vacation Liability	17,328
Deferred Revenue - Dues	723,577
Deferred Revenue - Rent	2,024
Deferred Revenue - Conference	36,750
Deferred Revenue - Sponsorship/Advertising	4,600
Exchange Application	50
Grants - Conference	7,280
Grants - Study Abroad	9,454
Grants - Regional Educational Meeting	11,000
MCEF Liability	2,000
Total Current Liabilities	\$ 897,854

Long Term Liabilities

Mortgage Loan	717,195
Total Long Term Liabilities	\$ 717,195

EQUITY

Equity	(47,084)
Property & Equip Reserves	(11,178)
Building Reserves	23,625
Operating Reserves	15,990
Net Income/(Loss)	159,399
Total Equity	\$ 140,752

TOTAL LIABILITIES & EQUITY

\$ 1,755,801

IIMC Financials

FISCAL YEAR 2013

SUMMARY TOTALS

December 31, 2013

Department	2013							
	Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	YTD %
INCOME:								
Administration	500	56	42	15	776	500	276	155.1%
Building	59,000	3,378	4,917	(1,539)	53,472	59,000	(5,528)	90.6%
Conference	533,550	2,538	-	2,538	502,131	533,550	(31,419)	0.0%
Education	104,300	31,479	31,608	(130)	113,742	104,300	9,442	109.1%
Marketing	41,300	744	3,523	(2,779)	26,474	41,300	(14,826)	64.1%
Membership	1,114,800	95,162	92,900	2,262	1,106,985	1,114,800	(7,815)	99.3%
Total Income	1,853,450	133,357	132,990	367	1,803,580	1,853,450	(49,870)	97.3%
EXPENSES:								
Administration	557,659	39,994	46,405	(6,411)	514,275	557,659	(43,384)	92.2%
Building	129,800	10,631	11,733	(1,102)	125,723	129,800	(4,077)	96.9%
Committee - Board of Directors	95,200	2,167	1,475	692	94,717	95,200	(483)	99.5%
Committee - Executive	26,800	-	2,233	(2,233)	27,491	26,800	691	102.6%
Committees - Other	25,000	2	517	(515)	8,842	25,000	(16,158)	35.4%
Conference	490,500	4,584	4,583	1	411,327	490,500	(79,173)	83.9%
Education	212,300	24,307	17,692	6,615	165,128	212,300	(47,172)	77.8%
Marketing	109,150	11,239	8,763	2,476	108,803	109,150	(347)	99.7%
Membership	201,441	20,463	16,753	3,710	187,875	201,441	(13,566)	93.3%
Total Expense	1,847,850	113,387	110,154	3,233	1,644,181	1,847,850	(203,669)	89.0%
PROFIT/(LOSS)								
Administration	(557,159)	(39,938)	(46,363)	6,426	(513,499)	(557,159)	43,660	92.2%
Building	(70,800)	(7,253)	(6,817)	(436)	(72,250)	(70,800)	(1,450)	102.0%
Board of Directors	(95,200)	(2,167)	(1,475)	(692)	(94,717)	(95,200)	483	99.5%
Committee - Executive	(26,800)	-	(2,233)	2,233	(27,491)	(26,800)	(691)	102.6%
Committees - Other	(25,000)	(2)	(517)	515	(8,842)	(25,000)	16,158	35.4%
Conference	43,050	(2,047)	(4,583)	2,537	90,804	43,050	47,754	210.9%
Education	(108,000)	7,172	13,917	(6,745)	(51,386)	(108,000)	56,614	47.6%
Marketing	(67,850)	(10,494)	(5,239)	(5,255)	(82,329)	(67,850)	(14,479)	121.3%
Membership	913,359	74,699	76,147	(1,447)	919,111	913,359	5,752	100.6%
Net Profit/(Loss)	5,600	19,970	22,836	(2,866)	159,399	5,600	153,799	2846.4%
Controls	0	0	0	0	(0)	0	0	0

IIMC Financials

FISCAL YEAR 2013

Administrative

December 31, 2013

Description	2013								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Interest	500	56	42	15	776	500	276	155.1%	
Total Income	500	56	42	15	776	500	276	155.1%	
OVERHEAD EXPENSES									
Salary/Wages	268,098	18,536	22,342	(3,805)	259,912	268,098	(8,186)	96.9%	
Contract Labor	60,000	5,000	5,000	-	60,000	60,000	-	100.0%	
Salary Benefits	42,909	3,973	3,576	398	42,757	42,909	(152)	99.6%	
Payroll Taxes-Employer	19,153	1,530	1,596	(67)	18,579	19,153	(574)	97.0%	
Workers Comp Insurance	2,799	179	233	(54)	2,179	2,799	(620)	77.8%	
Computer/Software Purchase	7,500	-	625	(625)	1,190	7,500	(6,310)	15.9%	
Computer/Software Support	34,000	2,590	2,833	(243)	35,186	34,000	1,186	103.5%	
Depreciation Furn/Amortization Exp	15,300	609	1,275	(666)	7,172	15,300	(8,128)	46.9%	
Office Equipment Lease	6,400	749	533	216	5,962	6,400	(438)	93.2%	
Office Equipment Maint	800	-	67	(67)	255	800	(545)	31.9%	
Office Equipment Purchase	500	-	42	(42)	349	500	(151)	69.9%	
Office Supplies	5,200	75	433	(358)	5,035	5,200	(165)	96.8%	
Telephone	10,400	743	867	(123)	10,245	10,400	(155)	98.5%	
Web Site	3,900	317	325	(8)	3,432	3,900	(468)	88.0%	
Auditor Fees	14,500	1,167	1,208	(41)	14,010	14,500	(490)	96.6%	
Auto Mileage-Staff	100	-	8	(8)	111	100	11	111.2%	
Copier	6,100	495	508	(14)	6,089	6,100	(11)	99.8%	
Credit Card Fees	1,600	108	133	(25)	827	1,600	(773)	51.7%	
Bank Analysis Fees	9,000	145	750	(605)	2,442	9,000	(6,558)	27.1%	
Insurance-Retiree (*)	14,700	1,093	1,225	(132)	13,583	14,700	(1,117)	92.4%	
Legal Fees	500	350	42	308	3,312	500	2,812	662.3%	
Memberships	800	-	-	-	771	800	(30)	96.3%	
Payroll Processing	4,000	385	333	52	4,830	4,000	830	120.7%	
Postage/Courier/Mailing	2,000	130	167	(37)	1,880	2,000	(120)	94.0%	
Printing	2,500	-	208	(208)	445	2,500	(2,055)	17.8%	
Professional Develop/Training	3,000	298	250	48	2,271	3,000	(729)	75.7%	
Shipping	500	15	42	(26)	417	500	(83)	83.5%	
Subscriptions/Publications	300	-	25	(25)	-	300	(300)	0.0%	
Taxes Business	5,000	647	417	230	2,794	5,000	(2,206)	55.9%	
Admin Accommodations	3,300	-	275	(275)	2,252	3,300	(1,048)	68.2%	
Admin Airfare	4,500	-	375	(375)	2,635	4,500	(1,865)	58.6%	
Admin Ground	1,300	-	108	(108)	449	1,300	(851)	34.6%	
Admin Meals	2,200	-	183	(183)	1,109	2,200	(1,091)	50.4%	
Admin Other	200	-	17	(17)	-	200	(200)	0.0%	
Other	4,600	859	383	475	1,795	4,600	(2,805)	39.0%	
Total Administrative Expenses	557,659	39,994	46,405	(6,411)	514,275	557,659	(43,384)	92.2%	
Net Profit/Loss	(557,159)	(39,938)	(46,363)	6,426	(513,499)	(557,159)	43,660	92.2%	

IIMC Financials

FISCAL YEAR 2013

Building

December 31, 2013

Description	2013								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Rental Income	59,000	3,378	4,917	(1,539)	53,472	59,000	(5,528)	90.6%	
Total Income	59,000	3,378	4,917	(1,539)	53,472	59,000	(5,528)	90.6%	
DIRECT EXPENSE									
Amortize Loan Costs	1,600	19	133	(114)	250	1,600	(1,350)	15.6%	
Association Fees	2,500	205	208	(3)	2,460	2,500	(40)	98.4%	
Depreciation Building	34,300	2,726	2,858	(132)	31,938	34,300	(2,362)	93.1%	
Insurance Fire/Property	4,200	357	350	7	5,042	4,200	842	120.0%	
Landscaping	4,100	290	342	(52)	3,400	4,100	(700)	82.9%	
Mortgage Interest	40,400	2,991	3,367	(375)	35,719	40,400	(4,681)	88.4%	
Office Cleaning - IIMC	3,100	240	258	(18)	3,120	3,100	20	100.6%	
Property Tax	14,000	1,596	1,167	430	14,888	14,000	888	106.3%	
Repair/Maint Building	7,400	129	617	(488)	5,231	7,400	(2,169)	70.7%	
Repair/Maint Grounds	2,000	-	167	(167)	40	2,000	(1,960)	2.0%	
Utilities	13,100	944	1,092	(148)	13,469	13,100	369	102.8%	
Allocation to Bldg Reserve	1,000	1,013	1,000	13	1,013	1,000	13	101.3%	
Office Cleaning - Tenants	2,100	120	175	(55)	1,772	2,100	(328)	84.4%	
Commissions/Appraisals	-	-	-	-	7,381	-	7,381	0.0%	
Total Direct Expense	129,800	10,631	11,733	(1,102)	125,723	129,800	(4,077)	96.9%	
Net Profit/Loss	(70,800)	(7,253)	(6,817)	(436)	(72,250)	(70,800)	(1,450)	102.0%	

IIMC Financials

FISCAL YEAR 2013

Committees

December 31, 2013

Description	2013								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
EXECUTIVE COMMITTEE:									
Telephone	500	-	42	(42)	74	500	(426)	14.9%	
Travel Accommodations	7,000	-	583	(583)	4,828	7,000	(2,172)	69.0%	
Travel Airfare	13,500	-	1,125	(1,125)	15,576	13,500	2,076	115.4%	
Travel Ground	2,000	-	167	(167)	3,472	2,000	1,472	173.6%	
Travel Meals	2,500	-	208	(208)	3,015	2,500	515	120.6%	
Travel Other	1,000	-	83	(83)	134	1,000	(866)	13.4%	
Other	300	-	25	(25)	391	300	91	130.4%	
Total Expense	26,800	-	2,233	(2,233)	27,491	26,800	691	102.6%	
BOARD OF DIRECTORS:									
General									
Election Expense	100	-	-	-	-	100	(100)	0.0%	
Region XI Consultant	7,000	500	583	(83)	8,217	7,000	1,217	117.4%	
Insurance Officers & Directors	7,000	987	583	404	6,929	7,000	(71)	99.0%	
Legal Fees	1,000	245	83	162	420	1,000	(580)	42.0%	
Meeting Expenses	-	(1,627)	-	(1,627)	-	-	-	0.0%	
Strategic Planning/Board Development	12,000	1,627	-	1,627	3,903	12,000	(8,097)	32.5%	
Postage	100	-	8	(8)	159	100	59	159.0%	
Shipping	100	-	8	(8)	55	100	(45)	55.1%	
Telephone	1,500	-	125	(125)	242	1,500	(1,258)	16.1%	
Memorials	500	-	42	(42)	400	500	(100)	80.0%	
Other Expenses	500	-	42	(42)	89	500	(411)	17.9%	
General	29,800	1,732	1,475	257	20,414	29,800	(9,386)	68.5%	
Mid-Year									
Travel Accommodations	11,400	-	-	-	14,772	11,400	3,372	129.6%	
Travel Airfare	15,000	75	-	75	20,149	15,000	5,149	134.3%	
Travel Ground	1,000	-	-	-	3,655	1,000	2,655	365.5%	
Travel Meals	12,500	60	-	60	12,911	12,500	411	103.3%	
Travel Other	500	-	-	-	12	500	(488)	2.5%	
Parliamentarian Expense	-	300	-	300	600	-	600	0.0%	
Meeting Expenses	1,000	-	-	-	4,188	1,000	3,188	418.8%	
Mid-Year	41,400	435	-	435	56,845	41,400	15,445	137.3%	
Conference									
Travel Accommodations	7,000	-	-	-	7,816	7,000	816	111.7%	
Travel Airfare	1,000	-	-	-	1,437	1,000	437	143.7%	
Travel Ground	1,000	-	-	-	438	1,000	(562)	43.8%	
Travel Meals	2,000	-	-	-	918	2,000	(1,082)	45.9%	
Board Meeting Expense	8,000	-	-	-	4,774	8,000	(3,226)	59.7%	
Board Meeting Audio Visual	4,000	-	-	-	2,076	4,000	(1,924)	51.9%	
Travel Other	1,000	-	-	-	-	1,000	(1,000)	0.0%	
Conference	24,000	-	-	-	17,458	24,000	(6,542)	72.7%	
Total Expense	95,200	2,167	1,475	692	94,717	95,200	(483)	99.5%	
BUDGET AND PLANNING:									
Travel Accommodations	2,000	-	-	-	2,303	2,000	303	115.2%	
Travel Airfare	4,000	-	-	-	3,206	4,000	(794)	80.2%	
Travel Ground	500	-	-	-	190	500	(310)	38.0%	
Travel Meals	1,400	-	-	-	1,209	1,400	(191)	86.4%	
Travel Other	200	-	-	-	12	200	(188)	6.0%	
Total Expense	8,100	-	-	-	6,921	8,100	(1,179)	85.4%	
CONFERENCE POLICY:									
Meeting/Telephone Expenses	200	-	17	(17)	32	200	(168)	15.9%	
Total Expense	200	-	17	(17)	32	200	(168)	15.9%	
EDUCATION / PROFESSIONAL DEVELOPMENT:									
Meeting/Telephone Expenses	200	-	17	(17)	8	200	(192)	4.2%	
Total Expense	200	-	17	(17)	8	200	(192)	4.2%	
ELECTION:									
Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%	
Total Expense	100	-	8	(8)	-	100	(100)	0.0%	

IIMC Financials

FISCAL YEAR 2013

Committees

December 31, 2013

Description	2013							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
ETHICS: Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
INTERNATIONAL RELATIONS: Exchange Program	3,000	2	-	2	2	3,000	(2,998)	0.1%
Study Abroad	700	-	-	-	-	700	(700)	0.0%
Meeting/Telephone Expenses	200	-	17	(17)	423	200	223	211.5%
Total Expense	3,900	2	17	(15)	425	3,900	(3,475)	10.9%
POLICY REVIEW Meeting/Telephone Expenses	200	-	17	(17)	200	200	(0)	99.9%
Total Expense	200	-	17	(17)	200	200	(0)	99.9%
MEMBERSHIP: Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
MENTORING: Meeting/Telephone Expenses	100	-	8	(8)	41	100	(59)	41.2%
Promotion	300	-	25	(25)	-	300	(300)	0.0%
Total Expense	400	-	33	(33)	41	400	(359)	10.3%
PROGRAM REVIEW: Meeting/Telephone Expenses	400	-	33	(33)	77	400	(323)	19.4%
Total Expense	400	-	33	(33)	77	400	(323)	19.4%
PUBLIC RELATIONS: Meeting/Telephone Expenses	200	-	17	(17)	56	200	(144)	28.0%
Other	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Total Expense	1,200	-	100	(100)	56	1,200	(1,144)	4.7%
LEGISLATIVE Meeting/Telephone Expenses	-	-	-	-	36	-	36	0.0%
Total Expense	-	-	-	-	36	-	36	0.0%
RECORDS MANAGEMENT: Publications - writing/editing/design	2,500	-	208	(208)	850	2,500	(1,650)	34.0%
Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
IIMC/NAGARA Workshops	7,000	0	-	0	0	7,000	(7,000)	0.0%
Total Expense	9,600	0	217	(217)	850	9,600	(8,750)	8.9%
RESEARCH: Meeting/Telephone Expenses	200	-	17	(17)	-	200	(200)	0.0%
Total Expense	200	-	17	(17)	-	200	(200)	0.0%
RESOURCE & INFORMATION: Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
TASK FORCE(S): ACCREDITATION / CREDENTIALING								
Meeting/Telephone Expenses	200	-	17	(17)	196	200	(4)	97.8%
Total Expense	200	-	17	(17)	196	200	(4)	97.8%
Executive Committee	26,800	-	2,233	(2,233)	27,491	26,800	691	102.6%
Board of Directors	95,200	2,167	1,475	692	94,717	95,200	(483)	99.5%
Other Committees	25,000	2	517	(515)	8,842	25,000	(16,158)	35.4%
Total Expense	147,000	2,169	4,225	(2,056)	131,050	147,000	(15,950)	89.1%
Net Profit/Loss	(147,000)	(2,169)	(4,225)	2,056	(131,050)	(147,000)	15,950	89.1%

IIMC Financials

FISCAL YEAR 2013

Conference

December 31, 2013

Description	Budget	Monthly	Monthly Budget	Variance	2013			
					Actual YTD	YTD Budget	Variance	YTD %
INCOME								
Registration Members-Full	432,850	-	-	-	418,208	432,850	(14,643)	96.6%
- Comp - Full Registration	(22,000)	-	-	-	(33,803)	(22,000)	(11,803)	153.6%
- Discount - First Timer	(8,000)	-	-	-	(11,150)	(8,000)	(3,150)	139.4%
- Discount - Multi Attendee	(6,100)	-	-	-	(4,300)	(6,100)	1,800	70.5%
- Discount - Conference Region	(14,500)	-	-	-	(11,400)	(14,500)	3,100	78.6%
- Discount - Region X	-	-	-	-	(2,070)	-	(2,070)	0.0%
- Discount - Region XI	(3,500)	-	-	-	(3,780)	(3,500)	(280)	108.0%
- Discount - Speakers	-	288	-	288	-	-	-	0.0%
Registration Guest	25,000	-	-	-	16,945	25,000	(8,055)	67.8%
Donations & Sponsorships	46,500	2,250	-	2,250	43,600	46,500	(2,900)	93.8%
Exhibitor Program	35,000	-	-	-	31,400	35,000	(3,600)	89.7%
Cancellation Fee	3,000	-	-	-	2,765	3,000	(235)	92.2%
Misc Conference Revenue	17,500	-	-	-	29,766	17,500	12,266	170.1%
Academy Workshop	23,400	-	-	-	19,145	23,400	(4,255)	81.8%
Athenian Leadership Society	3,000	-	-	-	5,065	3,000	2,065	168.8%
Boutique Sales	1,400	-	-	-	1,740	1,400	340	124.3%
Total Income	533,550	2,538	-	2,538	502,131	533,550	(31,419)	94.1%
- Conference Full - Attending								
- Conference Full - Comp								
- Conference Full - Paying (*)	700				630	70		
- Conference Retired	25				32	(7)		
- Conference Guest	100				63	37		
DIRECT EXPENSES								
Planner - Contract Labor	55,000	4,584	4,583	1	55,008	55,000	8	100.0%
Planner Travel Accomm.	1,500	-	-	-	1,537	1,500	37	102.5%
Planner Airfare	1,000	-	-	-	1,032	1,000	32	103.2%
Planner Ground Travel	300	-	-	-	343	300	43	114.2%
Planner Travel Meals	1,500	-	-	-	716	1,500	(784)	47.8%
PlannerTravel Other	100	-	-	-	333	100	233	333.0%
Subtotal Planner Expenses	59,400	4,584	4,583	1	58,968	59,400	(432)	99.3%
Academy Speaker Fees	16,000	-	-	-	11,315	16,000	(4,685)	70.7%
Academy Speaker Accommodations	2,000	-	-	-	2,203	2,000	203	110.2%
Academy Speaker Meals	800	-	-	-	434	800	(366)	54.2%
Academy Speaker Travel	5,000	-	-	-	1,955	5,000	(3,045)	39.1%
Academy Materials/Supplies	500	-	-	-	220	500	(280)	44.0%
Academy Transportation	-	-	-	-	-	-	-	0.0%
Subtotal Academy Expenses	24,300	-	-	-	16,127	24,300	(8,174)	66.4%
Genl/Plenary Speaker Fees	30,000	-	-	-	17,500	30,000	(12,500)	58.3%
Genl/Plenary Speaker Accommodations	400	-	-	-	625	400	225	156.2%
Genl/Plenary Speaker Meals	200	-	-	-	613	200	413	306.6%
Genl/Plenary Speaker Travel	2,500	-	-	-	4,351	2,500	1,851	174.0%
Subtotal Gen/Plenary Speaker Expenses	33,100	-	-	-	23,089	33,100	(10,011)	69.8%
Speakers Accommodations	5,000	-	-	-	3,487	5,000	(1,513)	69.7%
Speakers Fees	20,000	-	-	-	16,750	20,000	(3,250)	83.8%
Speakers Meals	2,100	-	-	-	307	2,100	(1,793)	14.6%
Speakers Travel	12,600	-	-	-	2,828	12,600	(9,772)	22.4%
Subtotal Speaker Expenses	39,700	-	-	-	23,372	39,700	(16,328)	58.9%
Staff Travel Accomm.	5,900	-	-	-	9,115	5,900	3,215	154.5%
Conf. Travel Airfare Staff	6,000	-	-	-	6,161	6,000	161	102.7%
Conf. Travel Ground - Staff	500	-	-	-	2,256	500	1,756	451.3%
Conf. Travel Meals - Staff	4,500	-	-	-	4,108	4,500	(392)	91.3%
Conf. Travel Other - Staff	100	-	-	-	59	100	(41)	59.0%
Subtotal Staff Expenses	17,000	-	-	-	21,700	17,000	4,700	127.6%
Travel Accommodations VIP	10,000	-	-	-	5,979	10,000	(4,021)	59.8%
Conf. Transportation - VIP	3,000	-	-	-	545	3,000	(2,455)	18.2%
Subtotal VIP Expenses	13,000	-	-	-	6,524	13,000	(6,476)	50.2%
Opening Reception	25,000	-	-	-	15,561	25,000	(9,439)	62.2%
All Conference Event	40,000	-	-	-	29,968	40,000	(10,032)	74.9%
Opening Ceremony	500	-	-	-	2,022	500	1,522	404.5%
Subtotal Events Expenses	65,500	-	-	-	47,551	65,500	(17,949)	72.6%

IIMC Financials

FISCAL YEAR 2013

Conference

December 31, 2013

Description	2013							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
Food & Beverage	71,900	-	-	-	71,084	71,900	(816)	98.9%
Meetings Space/Labor	6,000	-	-	-	-	6,000	(6,000)	0.0%
Colloquium Food & Beverage	1,000	-	-	-	877	1,000	(123)	87.7%
Annual Banquet	40,600	-	-	-	28,855	40,600	(11,745)	71.1%
Private Receptions	2,500	-	-	-	10,435	2,500	7,935	417.4%
Subtotal F&B Expenses	122,000	-	-	-	111,251	122,000	(10,749)	91.2%
Credit Card Fees	10,500	0	-	0	7,054	10,500	(3,446)	67.2%
Athenian Leadership Society	1,400	-	-	-	1,047	1,400	(353)	74.8%
Telephone/Internet	2,000	-	-	-	1,734	2,000	(266)	86.7%
Awards & Gifts	3,000	-	-	-	4,845	3,000	1,845	161.5%
Office Supplies	200	-	-	-	175	200	(25)	87.6%
Shipping	3,000	-	-	-	4,533	3,000	1,533	151.1%
Lanyards/Bags/Gifts	2,500	-	-	-	2,851	2,500	351	114.0%
Conference Security	2,000	-	-	-	409	2,000	(1,591)	20.5%
Colloquium Institute Director	3,400	-	-	-	1,613	3,400	(1,787)	47.4%
Postage/Courier/Mailing	500	0	-	0	326	500	(174)	65.2%
Conf. Transportation	5,000	-	-	-	650	5,000	(4,350)	13.0%
Audio/Visual	50,000	-	-	-	35,584	50,000	(14,416)	71.2%
Exhibit Hall	4,000	-	-	-	6,759	4,000	2,759	169.0%
Onsite Labor	1,000	-	-	-	-	1,000	(1,000)	0.0%
Photographer	2,500	-	-	-	2,500	2,500	-	100.0%
Conference Printing/Design Work	17,000	-	-	-	17,356	17,000	356	102.1%
Merchandise	1,000	-	-	-	2,984	1,000	1,984	298.4%
Conference Scanning Expense	5,500	-	-	-	8,062	5,500	2,562	146.6%
Other	800	-	-	-	1,386	800	586	173.3%
Conference CD Handout	1,200	-	-	-	2,376	1,200	1,176	198.0%
Subtotal Operating Expenses	116,500	0	-	0	102,745	116,500	(13,755)	88.2%
Total Direct Expense	490,500	4,584	4,583	1	411,327	490,500	(79,173)	83.9%
Net Profit/Loss	43,050	(2,047)	(4,583)	2,537	90,804	43,050	47,754	210.9%

IIMC Financials

FISCAL YEAR 2013

Education

December 31, 2013

Description	2013								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME:									
MCEF Contribution/Policy 8	25,000	41,467	25,000	16,467	41,467	25,000	16,467	165.9%	
- Grants - Conference/Regional Ed Mtgs	-	(17,160)	-	(17,160)	(17,160)	-	(17,160)	0.0%	
Fees CMC	26,000	3,015	2,167	848	37,615	26,000	11,615	144.7%	
Fees CMC Recertification	-	-	-	-	(250)	-	(250)	0.0%	
Fees MMC	40,000	3,550	3,333	217	36,770	40,000	(3,230)	91.9%	
Pin CMC	100	-	8	(8)	30	100	(70)	30.0%	
Pin MMC	100	-	8	(8)	60	100	(40)	60.0%	
Plaques CMC/MMC	4,600	525	383	142	7,830	4,600	3,230	170.2%	
Distance Ed Registration	8,500	82	708	(626)	7,380	8,500	(1,120)	86.8%	
Total Income	104,300	31,479	31,608	(130)	113,742	104,300	9,442	109.1%	
DIRECT EXPENSES:									
Salary/Wages	110,600	12,591	9,217	3,374	106,531	110,600	(4,069)	96.3%	
Salary Benefits	19,200	1,959	1,600	359	19,248	19,200	48	100.3%	
Payroll Taxes - Employer	10,200	1,122	850	272	9,024	10,200	(1,176)	88.5%	
Workers Comp Insurance	1,200	72	100	(28)	604	1,200	(596)	50.3%	
Computer/Software Support	1,000	-	83	(83)	471	1,000	(529)	47.1%	
Conference CD Rom	-	-	-	-	-	-	-	0.0%	
Credit Card Fee	1,500	183	125	58	1,363	1,500	(137)	90.9%	
Distance Ed	25,000	800	2,083	(1,283)	4,075	25,000	(20,925)	16.3%	
Memberships	450	-	38	(38)	375	450	(75)	83.3%	
NOCA Accreditation	-	0	-	0	0	-	0	0.0%	
Pins CMC	-	-	-	-	-	-	-	0.0%	
Pins MMCA	-	-	-	-	-	-	-	0.0%	
Pins CMC/MMC	2,000	248	167	81	1,796	2,000	(204)	89.8%	
Plaques	3,500	346	292	54	2,877	3,500	(623)	82.2%	
Office Equipment Purchase	-	-	-	-	-	-	-	0.0%	
Office Supplies	-	-	-	-	-	-	-	0.0%	
Postage/Courier/Mailing	1,200	33	100	(67)	930	1,200	(270)	77.5%	
Printing	500	-	42	(42)	-	500	(500)	0.0%	
Shipping	4,000	454	333	120	4,172	4,000	172	104.3%	
Professional Develop/Training	1,500	-	125	(125)	1,013	1,500	(487)	67.5%	
Program Development	25,000	6,500	2,083	4,417	12,000	25,000	(13,000)	48.0%	
Subscriptions/Publications	500	-	42	(42)	-	500	(500)	0.0%	
Telephone	200	-	17	(17)	53	200	(147)	26.4%	
Staff Travel Accommodations	2,000	-	167	(167)	-	2,000	(2,000)	0.0%	
Staff Airfare	2,000	-	167	(167)	349	2,000	(1,651)	17.4%	
Staff Travel Ground	250	-	21	(21)	194	250	(56)	77.5%	
Staff Travel Meals	250	-	21	(21)	50	250	(200)	20.0%	
Staff Travel Other	250	-	21	(21)	3	250	(247)	1.2%	
Wyoming On-Line Institute	-	-	-	-	-	-	-	0.0%	
Total Direct Expense	212,300	24,307	17,692	6,615	165,128	212,300	(47,172)	77.8%	
Net Profit/Loss	(108,000)	7,172	13,917	(6,745)	(51,386)	(108,000)	56,614	47.6%	

IIMC Financials

FISCAL YEAR 2013

Marketing

December 31, 2013

Description	2013								
	Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Advertising	10,800	(600)	982	(1,582)	4,800	10,800	(6,000)	44.4%	
Advertising/Sponsor	16,500	1,150	1,375	(225)	13,650	16,500	(2,850)	82.7%	
Advertising Website	2,000	98	167	(69)	2,323	2,000	323	116.2%	
Royalty - MBNA MasterCard	3,000	-	250	(250)	932	3,000	(2,068)	31.1%	
Royalty - Robert's Rule of Order	1,000	-	83	(83)	317	1,000	(683)	31.7%	
Royalties Other - E.Mina/NAP	500	-	42	(42)	829	500	329	165.8%	
Mailing Lists	500	-	42	(42)	-	500	(500)	0.0%	
Merchandise	2,000	41	167	(125)	47	2,000	(1,953)	2.4%	
Publications	4,000	22	333	(311)	3,053	4,000	(947)	76.3%	
Publications - Book 8	1,000	33	83	(50)	522	1,000	(478)	52.2%	
Total Income	41,300	744	3,523	(2,779)	26,474	41,300	(14,826)	64.1%	
DIRECT EXPENSES									
Salary/Wages	78,500	8,794	6,542	2,252	78,560	78,500	60	100.1%	
Salary Benefits	11,600	1,108	967	141	11,825	11,600	225	101.9%	
Payroll Taxes	5,500	497	458	39	5,418	5,500	(82)	98.5%	
Workers Comp Insurance	800	50	67	(17)	588	800	(212)	73.5%	
Credit Card Fee	100	3	8	(5)	54	100	(46)	54.0%	
Awards & Gifts	1,000	-	-	-	-	1,000	(1,000)	0.0%	
Design Work (non conference)	500	-	42	(42)	75	500	(425)	15.0%	
Merchandise	1,400	576	117	459	576	1,400	(824)	41.1%	
Shipping	100	-	8	(8)	-	100	(100)	0.0%	
Staff Travel Accommodations	600	-	50	(50)	-	600	(600)	0.0%	
Staff Airfare	500	-	42	(42)	174	500	(326)	34.9%	
Travel Exhibit	3,000	-	-	-	4,884	3,000	1,884	162.8%	
Staff Travel Ground	250	-	21	(21)	27	250	(223)	10.7%	
Staff Travel Meals	500	-	42	(42)	25	500	(475)	5.0%	
Staff Travel Other	200	-	17	(17)	-	200	(200)	0.0%	
News Digest/Print/Mail/Design	3,000	319	250	69	4,635	3,000	1,635	154.5%	
Printing - Book 8	600	34	50	(16)	479	600	(121)	79.8%	
Printing /Publications	1,000	(142)	83	(225)	1,475	1,000	475	147.5%	
Total Direct Expense	109,150	11,239	8,763	2,476	108,803	109,150	(347)	99.7%	
Net Profit/Loss	(67,850)	(10,494)	(5,239)	(5,255)	(82,329)	(67,850)	(14,479)	121.3%	

IIMC Financials

FISCAL YEAR 2013

Membership

December 31, 2013

Description	2013								
	Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Membership Dues	1,111,000	95,027	92,583	2,444	1,103,355	1,111,000	(7,645)	99.3%	
Membership Late Fee	3,800	135	317	(182)	3,630	3,800	(170)	95.5%	
Total Income	1,114,800	95,162	92,900	2,262	1,106,985	1,114,800	(7,815)	99.3%	
DIRECT EXPENSES									
Salary/Wages	124,002	14,480	10,334	4,147	118,552	124,002	(5,450)	95.6%	
Salary Benefits	26,291	2,603	2,191	412	25,741	26,291	(550)	97.9%	
Payroll Taxes-Employer	11,347	1,333	946	388	10,092	11,347	(1,255)	88.9%	
Workers Comp Insurance	1,201	60	100	(40)	706	1,201	(495)	58.8%	
Auto Mileage	100	-	8	(8)	-	100	(100)	0.0%	
Computer/Software Support	3,000	471	250	221	4,241	3,000	1,241	141.4%	
Credit Card	7,000	443	583	(140)	6,841	7,000	(159)	97.7%	
Dues Mailing	8,000	(150)	667	(817)	8,840	8,000	840	110.5%	
Membership	400	25	33	(8)	624	400	224	156.1%	
Postage/Courier/Mailing	3,500	171	292	(121)	2,290	3,500	(1,210)	65.4%	
Membership Drive	13,000	1,026	1,083	(57)	8,855	13,000	(4,145)	68.1%	
Professional Develop/Training	400	-	33	(33)	89	400	(311)	22.3%	
Promotion	500	-	42	(42)	573	500	73	114.5%	
Research Salary Survey Services	400	-	-	-	300	400	(100)	75.0%	
Telephone Expense	-	-	-	-	5	-	5	0.0%	
Staff Travel Accommodations	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Staff Airfare	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Staff Travel Ground	100	-	8	(8)	121	100	21	120.5%	
Staff Travel Meals	100	-	8	(8)	4	100	(96)	3.7%	
Staff Travel Other	100	-	8	(8)	-	100	(100)	0.0%	
Total Direct Expense	201,441	20,463	16,753	3,710	187,875	201,441	(13,566)	93.3%	
Net Profit/Loss	913,359	74,699	76,147	(1,447)	919,111	913,359	5,752	100.6%	

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

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

Date: April 6, 2014

Subject: Education and Professional Development Report



The goals of the IIMC 2013/2014 IIMC Educational and Professional Development Committee were:

1. Identify resources for existing education opportunities and forward to the Education Department for review, both on-line and on-land;
2. Recommend new on-line course topics for consideration by the Education Department including Captus Press;
3. Conduct a survey of members who have achieved their MMC designation to identify their interest, needs, and thoughts on the feasibility of creating a new designation beyond the MMC such as an MMC Platinum program.

During the 2013/2014 year, this Committee reviewed and supported two proposals put forth by IIMC staff:

1. The award of three CMC or MMC educational points for participating in, and completing an assessment for, Athenian Leadership Dialogues, rather than the previous award of two educational points. This was approved by the Board at its mid-year meeting.
2. The award of one CMC or MMC educational point for reading a Technical Bulletin and completing an assessment. The Education Resource Group recommended that a maximum of five bulletins, with an allowance of one point per bulletin, should be approved to earn credit for the CMC or MMC designation, and that in order to receive credit for a bulletin, an applicant would be required to complete and submit a fully developed and standardized learning assessment. Further, that cost recovery connected to IIMC staff review, evaluation, and necessary follow-up should be established with a fee of \$25.00 for each bulletin submitted.

The Committee worked diligently to develop a survey of members who had achieved their MMC designation to identify their interest needs, and thoughts on the feasibility of creating a new designation beyond the MMC such as an MMC Platinum program.

The general consensus of the Committee is that the survey results were inconclusive and that a more targeted audience of active MMC's might provide more conclusive results.

Further, the Committee generally agreed that continuing education beyond the MMC is of interest, however, there was not a consensus that any continuing education should be mandatory, or that an additional level beyond the MMC should be added.

Recommendations:

1. Based on the results of the survey, develop another focused survey targeted to active MMC's, relative to continuing education.
2. Prior to a new survey being conducted, we recommend that other voluntary local government certification programs be reviewed to determine whether there are continuing education requirements associated with certification or credentialing, i.e., the ICMA Credentialed Manager Program, that could be adapted for IIMC's use. This could help guide further surveys and discussion.

Thank you for the opportunity to serve as Chair of the IIMC Education and Professional Development Committee this year. It has been an honor to serve and to have worked with the great group of municipal clerks and recorders who comprised the Committee's membership.

Management's Comments:

We appreciate this Committee's review and recommendations regarding additional points for the Athenian Dialogues and the Technical Bulletins. As for the MMC survey, we thought the Committee produced a incisive survey, but agree that the responses were no conclusive. IIMC distributed the survey to all of its MMCs, 1,136, received 417. Although most answers were positive, there was not enough concrete information to move forward. Management agrees with the committee's recommendation to revisit the survey and target audience.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Executive Committee

From: Richard Kachur
Chair, Elections Committee

Date: January 31, 2014

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 has reviewed the proposed revised Election Manual and puts forth the following comments:

1. Under Section 1 VICE PRESIDENT CAMPAIGNING GUIDELINES, candidates are allowed unlimited e-mails to discuss their candidacy. Concerns have been raised about unsolicited e-mail messages going to municipal e-mail addresses. These e-mail messages would be subject to disclosure under public information disclosure laws. Could there be an option for a member to opt out of receiving the unlimited e-mail campaigning?
2. Under Section II ELECTION OF VICE PRESIDENT, the results of the election are to include the percentage of voting members in the region voting. Is this referring to the percentage of total number of voting members in each region? Will there also be a reporting of vote results by region? Given that the Vice President is elected based on all regions, what is the purpose of reporting any voting result by region?
3. Under Section IV PROCEDURES FOR VOTING ON PROPOSED CONSTITUTIONAL AMENDMENTS DURING THE ANNUAL BUSINESS MEETING, deadlines for filing for publishing in the News Digest and posting for the Annual Conference are referenced as "in sufficient time". Is it possible to identify more accurate, set deadlines for these, so as to make it easier for the membership to adhere to the amendment process?
4. The Elections Committee appreciates the work undertaken by the Administration in the preparation of this manual.

Financial

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

Summary

The Elections Committee has reviewed the revised Elections Manual and provided members' concerns.

Recommendation

That consideration be given to the comments in this report for inclusion in the revised Elections Manual.

MANAGEMENT'S COMMENTS

#1 – Vice President Campaign Guidelines -- Unfortunately, we don't have that option of allowing a member to opt out of receiving emails. Perhaps, a limited number of emails instead of unlimited can be provided. Also, IIMC and the Elections Committee vet the information that will be disseminated to the membership, controlling content in that regards.

#2 – Election for Vice President -- This is part of the Policy, but can easily be rectified depending on Board's approval (see Below). Management agrees that we should just report the total number of votes and eliminate the region altogether since it's not applicable.

#3 – Procedures for Voting on Constitutional Amendments. The revised Constitution will have February as the deadline for the March *News Digest*. However, the new constitution will most likely not be ready for distribution until May 2015. We do not have any amendments going to the membership this year, but we will in 2015 and we will allow ourselves plenty of time to announce the proposed changes.

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.

A. Upon close of voting, the Executive Director shall immediately (1) tally the votes; (2) communicate the results with the Election 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 23, 2013**; November 2012; May 18, 2009; October 27, 2006; December 4, 2004; February 1999. Policy B-2].

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. Stratton, Vice Chair
Date: April 2, 2014
Subject: International Relations Final Committee Report



Background

On behalf of the IIMC International Relations Committee, we are pleased to be serving IIMC and its membership as we work towards strengthening our global network and programming. As chair and vice chair of the 2013-2014 International Relations Committee, we believe communication is vital in our effort to learn, understand, and prioritize what is important for all Region X and XI members.

The purpose of the International Relations Committee is to facilitate the exchange of information, knowledge and experience between IIMC members, assist in developing joint educational programs that lead to various IIMC certifications, and increase the number of members in Regions X and XI.

2013/2014 Committee Members

Denice Cox	HQ	Tami Kelly	OH	Nick Randle	UK	Jaap Paans	NTH
Poonam Davis	CA	Howard Midworth	UK	Tony Russell	CA	Mary Lynne Stratton	TX
Susan Domen	CA	Colleen Nicol	CA	Melissa Small	FL		
Ronny Frederickx	BG M	Rick Page	CA N	Pamela Smith	FL		
Daisy Gomez	CA	Scott Passy	WA	Marc Lemoine	CA N		

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.

- September 9th, Marc Lemoine, President of IIMC and Poonam Davis, Chair of IRC discussed the goal 1 set by the executive committee and agreed to modify the goal to:
Goal 1 - 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.

Survey of Region X members to determine their long and short term needs was not accomplished due to circumstances beyond anyone's control. After discussion with Executive Director Chris Shalby, President Marc Lemoine and President Elect Brenda Young, the goal will be reassigned to the IRC by incoming President Brenda Young in order to allow Region X input into the formulation of the survey instrument.

International Relations Committee

April 2, 2014

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Goal 2 - Manage and run a booth at the IIMC Annual Conference which promotes international program, provide 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 International exchange program. The booth was manned by IR 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.
- A sign-up sheet to assist with setup at the 2014 annual conference held in Milwaukee was distributed to all current IRC members. We have at least 5 IRC members who will be attending and will assist with setup and man the IRC booth. Donations were requested from IRC members to be given away through a drawing at the booth. The committee was advised that a new popup display was ordered for the IRC booth.

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

- Past President Colleen Nicol has sent emails 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.
- IIMC staff liaison sent a timeline as to when international delegates will be present at the 2014 IIMC annual conference in Milwaukee. IRC members attending the conference are encouraged to meet with the first time attendees from Regions X and XI, as well as all first time delegates, and they can be referred to the Mentoring Committee booth in order to have the opportunity to be assigned a mentor.

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

- There were 25 participants in the 2013 Scotland study abroad program. 9 of those completed the learning assessments and were awarded certification points. The program was educationally sound and very successful. The tour began in Edinburgh and concluded in Glasgow (September 27-October 5, 2013). The tour included an all-day SOLAR conference in Glasgow on October 4th.
 - 11 CMC Education points/ MMC Advanced Education points.

International Relations Committee

April 2, 2014

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

- Study abroad for 2015 will be with the IIMC annual conference in Hartford, CT. With assistance and guidance of IIMC Executive Director Chris Shalby, staff liaison Denice Cox, IR Committee members Tami Kelly, Susan Domen, Tony Russell, and Mary Lynne Stratta, they all worked diligently in planning a 6 day Study abroad Tour for 2015 in conjunction with the annual conference in Hartford, CT. Two proposals for the 2015 Study Abroad Program in the New England area of the U.S. were submitted to the IR committee. The IRC chose the tour offered by Notch Tours as the best option. The educational portion of the program still needs to be developed and additional educational sessions be added in order to ensure the program is educationally sound. The proposed itinerary is attached to the final report.
- Gil Litov, President of IAM (Israel Association of Managers) has tentatively offered to host 2017 study abroad program with their annual conference.
- Richard DelPierre, General Manager at Municipality of Halluin, France has tentatively offered to host 2017 study abroad program.
- 2017 IIMC Annual Conference will be held in Region X, a suggestion was made to include the study abroad program with the 2017 IIMC annual conference held in Montreal, Canada. The committee wants to see how successful 2015 study abroad tour in conjunction with the IIMC annual conference is.

Financial

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

- (1) Funding in the amount of \$3,000 is being requested for the continued support and extension of the Exchange Program for one additional year;
- (2) Funding in the amount of \$700 is being requested for the purpose of securing a travel coordinator for the 2015 Study Tour in support of Goal 5.
- (3) We request the Board continue to allocate MCEF funds to the study abroad program.
- (4) IRC will be considering whether to request the Board to consider offering a discount to those who participate in the 2015 IIMC annual conference/study abroad program.

Committee Summary

In 2013/2014, the IR Committee held 4 scheduled teleconferences with good participation. Committee minutes were distributed and available for reference.

2012/2013 Schedule

August 1, 2013 9:00-10:00 PM PDT	November 7, 2013 9:00-10:00 AM PDT	February 4, 2014 9:00-10:00 AM PDT	April 1, 2014 9:00-10:00 AM PDT
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International Relations Committee

April 2, 2014

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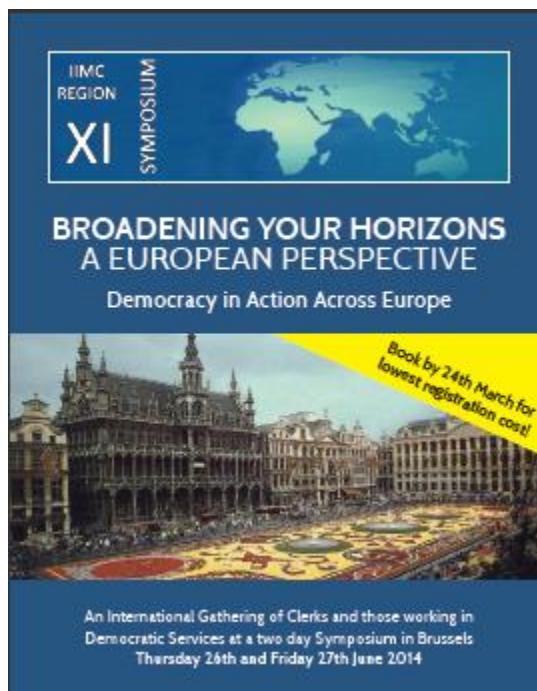
The Committee is pleased to report on the five goals and objectives identified for 2013-2014 by the Board of Directors, as well as related initiatives which support and advance the IR committee purpose.

On behalf of the International Relations Committee, I am pleased to report on the progress made toward the established goals and objectives. The participation of the committee was outstanding, and the continued work will be in good hands with the incoming Chairperson, Mary Lynne Stratta (TX).

We are extremely delighted to report that two participants Heidi Brunt, CMC from Township of Middletown, New Jersey (Region II) and Claudia Maria Ramos from Rotterdam, The Netherlands (Region XI) are participating in the International exchange program. Heidi just completed her visit to Rotterdam at end of March 2014. Claudia M. Ramos will be coming to New Jersey in November 2014

We are also very pleased with Region XI Consultant Nick Randle. Communication is critical in our global organization, and Nick Randle's support has yielded great progress in this area.

- July 16th, 2013, Mr. 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.
- Region XI Newsletter (Sept – Dec 2013), prepared by Nick Randle was greatly appreciated by all IIMC members. (See Attachment 2).
- Mr. Randle developed Region XI Symposium to be held in Brussels, Belgium on June 26 – 27, 2014. To date 64 members have signed up to attend, there are still 3 months left for additional members to attend.



Management's Comments:

Overall, the committee produced a successful 2013 Study Abroad Program in Scotland, promoted the Committee's global objectives at the conference and is currently concluding its plans for the 2015 Study program.

Goal 1 – Now that Region XI seems to be underway with membership recruitment and a Symposium among other things, Region X will need a survey to determine short and long term needs and how IIMC can be more effective in serving this Region's wishes, i.e., education, membership recruitment, etc. IIMC already affiliates with two national organizations: AMCTO in Ontario; and LGMA in British Columbia. We agree with the Committee that IIMC will need strong input from Region X Directors and members into creating the survey.

Goal 2 – This is the second year the Committee is marketing its goals and objectives in the exhibit hall. A new display will be part of the booth and there will be materials to distribute.

Goal 3 – Reaching out to welcome new Region XI members is a commendable goal, especially expounding on IIMC's benefits. However, we're not certain it's feasible to continue along this path. IIMC's membership department already distributes to each member, regardless of region, a membership kit that encompasses IIMC's benefits. The personal touch provided by the IRC is wonderful. As for using the Mentoring committee, this committee's objective is to work with new Clerks, those that have limited or no experience in the position, pairing experienced Clerks with less experienced Clerks to benefit the individual and the profession, provide them with direction, answer job-related questions, but not act as a "buddy." One method of expediting the welcome process of Region XI members is to create a template "welcome" letter that can be sent to each new member from the IRC committee. At least, it's one on one communication.

Goal 4 – the 2013 Program was highly successful. MCEF provided \$15,000 toward the education component for this program. These were funds from the Policy 8 dollars that MCEF provides annually to IIMC. Moving forward with future Study programs, there is no guarantee that this type of funding will be available.

As of this writing, we have not yet created a policy that determines how these sites are chosen and who makes that decision, the dollars allocated and how the logistics and procedures work. With the Committee discussing possible sites for 2015 and 2017, management believes that a policy is needed before moving forward with any new programs. The 2015 Program ostensibly is heading for Boston and will conclude at the start of the 2015 Conference in Hartford.

Budget and Planning

As for future funding, Management would like to review the continued feasibility of the International Exchange program prior to the Board continuing its existence and funding. This program was created in 2008 at a time when IIMC's Region XI plans were not as solid as they are today. Could the allocation of \$3,000 be put to better use for Region XI? Currently, this program funds two members, each at \$1,500.

The Committee can easily request \$700 in funding the travel coordinator for future study programs. IIMC informs all committees to submit budget requests for the upcoming budget year to the Budget and Planning Committee. MCEF funding toward this program will also have to be discussed in budget and as new Policy.

Lastly, offering a discount for the Hartford Conference to all 2015 study program participants also needs to be considered by the Budget committee prior to the Board making a decision.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC President Marc Lemoine

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

Date: April 7, 2014

Subject: Final 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. It has been my pleasure to serve as Chair of this very hard working Committee. I appreciate all of their efforts and thank you, President Lemoine for the opportunity to serve in this capacity.

Financial: We have/had no financial requests

Summary: There were several matters completed and approved at the Mid-Year meeting. We continue work on the review of the Policy Manual. Title 4 and Title 6 have been completed. Unfortunately, we were unable to complete Title 5 and Title 7, those will be held over to next years Committee. The Committee was also tasked with several items that came out of the Mid-Year Meeting. We addressed those and our proposals are attached for your review and approval.

You will note that we were not able to come to a consensus regarding the Policy pertaining to the Education Resource Group (ERG). There seems to be a difference of philosophy surrounding the appointment of these individuals. Should it be the Executive Director (ED) alone, should it be with a Committee made up of Board members along with the ED? One member of the Committee feels it would be good to have a Municipal Clerk as part of the selection Committee. To quote that member "what better "resource" for our Education Resource Group than an MMC who has gone through our programs, who may sit on their respective Institute's Education Committee, and who themselves have been on the other side of the classroom in the roles of teacher?" Another Committee member is adamant that there should be NO Board involvement and that the ERG appointees should be left to the staff and not be selected by Sub Committees of the Board. The member further noted that best practice would see the Board as authorizing the position(s) in the organizational chart and budget process and allot the funds to make it happen, not for the Board to inject itself in the staff function of recruiting appropriate candidates. We will be presenting a Policy for you to review. This policy was drafted by information received from the Committee by President Lemoine. We fully understand that the Board may choose to go a different direction. One member noted that "Article VIII of the Constitution provides that the Board of Directors must confirm the ED's selection of the Director of Education due to the

position's importance to the mission and work of IIMC. In that same spirit, I believe it is proper that the Board of Directors be involved in selection of the ERG members. The Board's intent in forming the ERG was to offer guidance and expertise that a Director of Education would otherwise provide." Five of the current Committee members are in agreement with the drafted policy before you and the others expressed concerns that would not allow them to support the proposal. In the end, ALL members do agree on one thing, it is time to hire a Director of Education. One member commented "I agree that we should have a Director of Education. IIMC's principle goal is to provide for and support municipal based education and training. A Director of Education speaks to that commitment. The ERG is a suitable alternative if the organization so chooses."

Recommendation: The Policy Review Committee respectfully asks for your approval on the amendments to Title 4 and Title 6, attached.

We further recommend the approval of a new Policy addressing Establishment of Goals and Objectives and Referral to Committees, attached.

We recommend the approval of a new Policy addressing the International Relations Consultant, attached.

The final recommendation is the draft Policy addressing the Education Resource Group, attached.

Title 4
REVENUE AND FINANCE

Chapters:

- 4.05 Revenues and Expenditures – The Budget Process**
- 4.10 Investment Policy**
- 4.15 Significant Accounting Policies**
- 4.20 Nonlapsing Reserve Fund**

Chapter 4.05

REVENUES AND EXPENDITURES – THE BUDGET PROCESS

Sections:

- 4.05.010 Purpose.
- 4.05.020 Scope.
- 4.05.030 Policy.

4.05.010

Purpose.

To establish a process by which the annual budget is developed, approved and revised. [November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

4.05.020

Scope.

General. [November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

4.05.030

Policy.

A. The budget and planning committee will establish a set of guidelines (**PROVIDE DIRECTION**) for staff to prepare an estimate of revenues and expenditures for an annual budget for the organization. These guidelines, once established, will be reviewed each August in conjunction with the review of the following year's budget.

B. On or before July 31st each year, staff will prepare an annual estimate of revenues and expenditures, in accordance with guidelines established by the budget and planning committee. This budget will, wherever possible, be a balanced budget and be accompanied by a summary of significant items that have been added to or removed from the budget to achieve a balance.

C. The budget and planning committee shall review and recommend the annual budget to the Board of Directors at the mid-year meeting.

D. The budget and planning committee may recommend amendments to the budget estimates prior to submitting it to the Board.

E. Once approved by the Board, the annual budget shall govern the financial affairs of the association.

F. The Executive Director provides to each (**DEPARTMENT HEAD**) staff member a delegation of authority for expenditure commensurate with the allocation of expenditure within that staff member's portfolio of activity. The hierarchy for approval of expenditures is as follows:

Funds from \$0 to \$1,000	Staff member
Funds from \$1,001 to \$5,000	Executive Director
Funds from \$5,001 to \$10,000	Executive Committee
Funds over \$10,000	Budget and Planning

G. The Executive Director and staff are charged with monitoring expenditures to ensure that budget estimates of expenditures are not exceeded and that revenues are achieved. **Each month, the Executive Director submits to the Board a Balance Sheet and profit and loss statement**

and a trial balance that are compared to the actual budget are to be submitted monthly to the board.

H. In the event of an emergency or unanticipated requirement, the Executive Director may at his/her discretion, with the approval of the Budget and Planning committee, authorize the reallocation of budgeted expenditures from one account to another to meet the needs of the corporation provided the total budget estimates are not exceeded and revenue targets are met.

I. The budget will be reviewed at the mid-year and annual Board meetings and the outcome of these reviews will be reported to the Board of Directors within three weeks of the period end. The Executive Director will advise the budget and planning committee of the projected outcome immediately following the budget review.

J. The Executive Director will prepare and submit a report to the Budget and Planning Committee and the Board for any project requiring more than a \$10,000 commitment and is not in the current budget. ~~must go to the budget and planning committee for a budget impact statement, which then must be approved by the Board of Directors.~~

K. Revisions to budget estimates, following the ~~May Board meeting June~~ budget review, are presented to the Board at the mid-year Board meeting.

L. Revisions to the budget estimates, following the mid-year Board meeting, are presented to the budget and planning committee and conveyed to the Board of Directors. [November 8, 2008; October 27, 2006; November 22, 2003. Policy A-4].

Chapter 4.10

INVESTMENT POLICY

Sections:

- 4.10.010 Purpose.
- 4.10.020 Assignment of responsibility.
- 4.10.030 Responsibility of investment manager(s).
- 4.10.040 Allowable assets.
- 4.10.050 Spread of risk.
- 4.10.060 Safekeeping.
- 4.10.070 Related parties.
- 4.10.080 Prohibited assets.
- 4.10.090 Prohibited transactions.
- 4.10.100 Investment policy review.
- 4.10.110 Delegation of authority.

4.10.010

Purpose.

- A. This statement of investment policy is set forth to ensure that the current and future obligations of the Organization are adequately funded in a cost-effective manner by:
 - 1. Defining and assigning the responsibilities of all involved parties.
 - 2. Establishing a clear understanding for all involved parties of the investment goals and objectives of the organization.
 - 3. Offering guidance and limitations to investment managers regarding the investment of assets.
 - 4. Managing Organization assets according to prudent standards, as established in common trust law.
 - 5. Establishing a basis for evaluating investment results.
 - 6. Establish the relevant investment horizon for which the Organization's assets will be managed.
- B. The goals of the investment policy shall be:
 - 1. Safety of principal.
 - 2. Liquidity.
 - 3. Yield.
- C. Preservation of capital and the realization of sufficient total return to ensure the ongoing financial integrity of the funds are essential. Preservation of capital encompasses two goals:
 - 1. Managing the risk of loss of principal for the fund as a whole.
 - 2. Managing the erosion of principal value through inflation. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.020

Assignment of Responsibility

The IIMC Board of Directors is charged with the responsibility for the management of the assets of the Organization. The Board discharges its duties solely in the interest of the Organization with the care, skill, prudence and diligence, under the circumstances then prevailing, that a prudent individual acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character with like aims. The specific responsibilities of the Board of Directors relating to the investment management of the Organization assets include:

- A. Projecting the Organization's needs, and the Executive Director communicating such needs to the board of directors on a timely basis.
- B. Determining the organization's risk tolerance and investment horizon, and communicating these to the appropriate parties.
- C. Establishing reasonable and consistent investment objectives, policies and guidelines, which will direct the investment of the organization's assets.
- D. Prudently and diligently selecting qualified investment professionals, including investment manager(s), investment consultant(s), and custodian(s).
- E. Regularly evaluating the performance of the investment manager(s) to assure adherence to policy guidelines and monitor investment objective progress.
- F. Developing and enacting proper control procedures. (For example: replacing investment manager(s) due to fundamental change in investment management process, or failure to comply with established guidelines.) [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.030

Responsibility of Investment Manager(s)

Each investment manager must acknowledge in writing his/her acceptance of responsibility as a fiduciary. Each investment manager will have full discretion to make all investment decisions for the assets placed under his/her jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this statement. Specific responsibilities of the investment manager(s) include:

- A. Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in this statement.
- B. Reporting, on a timely basis, quarterly investment performance results.
- C. Communicating any major changes to economic outlook, investment strategy, or any other factors, which affect implementation of investment process, or the investment objective progress of the organization's investment management.
- D. Informing the board of directors regarding any qualitative change to investment management organization. (Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.) [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.040

Allowable Assets

- A. Cash Equivalents.
 - 1. Treasury bills.
 - 2. Money market funds.
 - 3. Commercial paper.
 - 4. Banker's acceptances.
 - 5. Repurchase agreements.
 - 6. Certificates of deposit.
- B. Fixed Income Securities.
 - 1. U.S. government and agency securities.
 - 2. Corporate notes and bonds.
 - 3. Mortgage backed bonds.
 - 4. Preferred stock.
 - 5. Fixed income securities of foreign governments and corporations.

C. Equity Securities.

1. Common stocks.
2. Convertible notes and bonds.
3. Convertible preferred stocks.
4. American depository receipts (ADRs of non-U.S. companies).
5. Stocks of non-U.S. companies (ordinary shares).

D. Mutual Funds. Mutual funds that invest in securities as allowed in this statement.

E. Stock Exchanges. To ensure marketability and liquidity, investment managers will execute equity transactions through the following exchanges:

1. New York Stock Exchange;
2. American Stock Exchange; and
3. The NASDAQ.

In the event that an investment manager determines that there is a benefit or a need to execute transactions in exchanges other than those listed in this statement, written approval is required from the Board of Directors. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.050

Spread of risk.

The investment managers will not invest more than one-third of the total investment portfolio into any one security type or institution. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.060

Safekeeping.

A third-party custodian, designated by the executive director, as approved by the board of directors, and evidenced by safekeeping certificates, shall hold securities. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.070

Related parties.

No investment may be made in institutions in which a member of the Board of Directors or staff holds a pecuniary interest. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.080

Prohibited assets.

Prohibited investments include but are not limited to the following:

- A. Commodities and futures contracts.
- B. Private placements.
- C. Options.
- D. Limited partnerships.
- E. Venture-capital investments.
- F. Real estate properties.
- G. Golf courses.

H. Any transactions not authorized by this policy. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.090

Prohibited transactions.

Prohibited transactions include, but are not limited to the following:

- A. Short selling.
- B. Margin transactions. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.100

Investment Policy Review.

To assure continued relevance of the guidelines, objectives, financial status and capital markets expectations as established in this statement of investment policy, the budget and planning committee shall review the investment policy at least annually and report to the board of directors. [November 8, 2008; October 27, 2006; December 6, 2002].

4.10.110

Delegation of authority.

The executive director, or his/her delegated representative, has the authority to invest surplus funds in accordance and conformity with the above guidelines. [November 8, 2008; October 27, 2006; December 6, 2002].

Chapter 4.15

SIGNIFICANT ACCOUNTING POLICIES

Sections:

- 4.15.010 Purpose.
- 4.15.020 Basis of accounting.
- 4.15.030 Revenue recognition.
- 4.15.040 Expense allocation.
- 4.15.050 Income taxes.
- 4.15.060 Cash and cash equivalents.
- 4.15.070 Property, plant and equipment.

4.15.010

Purpose.

To provide the framework for the preparation of consistent and meaningful annual financial statements. [October 27, 2006. Policy A-3].

4.15.020

Basis of accounting

A. Compliance. The annual financial statements will comply with the applicable accounting standards generally accepted in the United States of America, professional pronouncements and the requirements of the Internal Revenue Code and corresponding California provisions.

B. Basis. The annual financial statements will be prepared on the accrual basis of accounting and, except where specifically indicated in the notes to the accounts, in accordance with the historical cost convention. Using this methodology, revenue will be recognized when earned and expenses recognized when incurred.

C. Presentation. The annual financial statements will report information regarding financial position of the organization and its activities in three classes of assets: unrestricted net assets, temporarily restricted net assets and permanently restricted assets. [October 27, 2006. Policy A-3].

4.15.030

Revenue recognition

The two major sources of revenues are membership dues and annual conference fees. **Members are billed on an anniversary cash basis. Income is deferred when cash is received and recognized monthly over the course of the term of their membership with IIMC.**

Annual conference fees are accrued when registration and/or sponsorship is processed. Income is deferred until the month the annual conference is held at which time all deferred income is recognized.

~~Members are billed annually and have no obligation to pay, thus dues that are due at the end of the financial year are recognized as revenue if the receipts are probable based upon subsequent cash receipts. These amounts are recognized and deferred on the basis of the 12-month service period for which the dues were paid.~~

~~Annual conference fees are recorded when received; however, since the members are not obligated to attend, the income is recognized at the date of the conference. As the conference occurs entirely within a reporting period there is no overlap between years. WRITE UP [October 27, 2006. Policy A-3].~~

4.15.040

Expense allocation.

The costs of providing the various programs and other activities will be summarized on a functional basis in a statement of activities. Accordingly, certain costs will be allocated to the programs and supporting services benefited. [October 27, 2006].

4.15.050

Income taxes.

IIMC is exempt from federal income tax and California franchise taxes under Section 501(c)(6) of the Internal Revenue Code and corresponding California provisions. [October 27, 2006].

4.15.060

Cash and cash equivalents.

Cash and cash equivalents will include cash on hand, cash at bank and short-term deposits with original maturities of three months or less. Investment in term deposits and bank bills will be recognized at cost. Interest revenues will be recognized as they accrue. [October 27, 2006].

4.15.070

Property, plant and equipment

A. **Materiality.** Assets with an economic life in excess of one year are only capitalized where the cost of acquisition exceeds materiality thresholds established by the organization for each type of asset. The materiality threshold for property and equipment is \$1,000.

B. **Valuation.** Property and equipment will be recorded at cost.

C. **Depreciation of Noncurrent Assets.** Property and equipment will be depreciated using the straight-line method over their useful lives. The estimated useful lives will be 35 to 40 years for buildings, 15 (3 TO 10 YEARS) years for BUILDING improvements and five TO 7 years for furniture, equipment, computer equipment and systems. [October 27, 2006. Policy A-3].

4.15.080

Errors and Omissions (Directors and Officers Insurance)

IIMC provides Errors and Omissions or Directors and Officers insurance policy that protects individual board members as well as employees, volunteers and the Organization itself in the instance of a civil suit. In terms of D&O insurance, almost all claims against D&O policies are employment-related, including harassment, discrimination, and wrongful termination.

IIMC's annual budget must include insurance for Directors and Officers (**November 7, 2009**)

Chapter 4.20

NONLAPSING RESERVE FUND

Sections:

- 4.20.010 Purpose.
- 4.20.020 Policy.

4.20.010

Purpose.

To provide sufficient working capital to address emergencies, withstand local and regional economic shocks and unexpected declines in revenue without borrowing. The fund balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the overall economic health of IIMC and the credit quality of IIMC. [May 21, 2007].

4.20.020

Policy.

A. The non-lapsing reserve fund is not to be used to support recurring operating expenditures outside of the current budget year. Use of the non-lapsing reserve fund is to only cover emergencies and unexpected declines in revenue. If the non-lapsing reserve fund is used, IIMC will increase its fund revenues or decrease its expenditures to prevent using the non-lapsing reserve fund in two consecutive fiscal years to subsidize fund operations.

B. The non-lapsing reserve fund can only be appropriated by a resolution of the IIMC board of directors.

C. The non-lapsing reserve fund cannot be less than five percent of the year's fund revenues in every fiscal year. After a three-year period, the Board reviews the possibility of raising the reserve percentage from five percent to not less than eight percent nor more than 10 percent.

D. In the event the non-lapsing reserve fund is used to provide for temporary funding of unforeseen emergency needs, IIMC must restore the non-lapsing reserve fund to the minimum level of five percent of fund revenues within two fiscal years, following the fiscal year in which the event occurred.

E. Funds in excess of five percent of the annual requirements of subsection (D) of this section may be retained in the non-lapsing reserve fund or may be considered to supplement "pay as you go" capital outlay expenditures, or to prepay existing IIMC debt. [May 21, 2007].

Title 6
MEMBERSHIP

Chapters:

- 6.05 Code of Ethics**
- 6.10 Dues**
- 6.15 Membership Information**
- 6.20 Mailing List**
- 6.25 Awards**
- 6.30 Honorary Members – Standards**
- 6.35 Retirement Recognition**

Chapter 6.05

CODE OF ETHICS

Sections:

- 6.05.010 Purpose.
- 6.05.020 Scope.
- 6.05.030 Policy.

6.05.010

Purpose.

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

6.05.020

Scope.

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

6.05.030

Policy.

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

International Institute of Municipal Clerks

Professional, Personal Code of Ethics

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

MEMBER'S NAME & TITLE

EMPLOYER

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

To uphold constitutional government and the laws of my community;

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

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

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

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

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

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

_____ (member signature)

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

_____ IIMC President

IIMC Executive Director

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

Chapter 6.10

DUES

Sections:

- 6.10.010 Purpose.
- 6.10.020 Scope.
- 6.10.030 Policy.

6.10.010

Purpose.

To establish a policy with respect to membership in IIMC. [November 2008; December 1988. Policy M-3].

6.10.020

Scope.

All. [November 2008; December 1988. Policy M-3].

6.10.030

Policy.

- A. Membership in IIMC shall be granted in accordance with the IIMC Constitution.
- B. Membership dues will be invoiced annually a maximum of three months in advance of the member's paid through date and are payable upon receipt. (**May 7, 2011**)
- C. An individual is considered a member of IIMC upon receipt at headquarters of a completed application and check. Staff will contact individuals who submit checks without an application or submit applications without payment. (**May 7, 2011**)
- D. A list of delinquent members shall be compiled quarterly and submitted to the board of directors, the members of the membership committee and the executive director. (**May 7, 2011**)
THIS IS NOT SOMETHING THAT WE DO. THERE REALLY IS NO PURPOSE TO SEND A LIST TO THE BOARD OR THE EXECUTIVE DIRECTOR. THE MEMBERSHIP COMMITTEE RECEIVES ONE, HOWEVER.
- E. A member's name will be removed from the membership roll and their membership canceled if they have not paid their dues within six months of the due date.
- F. Membership dues are to be reviewed by the Board of Directors every two years.

[November 2008; December 1988. Policy M-3].

Chapter 6.15

MEMBERSHIP INFORMATION

Sections:

- 6.15.010 Purpose.
- 6.15.020 Scope.
- 6.15.030 Policy.

6.15.010

Purpose.

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

6.15.020

Scope.

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

6.15.030

Policy.

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

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

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

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

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

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

Chapter 6.20

MAILING LIST

Sections:

- 6.20.010 Purpose.
- 6.20.020 Scope.
- 6.20.030 Policy.

6.20.010

Purpose

To establish a policy for the use and sale of membership mailing lists. [October 27, 2006; December 6, 2002. Policy M-5].

6.20.020

Scope

General. [October 27, 2006; December 6, 2002. Policy M-5].

6.20.030

Policy

- A. Membership mailing lists **AND EMAILS** are available free of charge to the following:
 - 1. Regional Directors in the normal conduct of their responsibilities.
 - 2. State/provincial or national associations and recognized IIMC Institutes for the purpose of promoting enrollment in education programs.
 - 3. IIMC committees in the normal conduct of their official functions.
 - 4. Candidates for IIMC office upon filing of nomination.
 - 5. **FUTURE Conference HOST COMMITTEES** ~~site committees~~.
- B. Membership mailing lists may be available for sale to:
 - 1. Nonprofit groups, vendors, sponsors, advertisers or government service providers who believe in IIMC's ideals and purposes and who have entered into an agreement with IIMC.
 - 2. Said agreement will specify the intended use of the mailing list and the number of uses permitted. Prior to sale of the list, IIMC shall review **AND APPROVE** a sample of the material to be mailed.
- C. CONFERENCE ATTENDEE LIST AND EMAILS ARE AVAILABLE TO IIMC SPONSORS PER SPONSORSHIP AGREEMENT; AND CONFERENCE ATTENDEE LIST IS AVAILABLE TO EXHIBITORS PER AGREEMENT.**
- D. The EXECUTIVE DIRECTOR DETERMINES THE** cost of a mailing list ~~shall be determined by the Executive Director~~ based on comparable market rates and the intended use. [October 27, 2006; December 6, 2002. Policy M-5].

Chapter 6.25

AWARDS

Sections:

- 6.25.010 Purpose.
- 6.25.020 Scope.
- 6.25.030 Certificates of appreciation.
- 6.25.040 President's award of merit.
- 6.25.040 25-year membership.
- 6.25.050 The quill award.
- 6.25.060 Institute director award.
- 6.25.070 Program excellence in governance.
- 6.25.080 Nomination and selection.
- 6.25.090 Staff service awards.

6.25.010

Purpose.

To establish criteria for the presentation of various awards. [November 2013; November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.020

Scope.

All. [November 2013; November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.030

Certificates of Appreciation

A. The following individuals will 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, in good standing, 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 it 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 2013; November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.040

President's Award of Merit

A. The President may present an Award of Merit to any person or organization that he/she feels is deserving of such an award.

B. The President shall supply the names of the recipients to IIMC headquarters no later than April 1st.

C. Any member may nominate any person to receive an Award of Merit. The President has sole discretion as to the granting of such an award. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.040

25-year Membership

- A. Individuals who have maintained continuous membership for 25 years will be appropriately recognized for their service.
- B. On or about the first of each **MONTH calendar-year**, said members shall be awarded a suitable certificate attesting to their completing 25 years of continuous membership in IIMC (quarterly/monthly).
- C. The Region Directors shall present the award in an appropriate manner **IF POSSIBLE**.
- D. The announcements of the members being recognized shall be printed in the IIMC News Digest. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.050

The Quill Award

The Quill award is a prestigious award established to recognize Municipal Clerks who have distinguished themselves by making a significant and exemplary contribution to their community, their state or province, and in particular to IIMC and their peers.

- A. The Quill award is open to all IIMC members, deceased members, retired clerks or a clerk who has changed positions.
- B. Nominations are solicited annually from the membership. The following documentation must be submitted to headquarters no later than April 1st:
 1. Resume of nominee and reason for nomination;
 2. A written endorsement from the state/provincial or national association;
 3. A written endorsement from the IIMC region director.
- C. Those receiving the award shall represent all of the following criteria:
 1. At least 10 years of service as a Municipal Clerk;
 2. At least 10 years of IIMC membership;
 3. Strong and extensive participation in IIMC;
 4. Service in teaching fellow Municipal Clerks;
 5. Involvement with the initiation or administration of an IIMC-approved training institute or program or any other activity that enhances the professionalism of IIMC members;
 6. Leadership in state/provincial/national Municipal Clerk professional organizations;
 7. Significant and exemplary contribution to their community;
 8. Significant and exemplary contribution to their state/province/country;
 9. Significant and exemplary contribution to IIMC;
 10. Significant and exemplary contribution to peers; and
 11. Attainment of the CMC designation.
- D. The IIMC President appoints three past recipients of the Quill award to review the nominations and select the recipient(s).
- E. No more than three awards will be granted in any one year.
- F. The award and lapel pin will be presented at an appropriate ceremony during the Annual Conference.
- G. Serving members of the Board of Directors or present officers of IIMC are not eligible for this award as that such service in itself is the membership's highest recognition, validation of worth, and statement of value to the Organization. Past presidents will be eligible for the Quill award four years after completing service on the executive committee.

H. The names of Quill award winners will be published in the conference program and a ribbon will be provided to all past recipients in attendance at the conference denoting them as award winners. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.060

Institute Director Award of Excellence

The Institute Director Award of Excellence is presented to one Institute Director who has contributed in a particularly significant way to the educational needs of Municipal Clerks and the advancement of the profession.

Preference is given to nominees who have consistently served with excellence in that role, and whose performances have supported IIMC's educational goals and programming standards over time.

Individuals may be nominated if they are in the process of terminating or have terminated their Institute Director position, if their nomination is otherwise consistent with stated award policy and criteria.

Information shall include, but not be limited to, detailing the unique or extraordinary individual efforts undertaken by the nominee on behalf of municipal clerks and professional or personal voluntary contributions made to other organizations or groups that advanced the profession in a positive direction.

The IIMC Board of Directors may recognize excellence in performance of other Institute Directors or institute programs as it chooses in ways or forms other than the award.

The President appoints a review and selection committee to review, select and recommend award recipients to the President. The committee will be comprised of the IIMC board liaison(s) to the program review/certification committee who will serve as the committee chair, the immediate past year's award recipient, and others who may be appointed by the President. IIMC's Director of Education will serve on the committee in a nonvoting advisory and staff role.

IIMC's President will present the award during the opening ceremony at IIMC's Annual Conference.

It is not required that the award be given each year.

Award criteria and procedures for submitting nominations will appear in the November News Digest. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.070

Program Excellence in Governance

Created to foster excellence in governance and to enhance participation by IIMC members in their government entity and community, the Program Excellence in Governance Award encourages members to strive for excellence and to seek greater opportunities to develop innovative programs and techniques that will greatly benefit their communities and citizens and result in increased professional development and stature for Municipal Clerks.

Award criteria and additional requirements must be met on all applications and are available on IIMC's website. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.080

Nomination and Selection

Nominations will be invited from all IIMC members who qualify under the definitions of membership as defined by the IIMC Constitution or the recognized legislative head or CEO of a government entity.

IIMC's President will appoint a review and selection committee to review, select and recommend award recipients to the President. The committee will be comprised of the recommendations of the IIMC Board determined at a duly called meeting. **THE PUBLIC RELATIONS/MARKETING COMMITTEE HAS BEEN REVIEWING THIS AWARD AND MAKING THE DECISION ON THE WINNER.**

The review and selection committee chair will notify the IIMC President, the award recipient, and the nominators of all applicants by **MARCH 31ST April 30th** of the award year. **SUGGESTION – THIS DATE IS TOO CLOSE TO CONFERENCE, CAN WE MAKE IT MARCH 31?**

The award will be presented or announced during the IIMC Annual Conference. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

6.25.090

Staff Service Awards

Full-time staff will be presented with a staff service award for every five years of continuous service. [November 2008; October 27, 2006; May 22, 2004; December 6, 2002. Policy M-1].

Chapter 6.30

HONORARY MEMBERS – STANDARDS

Sections:

- 6.30.010 Purpose.
- 6.30.020 Scope.
- 6.30.030 Policy.

6.30.010

Purpose.

To establish standards for the nomination and selection of honorary members pursuant to Article III, Section B5 of the Constitution. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

6.30.020

Scope.

All members. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

6.30.030

Policy.

A. This class of membership is reserved for persons who have made a significant or exemplary contribution to the Municipal Clerk profession or who have been instrumental in providing a major legacy to IIMC's mission.

Upon retirement or assumption of positions other than Municipal Clerk, IIMC Past Presidents will be presented to the Board of Directors for consideration of honorary membership status.

B. IIMC members are encouraged to nominate persons for this honor. Nominations should include a resume and other documentation to support a nomination. All nominations should be submitted by an annual deadline established by the President. The President shall appoint a committee to review nominations, and the committee shall submit nominees to the Board for consideration at the mid-year meeting.

C. The IIMC Board of Directors by a two-thirds vote of board members confers honorary memberships.

D. Recognition of new honorary members shall occur at the first annual meeting after the Board of Directors confers such honorary membership status.

E. Honorary memberships may be terminated by a two-thirds vote of the IIMC Board of Directors without review of the ethics standards committee. An honorary membership may be terminated for reasons including but not limited to: willful disregard of Board approved actions, violation of the IIMC Code of Ethics or conviction of a felony by recipient. If a membership is terminated, past record of honoree will be stricken. (November 2010)

F. Honorary members are exempt from paying membership dues. [May 2009; November 8, 2008; October 27, 2006; May 21, 1995. Policy M-4].

Chapter 6.35

RETIREMENT RECOGNITION

Sections:

- 6.35.010 Purpose.
- 6.35.020 Policy.

6.35.010

Purpose.

The International Institute of Municipal Clerks desires to appropriately recognize those members who have reached the retirement age, are leaving the position of municipal clerk, and who have performed exemplary service for the organization during their membership.

[November 2008; November 2000; September 2000. Policy M-7].

6.35.020

Policy.

To be eligible for this type of recognition, the member:

A. Required.

1. Must have been a member of IIMC for a minimum of 10 years;
2. Must have served on at least two IIMC committees during their membership; and
3. Must have chaired and/or co-chaired at least one IIMC committee.

B. In addition to the above, at least one of the following:

1. Taught fellow clerks at least five times in formal and informal settings, e.g., at IIMC conferences, institutes/academies, monthly/quarterly/annual state/provincial meetings, regional meetings, or in other countries.
2. Instituted or followed through on major programs benefiting IIMC and its members, e.g., setting up an institute or academy, major research and presentation of the same to the members, video presentations, constitutional changes, bylaws, etc.

The president, member of the executive committee, region director or other presidential designee may attend the official recognition of the member's retirement and make the official presentation on behalf of IIMC. The president, region director or presidential designee shall determine the appropriate gift for presentation. [November 2008; November 2000; September 2000. Policy M-7].

MANAGEMENT'S COMMENTS:

We need to define retirement in this context, and the requirements of eligibility. Also, there is no way to keep track of 9,000 plus members for this to be an automatic responsibility. I think the policy should be general enough to state, "upon request, IIMC will provide a Certificate of Appreciation or Recognition for retiring IIMC members."

NEW POLICY RECOMMENDATION

2.35.040 – Establishing Goals and Objectives and Referrals

The President Elect in conjunction with the Vice President and Executive Director establishes the committees' goals and objectives for the term that will begin in May during the Annual Conference and concluding one year later at the Annual Conference. The President Elect assigns Board liaisons for the committees and the Executive Director assigns the staff liaisons. During the Committee's term, referrals outside of the Committee's scope and original goals must be formally documented by letter or email and presented to the President prior to submitting to the Committee. With the Board's approval, the President will assign to a Committee all referrals, additional goals, policy issues and new proposals in the context of the Committee's scope.

A referral may be made to more than one committee at the discretion of the President and Board. If so, each committee shall be notified of the multiple referrals and the reason therefore. The Board and President may refer any proposal to the Policy Review Committee in addition to the subject matter committee.

2.35.045 – Board and Staff Responsibilities

Board Liaison

The Board Liaison's core responsibilities are to monitor, support, provide advice and direction, and to relay relevant information and Board actions from the President and the Board, ensuring the Committee is on target with its assigned goals and objectives. The Board Liaison has voting rights and receives all materials that are sent to the other committee members. The Board Liaison will present the mid year and annual reports of the Committee at the Board meetings.

Staff Liaison

This staff liaison is the primary staff contact for his/her assigned committee and works with the Chair, Vice Chair and Board Liaison to ensure that the Committee's activities and work are aligned with IIMC's goals and objectives. Staff also serves as a content and process expert, recommending effective procedures based on IIMC's policies, research and past experience. Staff liaisons coordinate with other departments regarding programs and services that may affect respective Committees and identify potential opportunities within the Committee's established goals.

NEW POLICY RECOMMENDATION

INTERNATIONAL RELATIONS CONSULTANT

Purpose:

To establish purpose, appointment process, terms and scope of work of the IIMC International Relations Consultant.

Scope:

Executive Director.

International Relations Consultant:

An individual familiar with both IIMC and Region XI with experience in association management. He is employed to lead certain tasks and to work with directors, the Region XI Management Board, the International Relations Committee, and IIMC staff to advance the interests of the organization and its members.

Appointment Process, Term and Payment:

The International Relations Consultant 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, and pay certain expenses for travel related to his or her specific duties.

Recruitment and Appointment. For vacancies, the Executive Director will issue a Request for Proposals inviting any potential IIMC Institute Director to apply for the position. The Executive Director shall review all applications submitted by the deadline and appoint the Director he believes to be the most qualified and best suited for the position.

(remainder shall be in conformance as other policies)

NEW POLICY RECOMMENDATION

Chapter 5.65

EDUCATION RESOURCE GROUP

Sections:

- 5.65.010 Purpose
- 5.65.020 Scope
- 5.65.030 Education Resource Group Established
- 5.65.040 Appointment Process and Terms
- 5.65.050 Scope of Work
- 5.65.060 Reporting to Board of Directors

5.65.010

Purpose.

To establish purpose, appointment process, terms, and scope of work of Education Resource Group.

5.65.020

Scope.

Education Resource Group members, Board of Directors, and staff.

5.65.030

Education Resource Group Established.

An Education Resource Group (ERG) shall be established with ongoing responsibilities to advise the Board of Directors and Executive Director in lieu of filling the Director of Education position. The ERG shall be comprised of four Institute Directors and report to the Executive Director. Annually the Board of Directors shall confirm continuance of the ERG through adoption of the Budget.

5.65.040

Appointment Process and Terms.

Terms. ERG members shall serve a term of three years commencing on June 1st. Terms shall be staggered with no more than two members terming out each year. The four currently serving members as of the effective date of this policy shall draw lots for one term expiring June 1, 2014; two terms expiring June 1, 2015; and one term expiring June 1, 2016. Members shall not serve immediate consecutive terms and are eligible for reappointment one year following their term expiration.

Recruitment and Appointment. For annual vacancies, the Executive Director shall issue a Request for Proposals (*or email request*) inviting Institute Directors to apply. Not-to-exceed five

IIMC members appointed by the President and the Executive Director shall serve as the Selection Advisory Committee to review the proposals and forward a recommendation to the Board of Directors. The Board of Directors shall confirm or deny the appointments at the annual May Board of Directors meeting.

Mid-term Vacancies. Mid-term vacancies shall be filled by reviewing the proposals on file from the prior recruitment and convening a Selection Advisory Committee to forward a recommendation to the Board of Directors. The Board will confirm or deny the appointment at a meeting scheduled at the direction of the President. At the Board's discretion, a Request for Proposals (*or email request*) may be reissued to supplement the current pool of applicants. Appointments made pursuant to this Section shall be for the unexpired term of the vacancy.

Chair. A Chair shall be selected annually by the members of the ERG from among its members who shall preside at all meetings and prepare written reports to the Board of Directors pursuant to Section 5.65.060. (*Alternately, "The Executive Director shall serve as Chair and prepare written reports to the Board of Directors pursuant to Section 5.65.060."*)

5.65.050

Scope of Work.

The ERG shall engage in the following work as requested by the Executive Director and/or President:

1. Provide education visioning to keep IIMC education programs on the cutting edge of emerging education practices and emerging municipal clerk topical areas of study.
2. Provide assistance with course review and annual institute report reviews.
3. Explore funding for on-line learning opportunities.
4. Review and make recommendations on proposals for award of certification points initiated by staff and/or the Board of Directors for referral to the Program Review and Certification Committee through the President.
5. Review and make recommendations to the Executive Director on new education programs proposed by Committees, staff, or the Board of Directors.
6. Complete education-related special projects as requested by the Executive Director or Board of Directors.

5.65.060

Reporting to Board of Directors.

At the annual and mid-year meetings of the Board of Directors, the ERG through the Executive Director shall present a written report summarizing activities and recommendations for the prior period.

Management's Comments and Recommendation:

This committee continues to provide a diverse and insightful perspective on IIMC policies. Management supports and agrees with the following recommendations except for one:

Revisions to Policy Chapter 4 – We agree with the recommended revisions to Chapter 4 and believe all changes align with IIMC's current practice.

Revisions to Policy Chapter 6 – We also agree with the recommended revisions, and ask the Board to discuss the following areas: 6.10.30; 6.25.080; 6.35.020

Policy on Establishing Goals and Objectives and Referrals regarding Committees – We agree with the newly created policy.

Policy on International Consultant – We agree with this policy but in the last paragraph, it should be any potential IIMC member not Institute Director.

Policy on Education Resource Group – As the Policy Committee Chair stated in this report, committee members were divided on the outcome. Management does not agree with the proposed policy for the following reasons:

In Article VIII of the current Constitution, it states that **The Executive Director will hire the Director of Education, upon confirmation by the IIMC Board of Directors. The Director of Education will report to the Executive Director.**

If we're being true to the Constitution, why, then, are we creating a Board task force to choose these individuals when we're not doing that with the Education Director? I think we're inconsistent. Also, regarding the Region XI consultant, the Policy committee voted not to have a Board task force, but to allow the Executive Director to hire this individual after an RFP process. How is hiring the ERG any different?

My second concern is the Scope of Work: the ERG's current contract does not call for number's 1 and 3 to be part of their scope. These individuals have full time jobs and those two areas would take up quite a bit of time, more time than what is required of them. Below are the ERG's comments on this recommended policy:

Ina Wintrich

I have reviewed the policy. In my opinion, the process should be simple but effective. I do not believe the elected body or a member of the elected body should be involved in the selection process regarding who will serve on the ERG. This is not an attempt to usurp the authority of the elected body but their role is to establish policy. This approach could also protect them from any charge of cronyism, favoritism or manipulation. The Executive Director should be given the responsibility and authority to follow a reasonable set of guidelines regarding outreach, selection, placement, replacement and ERG responsibilities. Along with that should be a report to the Board, in terms of activities and accomplishments, at the end of the year. Thanks for the opportunity to comment.

Kassie Van Remortel

I am still thinking about this. I guess I am one that doesn't like terms. I feel if you have good people don't get rid of them. Yearly renewal is good, because you can dismiss a non-performing member. I also have seen a lot of politics among IIMC boards members that have special agendas that manipulate and campaign for causes. I think the ERG should be chosen only by you. I feel we are an unbiased group that doesn't have any preprogrammed cause. I offer honest opinions and try my best to give good solid advice. I don't always agree with the majority, but hope what I say is respected and considered.

Jeff Hendry

I believe this is well-crafted. I do believe it will obviously be dependent on the leadership style and personality of the President from year to year but overall I believe it serves the IIMC very well. One question, does this mean one of our current group will rotate off in June 2014?

Management's Recommendation

Management recommends that the policy mirror the International Consultant's newly created policy or that this goal be returned to the Policy Committee for further discussion.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Officers and Board
From: Lisa Johnston, RM Chairman
Date: 04/07/14
Subject: Records Management Committee Final Report



Background

The Records Management Committee received four tasks for 2013-2014:

1. Recommend Records Management education sessions for the Annual Conference.
2. Prepare a minimum of two articles per year regarding Records Management for the News Digest.
3. Identify at least 2 issues and create content for the online Resource Center of ordinances, policies and best practices.
4. Create new records management technical bulletin.

Discussion

Note: Stephen French resigned as chair effective January 1, 2014. Vice-chair Lisa Johnston assumed the chair position for the remainder of the year.

Progress on the tasks:

1. *Recommend Records Management education sessions for the Annual Conference.*
[Completed]

2. *Prepare a minimum of two articles per year regarding Records Management for the News Digest.* **[In progress]**

Former Chair Stephen French reported at mid-year that one article had been submitted (Reality Check: ECM & Transparent Records Management), with others in the works. We will submit at least one more article prior to the Annual Conference. Lisa Johnston is working on an article on “10 Tips for Newbie Records Managers”

3. *Identify at least 2 issues and create content for the online Resource Center of ordinances, policies and best practices* **[No action]**

The committee needs direction on the Resource Center and what kinds of information IIMC would like to collect. A number of members have policies that they could submit, however one of the problems is that records management is extremely varied from state to state, so finding uniform policies could be challenging.

4. *Create new records management technical bulletin.* **[No action]**

The Records Management technical bulletins have been available for over one year. The set includes 15 of the original 16 proposed bulletins. The last topic: *Preparing for eDiscovery*, was not able to be completed during the grant cycle. We would recommend that in 2014-15, this committee work with NAGARA to get the bulletin drafted and prepared.

We would also recommend that the committee identify which of the bulletins are the most popular from IIMC, and would recommend contacting NAGARA to find their numbers as well.

Financial

None requested for 2014-2015 – at this time. – If we aggressively pursue the 16th technical bulletin, there may be a request for author honorarium. The cost would be in line with honorariums from previous technical bulletins, but I do not have the amount at this time.

Summary

The committee has completed its assignment for Goal #1 (Recommend Records Management topics for the annual conference) and by the Board meeting, will have completed Goal #2 (Submit two articles to News Digest).

With additional guidance from IIMC, we believe that Goal #3 (Resource Center) can become an on-going action item for this committee.

Goal #4 will require additional time to review what stage the *Preparing for eDiscovery* technical bulletin was in.

Since assuming the chair in January, the committee has been energetic and responsive as an e-mail committee. We will continue to monitor Records Management topics and issues and bring that information to our IIMC members.

It has been my privilege to complete this year as the Records Management Committee Chair. I look forward to our 2014-15 year and to the continued activity of the committee on records management issues for IIMC.

Recommendation

In previous years, we have tracked attendance at the Records Management Sessions and would recommend continuing that practice – it helps the committee recognize which sessions are most helpful to members and gives direction for future programs.

Other previous suggestions have included recommending increasing staff knowledge on archives (to assist with maintaining the history of the organization) and inquiring on records management practices at IIMC HQ.

Management's Comments:

First and foremost, we thank Lisa Johnston for stepping in as Chair after Steve French's resignation. IIMC will have a Records Management track at the conference. We always appreciate the News Digest articles and realize they're difficult to write, so it's an ongoing goal. The Technical Bulletins have been available to an IIMC member for no cost. If the Committee moves forward creating an additional Bulletin, then that would be a budget item for the 2015 budget. We're not certain that one bulletin would qualify for another grant, but working with NAGARA, there is the possibility of collaborating on a new Bulletin.

Diane Gladwell has been gracious enough to provide IIMC with her services regarding headquarters' records management practices. IIMC does need to do a better job of archiving its history and if that was a goal of this committee, it would be well worth the cost.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Dyanne Reese, MMC
Chair, Constitution Task Force
Date: April 8, 2014
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; IIMC Parliamentarian Connie Deford and IIMC Executive Director Chris Shalby.

At the 2013 mid-year Board meeting in Savannah, Georgia, the Board made some suggestions and recommendations regarding content, grammar and context. The Task Force accepted those comments and had Parliamentarian Deford make the revisions and rewrite the Constitution to fit in accordance with the recommendations. Attached is the revised Constitution.

Proposed Changes to the Amendments Submitted by
Dyanne Reese
Mary Lynne Stratta
Colleen Nicol
Sharon Cassler
Tom Roberts
Connie Deford

Recommendation: The Constitution Task Force recommends that once the Board approves the Constitution, it moves forward in preparing to present it to the membership in 2015: 1) as an announcement in the March *News Digest*; 2) at the 2015 Annual Business Meeting in Hartford, CT; and 3) to the full membership for ratification.

CONSTITUTION OF THE INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

PREAMBLE

The International Institute of Municipal Clerks (IIMC) serves the needs of Municipal Clerks, City Secretaries, Treasurers, Recorders, and other allied associations worldwide. IIMC's primary goals are to promote education and training, professional development, certification, public service, mutual assistance and goodwill, and skill development.

ARTICLE I GENERAL

Section 1. Name

The name of this corporation shall be the International Institute of Municipal Clerks (IIMC).

Section 2. Incorporation. The International Institute of Municipal Clerks is a tax-exempt association in accordance with Section 501(c)(6) of the Internal Revenue Code, or a corresponding section of any future federal tax code. IIMC was founded in French Lick, Indiana in 1947, and was incorporated on May 22, 1953, in Illinois, United States of America.

Section 3. Mission

IIMC is a professional, non-profit association that promotes education and certification through university and college based institutes and provides networking solutions, services, and benefits to its members worldwide.

Section 4. Fiscal Year

IIMC's fiscal year begins January 1 and ends December 31.

Section 5. Budget

The Executive Director, in concert with the Budget Committee, shall present a balanced budget to the Board of Directors annually. A non-lapsing restricted reserve fund serves as a depository for budget surpluses and a resource for funding budget deficits.

Section 6. Restrictions

All IIMC policies and activities shall be consistent with applicable federal, state, and local antitrust trade regulations, including the requirement that no part of its net earnings may inure to the benefit of any private individual.

Section 7. Dissolution

Should IIMC dissolve its operations, the assets will be either dedicated or transferred only in accordance with the corporation's purpose.

ARTICLE II

Membership

Section 1. Classes of Membership

IIMC members are comprised of the following classes of membership:

- A. Full Member
- B. Additional Full Member
- C. Associate Member
- D. Honorary Member
- E. Retired Member

Section 2. Definitions

A. A Full Member is a Municipal Clerk, City Secretary, Recorder, Legislative Administrator, Director 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:

- 1. General management
- 2. Meeting administration
- 3. Financial management
- 4. Stewardship of bylaws, articles of incorporation, ordinances, resolutions, and other legal instruments
- 5. Custody of the official seal and execution of official documents
- 6. Records management
- 7. Human resources
- 8. Elections administration

There may be only one Full Member from each legislative governmental body.

B. An Additional Full Member is an individual who meets the Full Member criteria and serves a legislative governmental body represented by a Full Member. There is no limit to the number of Additional Full Members there may be from a legislative governmental body.

C. An Associate Member is an individual in transition or employed by a legislative body, but who does not meet the Full Member criteria.

- D. An Honorary Member is elected to this classification by the IIMC Board of Directors and who meets either of the following categories:
 - 1. An IIMC Past President. Upon retirement or assuming a position with a legislative governmental body other than municipal clerk.
 - 2. An individual who has made significant and exemplary contributions to IIMC and the profession.
- E. A Retired Member must have been a Full Member, Additional Full Member, or Associate Member prior to retirement.

Section 3. Dues

The Board of Directors establishes annual dues.

Section 4. Privileges of Membership

- A. Membership privileges are reserved for members whose dues are current.
- B. All members have the right to vote, to participate in IIMC educational programs, and to have access to IIMC member services.
- C. All members, except Associate Members, have the right to participate in Certified and Master Municipal Clerk programs. When full members, who are enrolled and have been actively working on attaining certification, no longer meet the criteria to be considered a full member, they may become an Associate Member. If such Associate Members desire, they shall be allowed to complete their certification.
- D. Full Members and Additional Full Members have the right to serve on the IIMC Board of Directors.

Section 5. Classification Change

Members must notify IIMC Headquarters regarding any change in job duties that would invalidate their current membership classification. Their membership classification will be changed to the appropriate classification.

Section 6. Officer Classification Change

If the membership classification of an officer is changed from Full Member or Additional Full Member, the office shall then be declared vacant and filled in accordance with the provisions in Article IV, Section 7, of this constitution.

ARTICLE III

Regions

Section 1. Geographic Regions

IIMC is divided into eleven (11) geographic regions established to represent geographic interest.

Section 2. Reapportionment Process

- A. Regional reapportionment shall be considered at the request of:
 - 1. the Board of Directors to the President.
 - 2. a State/Provincial/National Association submitting an adopted resolution to the President through the Executive Director.
- B. When reapportionment is requested, the President shall appoint a committee to solicit comments from the Associations within the Regions proposed to be affected. The committee's report is to be submitted to the Board of Directors, and a two-vote is required for approval.
- C. Regional boundary changes shall not disqualify a serving Officer or Director.

ARTICLE IV

Officers

Section 1. Officers

The officers of IIMC are a President, a President Elect, a Vice President, and the Immediate Past President.

Section 2. Term of Office

Each officer serves a one-year term, except when filling a vacancy.

Section 3. Restriction

No two officers may be from the same Region

Section 4. Succession

At the Annual Conference, the President Elect succeeds to President, the Vice President succeeds to President Elect, and prior to the Annual Business Meeting, the members elect a Vice President.

Section 5. Oath of Office

The Oath of Office shall be administered to each Officer prior to taking office.

Section 6. Powers

The IIMC President is empowered to:

- A. Chair the meetings of the Executive Committee and the Board of Directors.
- B. Fill vacancies for standing committee members and chairs.
- C. Establish task forces, appoint the members, and designate the chair.
- D. Execute other duties delegated by the Board of Directors.

The President Elect and Vice President:

- A. Assist the President.
- B. Succeed to the office of President either upon a vacancy or if the President is unable to perform the duties of office.
- C. Appoint incoming committee members and chairs to serve during their terms as President and President Elect.

The Immediate Past President serves an advisor to the President and performs other duties as assigned by the President.

Section 7. Vacancy in Office

- A. President or President Elect: A vacancy in the office of President or President Elect advances the next officer in line to the appropriate office. The advancing officer may remain in office for a subsequent one-year term.
- B. Immediate Past President: A vacancy in the office of Immediate Past President remains vacant until the next Annual Conference at which time the outgoing President assumes the office.
- C. Vice President:
 - 1. When there is a vacancy in the office of Vice President, the Board of Directors has sixty (60) days to appoint a current member of the Board of Directors to complete the term. The Director must have served at least two years as a Region Director and may not be from the same Region represented by a current officer.
 - 2. If the vacancy occurs within 120 days prior to the Annual Conference, the office shall remain vacant. An election for President Elect and Vice President shall be held prior to the Annual Conference

ARTICLE V

Region Directors

Section 1. Region Representation

There shall be two Region Directors elected from each IIMC Region.

Section 2. Term

Region Directors are elected to staggered three-year terms so that the terms of both Region Directors do not expire the same year. No Region Director may serve two successive full terms unless no other candidate is nominated.

Section 3. Restriction

No two Region Directors may be from the same legislative governmental body.

Section 4. Oath of office

The Oath of Office shall be administered to each Region Director prior to taking office.

Section 5. Vacancy in Office

- A. If the vacancy occurs 120 days or less prior to the Annual Conference, the office remains vacant for the remainder of the term.

- B. If the vacancy occurs more than 120 days prior to the Annual Conference:
 - 1. The IIMC President notifies the Board of Directors and the Presidents of the Municipal Clerks Associations within the Region in which there is a vacancy.
 - 2. The Municipal Clerks Associations may recommend one or more qualified candidates for consideration.
 - 3. Nominations are also accepted from any member in the Region.
 - 4. 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.

ARTICLE VI

Executive Committee

Section 1. Members

The executive committee is comprised of the President, President Elect, Vice President, and Immediate Past President.

Section 2. Term of Office

Each officer serves a one-year term, except when filling a vacancy.

Section 3. Powers

The executive committee is not a decision-making body. All actions taken must be ratified by the Board of Directors.

ARTICLE VII

BOARD OF DIRECTORS

Section 1. Composition

The Board of Directors is comprised of the four (4) Executive Committee members and twenty-two (22) Region Directors (two from each Region).

Section 2. Powers

- A. The Board of Directors is authorized and responsible for IIMC's governance, with each member having the right to vote at Board meetings. The Board establishes and monitors implementation of policy by IIMC staff under the direction of the Executive Director.
- B. A two-thirds vote of the Board of Directors is required to remove funds from the restricted reserve fund.
- C. The Board of Directors is also empowered to:
 - 1. Further IIMC's mission.
 - 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 VIII

QUALIFICATIONS, NOMINATIONS, AND ELECTIONS

Section 1. Qualification of Candidates for Vice President

To qualify for the office of Vice President, a candidate must:

- A. Be an IIMC member for at least three (3) years.
- B. Have served on the IIMC Board for three (3) years prior to time of election.
- C. Have served at least three years as a Municipal Clerk or other office as defined in Article II, Membership, Section 2 A.

- D. Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.
- E. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office.
- F. Provide written support of candidacy from the legislative governmental body they represent.

Section 2. Qualification of Candidates for Region Director

To qualify for office as a Region Director, a candidate must:

- A. Be an IIMC member for at least three (3) years.
- B. Have served at least three (3) years as a Municipal Clerk or other office as defined in Article II, Membership, Section 2 A.
- C. Have attended at least two Annual Conferences. Attendance may include the conference at which the candidate's term would begin.
- D. Be a Full Member or Additional Full Member and, if elected, remain a Full or Additional Full Member during the term of office.
- E. Provide written support of candidacy from the legislative governmental body they represent.
- F. Provide written support of candidacy from their state, provincial, or national association within the Region in which they are running.

Section 3. Nominations

The Board of Directors establishes policies regarding nominating procedures for Officers and Region Directors.

Section 4. Elections

The Board of Directors establishes policies not included in this Constitution regarding the conduct of elections for Officers and Region Directors.

Section 5. Election of Vice President

- A. If there is only one candidate for Vice President, no election is held, and the candidate is declared elected.
- B. If there are two or more candidates, IIMC conducts an election thirty (30) or more days prior to the beginning of the Annual Conference.

Section 6. Election of Region Directors

- A. If there is only one candidate for Region Director, no election is held, and the candidate is declared elected.

- B. If there are two or more candidates, IIMC conducts a Region election thirty (30) days or more prior to the beginning of the Annual Conference.

Section 7. Election Results

Election results are provided to the candidates prior to the Annual Conference and are announced to the membership at the Annual Business meeting.

ARTICLE IX

Board of Director Meetings

Section 1. Regular Meetings

Three meetings of the Board of Directors will be held annually. Notice of the meetings and an opportunity to participate will be provided to all members. Two meetings will take place at the Annual Conference and the other will be held no later than seven months following the Annual Conference.

Section 2. Special Meetings

The President, a majority of the members of the Executive Committee, or a majority of the Board of Directors may call a special meeting. Special meetings may be held at a specific location or may be conducted using available conferencing technologies. In either event, the time, place, and the special meeting's purpose must be provided to all Board members at least two working days in advance of the scheduled meeting.

Section 3. Quorum

A majority of the Board of Directors constitutes a quorum for the transaction of official business.

Section 4. Attendance at Board Meetings

Board members are required to attend all Board of Directors meetings. A Board member may be excused from two regular meetings during a three-year term for a valid reason. The request to be excused must be in writing, approved by the President, and ratified at the meeting. A third absence is considered a resignation from the position.

ARTICLE X

Annual Business Meeting

The Annual Business Meeting is an in-person assembly of members. The Board of Directors will establish the time and place to conduct the member's Annual Business Meeting.

ARTICLE XI

Executive Director

Section 1. Responsibilities

The IIMC Executive Director reports to the Board of Directors and executes the Board's established policies. The Executive Director serves as the IIMC Secretary-Treasurer and is responsible for its daily administrative and financial operation. The Executive Director is empowered to hire and manage all staff, independent contractors, and resources according to established policies and the annual budget.

Section 2. Employment

The Executive Director is employed at will under the terms of an employment contract.

Section 3. Vacancy

In the event of a temporary 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 XII

ETHICAL STANDARDS

Section 1. Code of Ethics Statement of Intent and Principles of Conduct for Members

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.

Section 2. 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, the right to serve on committees, or participate in membership services for specific periods of time. Grievous violations may result in expulsion from IIMC without the refund of dues.

Section 3. Ethical Standards Committee

An Ethical Standards Committee 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 of Directors.

Section 4. Investigation and Report

The Ethical Standards Committee 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 to hold teleconferences with these individuals.

The Ethical Standards Committee summarizes the findings to the Board of Directors and recommends whether or not there is a degree of censure to be applied against the person in the alleged complaint.

Section 5. Action

Only the Board of Directors has the authority to apply sanctions for violations of the Code of Ethics.

ARTICLE XIII

PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Roberts Rules of Order Newly Revised* shall govern in all cases to which they are applicable and in which they are not inconsistent with this constitution and any special rules of order IIMC may adopt.

ARTICLE XIV

AMENDMENT

Section 1. Proposed amendments

Proposed amendments to the IIMC Constitution may be submitted for approval by the Board of Directors in any of the following manners:

- A. IIMC Committees or Task Forces may submit a proposed Constitutional amendment in writing.
- B. Two IIMC voting members may author and submit a proposed Constitutional amendment in writing.
- C. The Board itself may author and submit a proposed amendment.

The Board of Directors, by a majority vote, will authorize the presentation of the proposed amendment for consideration at the Annual Business Meeting.

Section 2. Membership Notice and Consideration

A proposed amendment, filed in accordance with Section 1 and approved by the Board of Directors, shall be submitted to the membership when filed under the following procedures:

- A. A copy of the proposed amendment, authors' names, intent and explanation are filed by February 1 in time to be published in the March *News Digest*.
- B. The proposed amendment's merit is discussed and evaluated with the attendees at the Annual Business Meeting.

Section 3. Membership Vote

Upon completion of the steps in Article XIV, Section 2, amendments to the constitution shall be distributed for a vote to the entire membership. Members have sixty (60) days from the Annual Business Meeting to vote on the proposed amendment.

The constitutional amendment shall be adopted if two thirds of the votes cast are in favor of the proposal. The effective date of the amendment will be the 61st day following the Annual Business Meeting, unless otherwise specified.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Budget & Planning Committee

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

Date: March 10, 2014

Subject: 2013 Year-End (December) Notes



December 2013 YTD reflects a Net Profit of \$159,399. This is \$153,799 over projected budget of \$5,600. Continuing overall due diligence in spending and increased revenue in dues and conference net profit has lead IIMC to another stellar year in which IIMC has, for the seventh consecutive year, ended with a Net Profit. In addition, this is the sixth consecutive year that IIMC has surpassed the million-dollar mark with dues revenue. Comparing December 2013 YTD with December 2012 YTD – 2013 YTD reflects approximately \$93,640 more in profit than 2012. Such a healthy net profit has allowed for IIMC to invest \$70,585 more into its Restricted Reserves.

Reserve Balance

Reserves – Operating	\$168,372
Reserves – Restricted	\$401,585

Key Factors for change in 2012 & 2013 Net Profit:

- **Administration** - *Although 2013 experienced a reduction in income due to the discontinuation of the MCEF contract, there was also a reduction in expenses due to credit card fraudulent activity in 2012 as well as a reduction in bank analysis in 2013.*
- **Mortgage Interest** – *With the building refinance, IIMC is realizing a reduction in Mortgage Interest in 2013 over 2012.*
- **Education** – *We are realizing a reduction in certification income, primarily MMC in 2013 over 2012. Such a reduction is offset by a reduction in expenses due to eliminating the Education Director's salary in 2013.*
- **Marketing** – *Publications income increased in 2013 over 2012. Marketing also incurred less in salaries in 2013 due to salary allocation changes.*
- **Membership** – *Dues income has increased in 2013 as well as expenses for the Member Drive are lower in 2013 than 2012*
- **Conference** – *2013 Conference yielded a higher Net Profit due primarily to higher attendance, reduction in food and beverage costs, reduced speaker fees and no hotel attrition.*

Administrative

- Administrative YTD budget is under budget - \$43,660
 - **Income** – Income is over budget - \$276
 - **Expenses** – Expenses are under budget - \$43,384
 - **Key Factors for 2013:**
 - **Salary/Wages – under budget – \$8k:** In 2013 Janet Pantaleon's time changed to 50% Administration/Accounting and 50% Membership, hence the savings in Salary/Wages in Administration Budget.
 - **Depreciation/Amortization Expense – under budget – \$8k:** A reduction of approximately \$52k in expected capitalized purchases resulted in an \$8k savings in depreciation.
 - **Legal Fees – over budget – \$3k:** Shalby contract negotiations in November.
 - **Bank Analysis Fees – under budget – \$6k:** IIMC changed banks in November 2012, after which the budget was already finalized, to secure a new mortgage for IIMC building as well as reduce ongoing bank analysis fees.

2013 December Notes – Cont.

Building

- Building YTD is over budget - \$1,450
 - **Income** – Revenue is under budget - \$5,528
 - **Expenses** – Expenses are under budget - \$4,077
 - **Key Factors in 2013:**
 - **Depreciation/Amortization Expense – under budget – \$2k:** *A reduction of approximately \$16k in expected capitalized improvements resulted in a \$2k savings in depreciation.*
 - **Mortgage Interest – under budget – \$5k:** *IIMC secured a new mortgage at the end of 2012 after the budget was established based on old mortgage resulting in a reduction in expenses.*
 - **Commissions/Appraisals – over budget - \$7k:** *Commission expense incurred for negotiations of new tenant lease.*

Committees

- Committees YTD is under budget - \$15,950
 - **Executive Committee** – Is over budget - \$691
 - **Board of Directors** – Is under budget - \$483
 - **General** – under budget - \$9,386
 - **Mid-Year** – over budget - \$15,445
 - **Conference** – under budget - \$6,542
 - **Other Committees** – under budget - \$16,158
 - **Key Factors in 2013:**
 - **Strategic Planning/Board Development – under budget – \$8k:** *Board Development instead of Strategic Planning for both the Conference and Mid-Year Board meetings resulted in overall savings.*
 - **BOD – Mid-Year – over budget - \$15k:** *Higher than expected travel to IIMC Savannah Mid-Year meeting resulted in budget overages, primarily due to airfare, audio visual, and overly optimistic cost on accommodations.*
 - **Other Committees – Exchange Program - under budget - \$3k:** *IIMC did not host an exchange program in 2013 hence no expense was incurred.*
 - **Other Committees – Records Management – under budget - \$8k:** *Less than expected expenses incurred for Publications Committee as well as no expense incurred for IIMC/NAGARA workshops resulted in less expense.*

Conference

- Conference YTD is over budget - \$47,754
 - **Income** – Revenue is under budget - \$31,419
 - **Expenses** – Expenses are under budget - \$79,173
 - **General Comments:**
 - Comparing 2013 Conference to 2012, we recognized 48 more full paying attendees. Although Atlantic City experienced a slight increase in event cost, this was expected due to the increase in attendees. The primary reduction in total expense was no hotel attrition with the 2013 Conference.
 - Overall, all expenses are under budget with the exception of Staff Travel expense due to the cost of the hotel rooms (prior to Conference) and travel from airport to conference site.
 - **Key Factors in 2013:**
 - Hotel Room Block – Reduction in room block alleviated attrition
 - Speaker Expense – under budget – \$16k
 - Events Expense – under budget – \$18k
 - Food & Beverage Expense – under budget – \$11k
 - Audit Visual – under budget – \$14k

2013 December Notes – Cont.

Education

- Education YTD is under budget - \$56,614
 - **Income** – Revenue is over budget - \$9,442
 - **Expenses** – Expenses are under budget - \$47,172
 - **General Comments** – *Policy 8 funds came in over budget by \$16,467, of which \$17k of Policy 8 funds was applied to 2014 Grants – Conference and Regional Meetings.*
 - **Key Factors in 2013:**
 - **Fees CMC – over budget – \$12k:** *IIMC continues to see increased enrollment in the CMC certification program.*
 - **Distances Education/Program Development – under budget collectively – \$34k:** *Less than expected expenses incurred for both of these budget line items.*

Marketing

- Marketing YTD is over budget - \$14,479
 - **Income** – Revenue is under budget - \$14,826
 - **Expenses** – Expenses are under budget - \$347
 - **General Comments** – *The reduction in Advertising revenue is due to the decline in advertising. Several advertisers have either pulled or reduced the rate of their ads due to loss of revenue in their business.*

Membership

- Membership YTD is over budget - \$5,752
 - **Income** – Revenue is under budget - \$7,815
 - **Expenses** – Expenses are under budget - \$13,566
 - **General Comments**
 - **Membership Dues** – *Dues starting with the term of 01/01/2013 include a board approved increase of \$10.*
 - **Expenses** - *Overall savings in expenses.*

Year	Dues Revenue	\$ Change	% Change
2008	1,023,592		
2009	1,017,120	(6,472)	(0.01)
2010	1,035,296	18,176	0.02
2011	1,049,544	14,248	0.01
2012	1,066,830	17,286	0.02
2013	1,103,355	36,525	0.03

IIMC Financials
FISCAL YEAR 2013
Statement of Financial Position
December 31, 2013

ASSETS

Current Assets

General Checking	\$ 43,686
MMA - Operating	168,372
MMA - Reserves	401,585
Accounts Receivable	63,812
Inventory	15,693
Prepaid Expense	52,842
Prepaid Conference	37,287
Total Current Assets	\$ 783,278

Property & Equipment

Furniture	73,943		
Accum Deprn - Furniture	(73,302)	\$ 641	
Office Equipment	18,794		
Accum Deprn - Office Equipment	(18,794)		(0)
Building	397,448		
Accum Deprn - Building	(126,538)		270,910
Building Improvement - No Rent	177,178		
Accum Deprn - Building Improvement	(76,883)		100,295
Building Improvement - Rent Only	34,107		
Accum Deprn - Building Improvement	(29,506)		4,601
Land	321,408		
Building Rental	376,400		
Accum Deprn - Bldg Rental	(119,833)		256,567
Computer Equipment	33,645		
Accum Deprn - Computer Equipment	(23,833)		9,812
Computer Software	81,278		
Accum Amortization - Computer Software	(77,713)		3,565
Loan Cost	4,995		
Accum Amortization - Loan Costs	(271)		4,724
Total Property and Equipment		\$ 972,523	

TOTAL ASSETS

\$ 1,755,801

IIMC Financials
FISCAL YEAR 2013
Statement of Financial Position
December 31, 2013

LIABILITIES & EQUITY

Current Liabilities

Accounts Payables	42,318
Accrued Expense	41,473
Vacation Liability	17,328
Deferred Revenue - Dues	723,577
Deferred Revenue - Rent	2,024
Deferred Revenue - Conference	36,750
Deferred Revenue - Sponsorship/Advertising	4,600
Exchange Application	50
Grants - Conference	7,280
Grants - Study Abroad	9,454
Grants - Regional Educational Meeting	11,000
MCEF Liability	2,000
Total Current Liabilities	\$ 897,854

Long Term Liabilities

Mortgage Loan	717,195
Total Long Term Liabilities	\$ 717,195

EQUITY

Equity	(47,084)
Property & Equip Reserves	(11,178)
Building Reserves	23,625
Operating Reserves	15,990
Net Income/(Loss)	159,399
Total Equity	\$ 140,752

TOTAL LIABILITIES & EQUITY

\$ 1,755,801

IIMC Financials

FISCAL YEAR 2013

SUMMARY TOTALS

December 31, 2013

Department	2013							
	Budget	Monthly Actual	Monthly Budget	Variance	YTD Actual	YTD Budget	Variance	YTD %
INCOME:								
Administration	500	56	42	15	776	500	276	155.1%
Building	59,000	3,378	4,917	(1,539)	53,472	59,000	(5,528)	90.6%
Conference	533,550	2,538	-	2,538	502,131	533,550	(31,419)	0.0%
Education	104,300	31,479	31,608	(130)	113,742	104,300	9,442	109.1%
Marketing	41,300	744	3,523	(2,779)	26,474	41,300	(14,826)	64.1%
Membership	1,114,800	95,162	92,900	2,262	1,106,985	1,114,800	(7,815)	99.3%
Total Income	1,853,450	133,357	132,990	367	1,803,580	1,853,450	(49,870)	97.3%
EXPENSES:								
Administration	557,659	39,994	46,405	(6,411)	514,275	557,659	(43,384)	92.2%
Building	129,800	10,631	11,733	(1,102)	125,723	129,800	(4,077)	96.9%
Committee - Board of Directors	95,200	2,167	1,475	692	94,717	95,200	(483)	99.5%
Committee - Executive	26,800	-	2,233	(2,233)	27,491	26,800	691	102.6%
Committees - Other	25,000	2	517	(515)	8,842	25,000	(16,158)	35.4%
Conference	490,500	4,584	4,583	1	411,327	490,500	(79,173)	83.9%
Education	212,300	24,307	17,692	6,615	165,128	212,300	(47,172)	77.8%
Marketing	109,150	11,239	8,763	2,476	108,803	109,150	(347)	99.7%
Membership	201,441	20,463	16,753	3,710	187,875	201,441	(13,566)	93.3%
Total Expense	1,847,850	113,387	110,154	3,233	1,644,181	1,847,850	(203,669)	89.0%
PROFIT/(LOSS)								
Administration	(557,159)	(39,938)	(46,363)	6,426	(513,499)	(557,159)	43,660	92.2%
Building	(70,800)	(7,253)	(6,817)	(436)	(72,250)	(70,800)	(1,450)	102.0%
Board of Directors	(95,200)	(2,167)	(1,475)	(692)	(94,717)	(95,200)	483	99.5%
Committee - Executive	(26,800)	-	(2,233)	2,233	(27,491)	(26,800)	(691)	102.6%
Committees - Other	(25,000)	(2)	(517)	515	(8,842)	(25,000)	16,158	35.4%
Conference	43,050	(2,047)	(4,583)	2,537	90,804	43,050	47,754	210.9%
Education	(108,000)	7,172	13,917	(6,745)	(51,386)	(108,000)	56,614	47.6%
Marketing	(67,850)	(10,494)	(5,239)	(5,255)	(82,329)	(67,850)	(14,479)	121.3%
Membership	913,359	74,699	76,147	(1,447)	919,111	913,359	5,752	100.6%
Net Profit/(Loss)	5,600	19,970	22,836	(2,866)	159,399	5,600	153,799	2846.4%
Controls	0	0	0	0	(0)	0	0	0

IIMC Financials

FISCAL YEAR 2013

Administrative

December 31, 2013

Description	2013							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
INCOME								
Interest	500	56	42	15	776	500	276	155.1%
Total Income	500	56	42	15	776	500	276	155.1%
OVERHEAD EXPENSES								
Salary/Wages	268,098	18,536	22,342	(3,805)	259,912	268,098	(8,186)	96.9%
Contract Labor	60,000	5,000	5,000	-	60,000	60,000	-	100.0%
Salary Benefits	42,909	3,973	3,576	398	42,757	42,909	(152)	99.6%
Payroll Taxes-Employer	19,153	1,530	1,596	(67)	18,579	19,153	(574)	97.0%
Workers Comp Insurance	2,799	179	233	(54)	2,179	2,799	(620)	77.8%
Computer/Software Purchase	7,500	-	625	(625)	1,190	7,500	(6,310)	15.9%
Computer/Software Support	34,000	2,590	2,833	(243)	35,186	34,000	1,186	103.5%
Depreciation Furn/Amortization Exp	15,300	609	1,275	(666)	7,172	15,300	(8,128)	46.9%
Office Equipment Lease	6,400	749	533	216	5,962	6,400	(438)	93.2%
Office Equipment Maint	800	-	67	(67)	255	800	(545)	31.9%
Office Equipment Purchase	500	-	42	(42)	349	500	(151)	69.9%
Office Supplies	5,200	75	433	(358)	5,035	5,200	(165)	96.8%
Telephone	10,400	743	867	(123)	10,245	10,400	(155)	98.5%
Web Site	3,900	317	325	(8)	3,432	3,900	(468)	88.0%
Auditor Fees	14,500	1,167	1,208	(41)	14,010	14,500	(490)	96.6%
Auto Mileage-Staff	100	-	8	(8)	111	100	11	111.2%
Copier	6,100	495	508	(14)	6,089	6,100	(11)	99.8%
Credit Card Fees	1,600	108	133	(25)	827	1,600	(773)	51.7%
Bank Analysis Fees	9,000	145	750	(605)	2,442	9,000	(6,558)	27.1%
Insurance-Retiree (*)	14,700	1,093	1,225	(132)	13,583	14,700	(1,117)	92.4%
Legal Fees	500	350	42	308	3,312	500	2,812	662.3%
Memberships	800	-	-	-	771	800	(30)	96.3%
Payroll Processing	4,000	385	333	52	4,830	4,000	830	120.7%
Postage/Courier/Mailing	2,000	130	167	(37)	1,880	2,000	(120)	94.0%
Printing	2,500	-	208	(208)	445	2,500	(2,055)	17.8%
Professional Develop/Training	3,000	298	250	48	2,271	3,000	(729)	75.7%
Shipping	500	15	42	(26)	417	500	(83)	83.5%
Subscriptions/Publications	300	-	25	(25)	-	300	(300)	0.0%
Taxes Business	5,000	647	417	230	2,794	5,000	(2,206)	55.9%
Admin Accommodations	3,300	-	275	(275)	2,252	3,300	(1,048)	68.2%
Admin Airfare	4,500	-	375	(375)	2,635	4,500	(1,865)	58.6%
Admin Ground	1,300	-	108	(108)	449	1,300	(851)	34.6%
Admin Meals	2,200	-	183	(183)	1,109	2,200	(1,091)	50.4%
Admin Other	200	-	17	(17)	-	200	(200)	0.0%
Other	4,600	859	383	475	1,795	4,600	(2,805)	39.0%
Total Administrative Expenses	557,659	39,994	46,405	(6,411)	514,275	557,659	(43,384)	92.2%
Net Profit/Loss	(557,159)	(39,938)	(46,363)	6,426	(513,499)	(557,159)	43,660	92.2%

IIMC Financials

FISCAL YEAR 2013

Building

December 31, 2013

Description	2013								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Rental Income	59,000	3,378	4,917	(1,539)	53,472	59,000	(5,528)	90.6%	
Total Income	59,000	3,378	4,917	(1,539)	53,472	59,000	(5,528)	90.6%	
DIRECT EXPENSE									
Amortize Loan Costs	1,600	19	133	(114)	250	1,600	(1,350)	15.6%	
Association Fees	2,500	205	208	(3)	2,460	2,500	(40)	98.4%	
Depreciation Building	34,300	2,726	2,858	(132)	31,938	34,300	(2,362)	93.1%	
Insurance Fire/Property	4,200	357	350	7	5,042	4,200	842	120.0%	
Landscaping	4,100	290	342	(52)	3,400	4,100	(700)	82.9%	
Mortgage Interest	40,400	2,991	3,367	(375)	35,719	40,400	(4,681)	88.4%	
Office Cleaning - IIMC	3,100	240	258	(18)	3,120	3,100	20	100.6%	
Property Tax	14,000	1,596	1,167	430	14,888	14,000	888	106.3%	
Repair/Maint Building	7,400	129	617	(488)	5,231	7,400	(2,169)	70.7%	
Repair/Maint Grounds	2,000	-	167	(167)	40	2,000	(1,960)	2.0%	
Utilities	13,100	944	1,092	(148)	13,469	13,100	369	102.8%	
Allocation to Bldg Reserve	1,000	1,013	1,000	13	1,013	1,000	13	101.3%	
Office Cleaning - Tenants	2,100	120	175	(55)	1,772	2,100	(328)	84.4%	
Commissions/Appraisals	-	-	-	-	7,381	-	7,381	0.0%	
Total Direct Expense	129,800	10,631	11,733	(1,102)	125,723	129,800	(4,077)	96.9%	
Net Profit/Loss	(70,800)	(7,253)	(6,817)	(436)	(72,250)	(70,800)	(1,450)	102.0%	

IIMC Financials

FISCAL YEAR 2013

Committees

December 31, 2013

Description	2013								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
EXECUTIVE COMMITTEE:									
Telephone	500	-	42	(42)	74	500	(426)	14.9%	
Travel Accommodations	7,000	-	583	(583)	4,828	7,000	(2,172)	69.0%	
Travel Airfare	13,500	-	1,125	(1,125)	15,576	13,500	2,076	115.4%	
Travel Ground	2,000	-	167	(167)	3,472	2,000	1,472	173.6%	
Travel Meals	2,500	-	208	(208)	3,015	2,500	515	120.6%	
Travel Other	1,000	-	83	(83)	134	1,000	(866)	13.4%	
Other	300	-	25	(25)	391	300	91	130.4%	
Total Expense	26,800	-	2,233	(2,233)	27,491	26,800	691	102.6%	
BOARD OF DIRECTORS:									
General									
Election Expense	100	-	-	-	-	100	(100)	0.0%	
Region XI Consultant	7,000	500	583	(83)	8,217	7,000	1,217	117.4%	
Insurance Officers & Directors	7,000	987	583	404	6,929	7,000	(71)	99.0%	
Legal Fees	1,000	245	83	162	420	1,000	(580)	42.0%	
Meeting Expenses	-	(1,627)	-	(1,627)	-	-	-	0.0%	
Strategic Planning/Board Development	12,000	1,627	-	1,627	3,903	12,000	(8,097)	32.5%	
Postage	100	-	8	(8)	159	100	59	159.0%	
Shipping	100	-	8	(8)	55	100	(45)	55.1%	
Telephone	1,500	-	125	(125)	242	1,500	(1,258)	16.1%	
Memorials	500	-	42	(42)	400	500	(100)	80.0%	
Other Expenses	500	-	42	(42)	89	500	(411)	17.9%	
General	29,800	1,732	1,475	257	20,414	29,800	(9,386)	68.5%	
Mid-Year									
Travel Accommodations	11,400	-	-	-	14,772	11,400	3,372	129.6%	
Travel Airfare	15,000	75	-	75	20,149	15,000	5,149	134.3%	
Travel Ground	1,000	-	-	-	3,655	1,000	2,655	365.5%	
Travel Meals	12,500	60	-	60	12,911	12,500	411	103.3%	
Travel Other	500	-	-	-	12	500	(488)	2.5%	
Parliamentarian Expense	-	300	-	300	600	-	600	0.0%	
Meeting Expenses	1,000	-	-	-	4,188	1,000	3,188	418.8%	
Mid-Year	41,400	435	-	435	56,845	41,400	15,445	137.3%	
Conference									
Travel Accommodations	7,000	-	-	-	7,816	7,000	816	111.7%	
Travel Airfare	1,000	-	-	-	1,437	1,000	437	143.7%	
Travel Ground	1,000	-	-	-	438	1,000	(562)	43.8%	
Travel Meals	2,000	-	-	-	918	2,000	(1,082)	45.9%	
Board Meeting Expense	8,000	-	-	-	4,774	8,000	(3,226)	59.7%	
Board Meeting Audio Visual	4,000	-	-	-	2,076	4,000	(1,924)	51.9%	
Travel Other	1,000	-	-	-	-	1,000	(1,000)	0.0%	
Conference	24,000	-	-	-	17,458	24,000	(6,542)	72.7%	
Total Expense	95,200	2,167	1,475	692	94,717	95,200	(483)	99.5%	
BUDGET AND PLANNING:									
Travel Accommodations	2,000	-	-	-	2,303	2,000	303	115.2%	
Travel Airfare	4,000	-	-	-	3,206	4,000	(794)	80.2%	
Travel Ground	500	-	-	-	190	500	(310)	38.0%	
Travel Meals	1,400	-	-	-	1,209	1,400	(191)	86.4%	
Travel Other	200	-	-	-	12	200	(188)	6.0%	
Total Expense	8,100	-	-	-	6,921	8,100	(1,179)	85.4%	
CONFERENCE POLICY:									
Meeting/Telephone Expenses	200	-	17	(17)	32	200	(168)	15.9%	
Total Expense	200	-	17	(17)	32	200	(168)	15.9%	
EDUCATION / PROFESSIONAL DEVELOPMENT:									
Meeting/Telephone Expenses	200	-	17	(17)	8	200	(192)	4.2%	
Total Expense	200	-	17	(17)	8	200	(192)	4.2%	
ELECTION:									
Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%	
Total Expense	100	-	8	(8)	-	100	(100)	0.0%	

IIMC Financials

FISCAL YEAR 2013

Committees

December 31, 2013

Description	2013							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
ETHICS: Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
INTERNATIONAL RELATIONS: Exchange Program	3,000	2	-	2	2	3,000	(2,998)	0.1%
Study Abroad	700	-	-	-	-	700	(700)	0.0%
Meeting/Telephone Expenses	200	-	17	(17)	423	200	223	211.5%
Total Expense	3,900	2	17	(15)	425	3,900	(3,475)	10.9%
POLICY REVIEW Meeting/Telephone Expenses	200	-	17	(17)	200	200	(0)	99.9%
Total Expense	200	-	17	(17)	200	200	(0)	99.9%
MEMBERSHIP: Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
MENTORING: Meeting/Telephone Expenses	100	-	8	(8)	41	100	(59)	41.2%
Promotion	300	-	25	(25)	-	300	(300)	0.0%
Total Expense	400	-	33	(33)	41	400	(359)	10.3%
PROGRAM REVIEW: Meeting/Telephone Expenses	400	-	33	(33)	77	400	(323)	19.4%
Total Expense	400	-	33	(33)	77	400	(323)	19.4%
PUBLIC RELATIONS: Meeting/Telephone Expenses	200	-	17	(17)	56	200	(144)	28.0%
Other	1,000	-	83	(83)	-	1,000	(1,000)	0.0%
Total Expense	1,200	-	100	(100)	56	1,200	(1,144)	4.7%
LEGISLATIVE Meeting/Telephone Expenses	-	-	-	-	36	-	36	0.0%
Total Expense	-	-	-	-	36	-	36	0.0%
RECORDS MANAGEMENT: Publications - writing/editing/design	2,500	-	208	(208)	850	2,500	(1,650)	34.0%
Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
IIMC/NAGARA Workshops	7,000	0	-	0	0	7,000	(7,000)	0.0%
Total Expense	9,600	0	217	(217)	850	9,600	(8,750)	8.9%
RESEARCH: Meeting/Telephone Expenses	200	-	17	(17)	-	200	(200)	0.0%
Total Expense	200	-	17	(17)	-	200	(200)	0.0%
RESOURCE & INFORMATION: Meeting/Telephone Expenses	100	-	8	(8)	-	100	(100)	0.0%
Total Expense	100	-	8	(8)	-	100	(100)	0.0%
TASK FORCE(S): ACCREDITATION / CREDENTIALING								
Meeting/Telephone Expenses	200	-	17	(17)	196	200	(4)	97.8%
Total Expense	200	-	17	(17)	196	200	(4)	97.8%
Executive Committee	26,800	-	2,233	(2,233)	27,491	26,800	691	102.6%
Board of Directors	95,200	2,167	1,475	692	94,717	95,200	(483)	99.5%
Other Committees	25,000	2	517	(515)	8,842	25,000	(16,158)	35.4%
Total Expense	147,000	2,169	4,225	(2,056)	131,050	147,000	(15,950)	89.1%
Net Profit/Loss	(147,000)	(2,169)	(4,225)	2,056	(131,050)	(147,000)	15,950	89.1%

IIMC Financials

FISCAL YEAR 2013

Conference

December 31, 2013

Description	Budget	Monthly	Monthly Budget	Variance	2013			
					Actual YTD	YTD Budget	Variance	YTD %
INCOME								
Registration Members-Full	432,850	-	-	-	418,208	432,850	(14,643)	96.6%
- Comp - Full Registration	(22,000)	-	-	-	(33,803)	(22,000)	(11,803)	153.6%
- Discount - First Timer	(8,000)	-	-	-	(11,150)	(8,000)	(3,150)	139.4%
- Discount - Multi Attendee	(6,100)	-	-	-	(4,300)	(6,100)	1,800	70.5%
- Discount - Conference Region	(14,500)	-	-	-	(11,400)	(14,500)	3,100	78.6%
- Discount - Region X	-	-	-	-	(2,070)	-	(2,070)	0.0%
- Discount - Region XI	(3,500)	-	-	-	(3,780)	(3,500)	(280)	108.0%
- Discount - Speakers	-	288	-	288	-	-	-	0.0%
Registration Guest	25,000	-	-	-	16,945	25,000	(8,055)	67.8%
Donations & Sponsorships	46,500	2,250	-	2,250	43,600	46,500	(2,900)	93.8%
Exhibitor Program	35,000	-	-	-	31,400	35,000	(3,600)	89.7%
Cancellation Fee	3,000	-	-	-	2,765	3,000	(235)	92.2%
Misc Conference Revenue	17,500	-	-	-	29,766	17,500	12,266	170.1%
Academy Workshop	23,400	-	-	-	19,145	23,400	(4,255)	81.8%
Athenian Leadership Society	3,000	-	-	-	5,065	3,000	2,065	168.8%
Boutique Sales	1,400	-	-	-	1,740	1,400	340	124.3%
Total Income	533,550	2,538	-	2,538	502,131	533,550	(31,419)	94.1%
- Conference Full - Attending								
- Conference Full - Comp								
- Conference Full - Paying (*)	700				630	70		
- Conference Retired	25				32	(7)		
- Conference Guest	100				63	37		
DIRECT EXPENSES								
Planner - Contract Labor	55,000	4,584	4,583	1	55,008	55,000	8	100.0%
Planner Travel Accomm.	1,500	-	-	-	1,537	1,500	37	102.5%
Planner Airfare	1,000	-	-	-	1,032	1,000	32	103.2%
Planner Ground Travel	300	-	-	-	343	300	43	114.2%
Planner Travel Meals	1,500	-	-	-	716	1,500	(784)	47.8%
PlannerTravel Other	100	-	-	-	333	100	233	333.0%
Subtotal Planner Expenses	59,400	4,584	4,583	1	58,968	59,400	(432)	99.3%
Academy Speaker Fees	16,000	-	-	-	11,315	16,000	(4,685)	70.7%
Academy Speaker Accommodations	2,000	-	-	-	2,203	2,000	203	110.2%
Academy Speaker Meals	800	-	-	-	434	800	(366)	54.2%
Academy Speaker Travel	5,000	-	-	-	1,955	5,000	(3,045)	39.1%
Academy Materials/Supplies	500	-	-	-	220	500	(280)	44.0%
Academy Transportation	-	-	-	-	-	-	-	0.0%
Subtotal Academy Expenses	24,300	-	-	-	16,127	24,300	(8,174)	66.4%
Genl/Plenary Speaker Fees	30,000	-	-	-	17,500	30,000	(12,500)	58.3%
Genl/Plenary Speaker Accommodations	400	-	-	-	625	400	225	156.2%
Genl/Plenary Speaker Meals	200	-	-	-	613	200	413	306.6%
Genl/Plenary Speaker Travel	2,500	-	-	-	4,351	2,500	1,851	174.0%
Subtotal Gen/Plenary Speaker Expenses	33,100	-	-	-	23,089	33,100	(10,011)	69.8%
Speakers Accommodations	5,000	-	-	-	3,487	5,000	(1,513)	69.7%
Speakers Fees	20,000	-	-	-	16,750	20,000	(3,250)	83.8%
Speakers Meals	2,100	-	-	-	307	2,100	(1,793)	14.6%
Speakers Travel	12,600	-	-	-	2,828	12,600	(9,772)	22.4%
Subtotal Speaker Expenses	39,700	-	-	-	23,372	39,700	(16,328)	58.9%
Staff Travel Accomm.	5,900	-	-	-	9,115	5,900	3,215	154.5%
Conf. Travel Airfare Staff	6,000	-	-	-	6,161	6,000	161	102.7%
Conf. Travel Ground - Staff	500	-	-	-	2,256	500	1,756	451.3%
Conf. Travel Meals - Staff	4,500	-	-	-	4,108	4,500	(392)	91.3%
Conf. Travel Other - Staff	100	-	-	-	59	100	(41)	59.0%
Subtotal Staff Expenses	17,000	-	-	-	21,700	17,000	4,700	127.6%
Travel Accommodations VIP	10,000	-	-	-	5,979	10,000	(4,021)	59.8%
Conf. Transportation - VIP	3,000	-	-	-	545	3,000	(2,455)	18.2%
Subtotal VIP Expenses	13,000	-	-	-	6,524	13,000	(6,476)	50.2%
Opening Reception	25,000	-	-	-	15,561	25,000	(9,439)	62.2%
All Conference Event	40,000	-	-	-	29,968	40,000	(10,032)	74.9%
Opening Ceremony	500	-	-	-	2,022	500	1,522	404.5%
Subtotal Events Expenses	65,500	-	-	-	47,551	65,500	(17,949)	72.6%

IIMC Financials

FISCAL YEAR 2013

Conference

December 31, 2013

Description	2013							
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %
Food & Beverage	71,900	-	-	-	71,084	71,900	(816)	98.9%
Meetings Space/Labor	6,000	-	-	-	-	6,000	(6,000)	0.0%
Colloquium Food & Beverage	1,000	-	-	-	877	1,000	(123)	87.7%
Annual Banquet	40,600	-	-	-	28,855	40,600	(11,745)	71.1%
Private Receptions	2,500	-	-	-	10,435	2,500	7,935	417.4%
Subtotal F&B Expenses	122,000	-	-	-	111,251	122,000	(10,749)	91.2%
Credit Card Fees	10,500	0	-	0	7,054	10,500	(3,446)	67.2%
Athenian Leadership Society	1,400	-	-	-	1,047	1,400	(353)	74.8%
Telephone/Internet	2,000	-	-	-	1,734	2,000	(266)	86.7%
Awards & Gifts	3,000	-	-	-	4,845	3,000	1,845	161.5%
Office Supplies	200	-	-	-	175	200	(25)	87.6%
Shipping	3,000	-	-	-	4,533	3,000	1,533	151.1%
Lanyards/Bags/Gifts	2,500	-	-	-	2,851	2,500	351	114.0%
Conference Security	2,000	-	-	-	409	2,000	(1,591)	20.5%
Colloquium Institute Director	3,400	-	-	-	1,613	3,400	(1,787)	47.4%
Postage/Courier/Mailing	500	0	-	0	326	500	(174)	65.2%
Conf. Transportation	5,000	-	-	-	650	5,000	(4,350)	13.0%
Audio/Visual	50,000	-	-	-	35,584	50,000	(14,416)	71.2%
Exhibit Hall	4,000	-	-	-	6,759	4,000	2,759	169.0%
Onsite Labor	1,000	-	-	-	-	1,000	(1,000)	0.0%
Photographer	2,500	-	-	-	2,500	2,500	-	100.0%
Conference Printing/Design Work	17,000	-	-	-	17,356	17,000	356	102.1%
Merchandise	1,000	-	-	-	2,984	1,000	1,984	298.4%
Conference Scanning Expense	5,500	-	-	-	8,062	5,500	2,562	146.6%
Other	800	-	-	-	1,386	800	586	173.3%
Conference CD Handout	1,200	-	-	-	2,376	1,200	1,176	198.0%
Subtotal Operating Expenses	116,500	0	-	0	102,745	116,500	(13,755)	88.2%
Total Direct Expense	490,500	4,584	4,583	1	411,327	490,500	(79,173)	83.9%
Net Profit/Loss	43,050	(2,047)	(4,583)	2,537	90,804	43,050	47,754	210.9%

IIMC Financials

FISCAL YEAR 2013

Education

December 31, 2013

Description	2013								
	Budget	Monthly	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME:									
MCEF Contribution/Policy 8	25,000	41,467	25,000	16,467	41,467	25,000	16,467	165.9%	
- Grants - Conference/Regional Ed Mtgs	-	(17,160)	-	(17,160)	(17,160)	-	(17,160)	0.0%	
Fees CMC	26,000	3,015	2,167	848	37,615	26,000	11,615	144.7%	
Fees CMC Recertification	-	-	-	-	(250)	-	(250)	0.0%	
Fees MMC	40,000	3,550	3,333	217	36,770	40,000	(3,230)	91.9%	
Pin CMC	100	-	8	(8)	30	100	(70)	30.0%	
Pin MMC	100	-	8	(8)	60	100	(40)	60.0%	
Plaques CMC/MMC	4,600	525	383	142	7,830	4,600	3,230	170.2%	
Distance Ed Registration	8,500	82	708	(626)	7,380	8,500	(1,120)	86.8%	
Total Income	104,300	31,479	31,608	(130)	113,742	104,300	9,442	109.1%	
DIRECT EXPENSES:									
Salary/Wages	110,600	12,591	9,217	3,374	106,531	110,600	(4,069)	96.3%	
Salary Benefits	19,200	1,959	1,600	359	19,248	19,200	48	100.3%	
Payroll Taxes - Employer	10,200	1,122	850	272	9,024	10,200	(1,176)	88.5%	
Workers Comp Insurance	1,200	72	100	(28)	604	1,200	(596)	50.3%	
Computer/Software Support	1,000	-	83	(83)	471	1,000	(529)	47.1%	
Conference CD Rom	-	-	-	-	-	-	-	0.0%	
Credit Card Fee	1,500	183	125	58	1,363	1,500	(137)	90.9%	
Distance Ed	25,000	800	2,083	(1,283)	4,075	25,000	(20,925)	16.3%	
Memberships	450	-	38	(38)	375	450	(75)	83.3%	
NOCA Accreditation	-	0	-	0	0	-	0	0.0%	
Pins CMC	-	-	-	-	-	-	-	0.0%	
Pins MMCA	-	-	-	-	-	-	-	0.0%	
Pins CMC/MMC	2,000	248	167	81	1,796	2,000	(204)	89.8%	
Plaques	3,500	346	292	54	2,877	3,500	(623)	82.2%	
Office Equipment Purchase	-	-	-	-	-	-	-	0.0%	
Office Supplies	-	-	-	-	-	-	-	0.0%	
Postage/Courier/Mailing	1,200	33	100	(67)	930	1,200	(270)	77.5%	
Printing	500	-	42	(42)	-	500	(500)	0.0%	
Shipping	4,000	454	333	120	4,172	4,000	172	104.3%	
Professional Develop/Training	1,500	-	125	(125)	1,013	1,500	(487)	67.5%	
Program Development	25,000	6,500	2,083	4,417	12,000	25,000	(13,000)	48.0%	
Subscriptions/Publications	500	-	42	(42)	-	500	(500)	0.0%	
Telephone	200	-	17	(17)	53	200	(147)	26.4%	
Staff Travel Accommodations	2,000	-	167	(167)	-	2,000	(2,000)	0.0%	
Staff Airfare	2,000	-	167	(167)	349	2,000	(1,651)	17.4%	
Staff Travel Ground	250	-	21	(21)	194	250	(56)	77.5%	
Staff Travel Meals	250	-	21	(21)	50	250	(200)	20.0%	
Staff Travel Other	250	-	21	(21)	3	250	(247)	1.2%	
Wyoming On-Line Institute	-	-	-	-	-	-	-	0.0%	
Total Direct Expense	212,300	24,307	17,692	6,615	165,128	212,300	(47,172)	77.8%	
Net Profit/Loss	(108,000)	7,172	13,917	(6,745)	(51,386)	(108,000)	56,614	47.6%	

IIMC Financials

FISCAL YEAR 2013

Marketing

December 31, 2013

Description	2013								
	Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Advertising	10,800	(600)	982	(1,582)	4,800	10,800	(6,000)	44.4%	
Advertising/Sponsor	16,500	1,150	1,375	(225)	13,650	16,500	(2,850)	82.7%	
Advertising Website	2,000	98	167	(69)	2,323	2,000	323	116.2%	
Royalty - MBNA MasterCard	3,000	-	250	(250)	932	3,000	(2,068)	31.1%	
Royalty - Robert's Rule of Order	1,000	-	83	(83)	317	1,000	(683)	31.7%	
Royalties Other - E.Mina/NAP	500	-	42	(42)	829	500	329	165.8%	
Mailing Lists	500	-	42	(42)	-	500	(500)	0.0%	
Merchandise	2,000	41	167	(125)	47	2,000	(1,953)	2.4%	
Publications	4,000	22	333	(311)	3,053	4,000	(947)	76.3%	
Publications - Book 8	1,000	33	83	(50)	522	1,000	(478)	52.2%	
Total Income	41,300	744	3,523	(2,779)	26,474	41,300	(14,826)	64.1%	
DIRECT EXPENSES									
Salary/Wages	78,500	8,794	6,542	2,252	78,560	78,500	60	100.1%	
Salary Benefits	11,600	1,108	967	141	11,825	11,600	225	101.9%	
Payroll Taxes	5,500	497	458	39	5,418	5,500	(82)	98.5%	
Workers Comp Insurance	800	50	67	(17)	588	800	(212)	73.5%	
Credit Card Fee	100	3	8	(5)	54	100	(46)	54.0%	
Awards & Gifts	1,000	-	-	-	-	1,000	(1,000)	0.0%	
Design Work (non conference)	500	-	42	(42)	75	500	(425)	15.0%	
Merchandise	1,400	576	117	459	576	1,400	(824)	41.1%	
Shipping	100	-	8	(8)	-	100	(100)	0.0%	
Staff Travel Accommodations	600	-	50	(50)	-	600	(600)	0.0%	
Staff Airfare	500	-	42	(42)	174	500	(326)	34.9%	
Travel Exhibit	3,000	-	-	-	4,884	3,000	1,884	162.8%	
Staff Travel Ground	250	-	21	(21)	27	250	(223)	10.7%	
Staff Travel Meals	500	-	42	(42)	25	500	(475)	5.0%	
Staff Travel Other	200	-	17	(17)	-	200	(200)	0.0%	
News Digest/Print/Mail/Design	3,000	319	250	69	4,635	3,000	1,635	154.5%	
Printing - Book 8	600	34	50	(16)	479	600	(121)	79.8%	
Printing /Publications	1,000	(142)	83	(225)	1,475	1,000	475	147.5%	
Total Direct Expense	109,150	11,239	8,763	2,476	108,803	109,150	(347)	99.7%	
Net Profit/Loss	(67,850)	(10,494)	(5,239)	(5,255)	(82,329)	(67,850)	(14,479)	121.3%	

IIMC Financials

FISCAL YEAR 2013

Membership

December 31, 2013

Description	2013								
	Budget	Monthly Actual	Monthly Budget	Variance	Actual YTD	YTD Budget	Variance	YTD %	
INCOME									
Membership Dues	1,111,000	95,027	92,583	2,444	1,103,355	1,111,000	(7,645)	99.3%	
Membership Late Fee	3,800	135	317	(182)	3,630	3,800	(170)	95.5%	
Total Income	1,114,800	95,162	92,900	2,262	1,106,985	1,114,800	(7,815)	99.3%	
DIRECT EXPENSES									
Salary/Wages	124,002	14,480	10,334	4,147	118,552	124,002	(5,450)	95.6%	
Salary Benefits	26,291	2,603	2,191	412	25,741	26,291	(550)	97.9%	
Payroll Taxes-Employer	11,347	1,333	946	388	10,092	11,347	(1,255)	88.9%	
Workers Comp Insurance	1,201	60	100	(40)	706	1,201	(495)	58.8%	
Auto Mileage	100	-	8	(8)	-	100	(100)	0.0%	
Computer/Software Support	3,000	471	250	221	4,241	3,000	1,241	141.4%	
Credit Card	7,000	443	583	(140)	6,841	7,000	(159)	97.7%	
Dues Mailing	8,000	(150)	667	(817)	8,840	8,000	840	110.5%	
Membership	400	25	33	(8)	624	400	224	156.1%	
Postage/Courier/Mailing	3,500	171	292	(121)	2,290	3,500	(1,210)	65.4%	
Membership Drive	13,000	1,026	1,083	(57)	8,855	13,000	(4,145)	68.1%	
Professional Develop/Training	400	-	33	(33)	89	400	(311)	22.3%	
Promotion	500	-	42	(42)	573	500	73	114.5%	
Research Salary Survey Services	400	-	-	-	300	400	(100)	75.0%	
Telephone Expense	-	-	-	-	5	-	5	0.0%	
Staff Travel Accommodations	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Staff Airfare	1,000	-	83	(83)	-	1,000	(1,000)	0.0%	
Staff Travel Ground	100	-	8	(8)	121	100	21	120.5%	
Staff Travel Meals	100	-	8	(8)	4	100	(96)	3.7%	
Staff Travel Other	100	-	8	(8)	-	100	(100)	0.0%	
Total Direct Expense	201,441	20,463	16,753	3,710	187,875	201,441	(13,566)	93.3%	
Net Profit/Loss	913,359	74,699	76,147	(1,447)	919,111	913,359	5,752	100.6%	

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Chris Shalby, Executive Director

Date: April 10, 2014

Subject: 2014 Communications Department Report



In February 2014, Emily Maggard, IIMC's Communications Coordinator resigned her position with IIMC. Since that time, IIMC has employed Emily on a freelance basis to produce the monthly News Digest, weekly E-Briefings and to keep up with social media. Denice Cox has taken over overseeing the majority of the web site.

The Department has been working on several items, but the main concentration has been on maintaining clear and consistent communications. The Communication Department functions as an interface between 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.

E-briefings:

The informational IIMC E-briefings continue to be sent out once weekly. These mailings have an average open rate of 22% to 25%. 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.

Technology used to view E-briefings (in %)

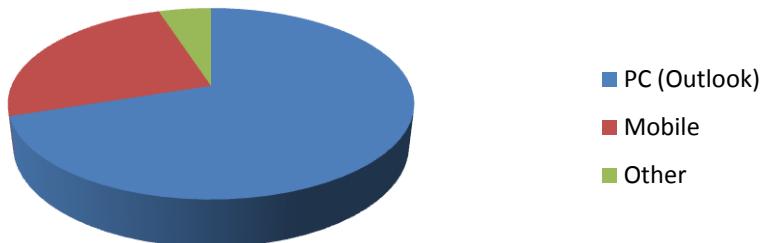


Figure 1: Devices used to view E-briefing

News Digest

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%. This rate exceeds industry trade associations open rates by 5%.



Athenian Dialogues:

The Athenian Dialogue pages on the IIMC website (Education → Athenian Leadership Society) have been expanded to further explain the program. The page is now clear, with links in multiple places, to ensure members receive all information. Additionally, an online form for referring books to be approved for use in Athenian Dialogues was created.

Lastly, the majority of the Athenian Books now have a one to two sentence description that was provided to us by IIMC member **Amy Beth Able, MMC, City Clerk from Newport, KY**. Able took it upon herself to gather and write the descriptions for the books and sent them to us. We have uploaded them to the web site.

Public Relations & Marketing Committee:

The Public Relations & Marketing Committee has been busy this year, with many exciting goals. This year, PRMC worked 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 either a new web site in 2015 or program modules to facilitate handling IIMC's demands for easier online activity.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors
From: Education Resource Group
Date: April 10, 2014
Subject: Annual Board Report



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 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 a portion of 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. Fleming Bell retired in January 2014 and is no longer part of the ERG. Wintrich will be retiring in June 2014. The ERG has been working with the Education Department on a variety of activities including:

ERG Duties Performed

1. ERG jointly wrote a recommendation of support to:
 - Revise the Athenian Dialogue Points to comply with the Educational Guidelines
 - Accept Technical bulletins developed by NAGARA to count for CMC and MMC hours
2. ERG recommendation in Make-up hours for CMC candidate that was short 24 hours or work
3. Provided opinions on education programs
4. Worked with new Institutes Directors in Georgia and Wyoming
5. Development of the 2014 Institute Directors' Colloquium curriculum
 - Working with UWGB department in the development of the program
6. Assisted in obtaining instructors for the 2014 IIMC-Milwaukee Conference.
 - Provided names from the Milwaukee area
 - Provided payment information so IIMC would have better bargaining opportunity
 - Provided the name of a very innovative municipality in the Milwaukee area for the class for the Region X and XI off-site session.
7. Advised Ashley what level courses should be
8. Made several call to Wyoming in regard to their Institute
9. Assisted the ID's in ideas for technology classes and course descriptions
10. ERG reviewed and made comment on ERG contracted services and policy
11. Last year changed the format of the Tuesday ID meeting to an agenda driven, group work forum.
12. Reviewing the new Virginia Institute Proposal
13. I am gathering information to develop the agenda for the Tuesday 2014-ID meeting
 - Sent couple E-blasts
 - Gathering ideas for the agenda
 - Will formulate the agenda
 - Will conduct the meeting

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: April 11, 2014
Subject: Member Services Year-End Report 2013-2014



Member Services has continued the Member Drive which started in January 2012 and has reached a total of 356 new members from municipalities with populations of 2,100+. We are now in the midst of the Small Municipality Member Drive (SNMD13) which is promoting IIMC to municipalities with populations of 200 to 2,100. We sent the SNMD13 promotion letter and application to 4,545 possible new IIMC Members in late November 2013. In December 2013, we had 15 join and we are now up to 72 new members.

We recruited new members through other means this year:

- Recruit A Member brought in 311 new members since 2007. In 2013, it brought in 18 new members. We have run this program for 7 years and will not continue in 2014.
- Region Director Challenge has brought in 490 new members – Our Board of Directors promoted IIMC and we had an outstanding year. Thanks to Lynnette Ogden, Region III Director, Lana McPherson, Region VII Director and Jaap Paans, Region XI Director for their hard work in bringing in the most new members and to all Region Directors who participated.

Nick Randle, IIMC's Region XI Consultant, created the Bulk Membership Scheme for Region XI which introduced the 100+ member concept to all of our Region XI affiliates. The Netherlands' VvG, Vereniging van Griffiers, with encouragement from Jaap Paans, signed the Memorandum of Understanding and sent in 454 new members from The Netherlands. We have been notified by SLCC, Society of Local Council Clerks in the United Kingdom, that they will be joining this program in the future.

Our priority is the IIMC Member. We are ready to respond to emails and phone calls sharing their problems and concerns about their membership. We are always about the personal conversation and if an email cannot be answered within one email; a phone call is made to clarify and discuss with the member.

While we are enthused about our new members, we are also grateful to our seasoned member. We value their years with IIMC and experience. Our communication with regard to membership dues takes 5 steps yearly before we cancel a member. We want to make certain we remain consistent as many times a member can think their dues are paid until they receive a final notice or a phone call from the Membership Committee.

1. Send initial yearly dues renewal.
2. Send a reminder renewal.
3. Send a past due renewal.
4. Send a final notice letter and renewal.
5. Membership Committee calls and emails

Tammy Schultz receives and inputs new membership applications daily. She is the first to touch base with our new members through the monthly new member packets which include the IIMC Pin and Membership and Code of Ethics Certificates. She creates the month end report which the Board receives along with the Membership Committee. Janet Pantaleon has taken on conference registration in Member Services. She has been extremely busy with both the IIMC Conference in Milwaukee and the IIMC Region XI Symposium registrations. These tasks are just a small part of Tammy and Janet's daily, weekly and monthly tasks each day.

Member Services has utilized the Task Manager which can be programmed to automatically send out welcome letters, thank you for joining IIMC letters, thank you for paying your IIMC Member dues and membership information. This year the new IIMC Member receives all of the above, but we have added CMC Step by Step information to our Full and Additional Full Memberships. New Members receive a "Welcome to IIMC" call and this is our opportunity to verify that they have received all of the above.

Member Services has been proactive in communicating with our Institute Directors by sending IIMC Member Brochures, IIMC Mentor Program Brochures and IIMC Member Applications at the beginning of each New Year. We intend to create a letter through our database Task Manager which will be sent to all of our new members naming the Institute and the Institute contact information and Region Director contact information. It will be sent automatically within their "Thank you for joining IIMC" letters and emailed IIMC Membership Information.

We are also going to 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. The membership has access to it through the members' only section of our website. Our next survey will be in 2015.

Non-dues revenue through our IIMC Career Center since May 2013 has brought in \$1,834.81 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.

Management's Comments:

The Department continues to emphasize a "concierge" attitude and service to each member. We believe responding to member's requests and questions via timely personal contact is paramount to IIMC's membership success.